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INNOVATION

# EXPLORING THE ROLE OF INNOVATION IN EXECUTION OF COUNTY INTEGRATED DEVELOPMENT PLANS BY COUNTY GOVERNMENTS IN KENYA

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## ABSTRACT

The Constitution of Kenya 2010 ushered in new structures of governance: The National government and the County governments, which became operational in 2013. Counties are expected to bring services closer to the citizens. Different government agencies have reported many cases where counties have low absorption of development funds, use of funds in areas not captured in CIDPs. The objective of this study is to explore the role of innovation in execution of development plans by county governments in Kenya. A survey was undertaken from government officers from five counties which were 10% of forty-seven counties who comprised of 5 County Secretaries, 5 Heads of Monitoring and Evaluation, 5 Chairs of Public Accounts Committees and 5 Clerks of the County Assemblies. Others are 48 Chief Officers and 55 Directors. The study adopted a descriptive research design. The questionnaire was used as the data collection instrument. Data analysis and interpretation was based on descriptive statistics and inferential statistics namely. The results indicated a moderate, positive and significant correlation between envisioning and execution of county integrated development plans by county governments in Kenya ($r=0.644$, p-value$< .093$).

**Keywords:** *Innovation; Development plans; Strategy; County Government and Strategic Leadership.*

### 1.1 BACKGROUND OF THE STUDY

The people of Kenya endorsed a new system of government following the promulgation of a new constitution in 2010. General elections followed in March 2013 that ushered in a paradigm shift of governance that established 47 county governments to work alongside the central government

(Wagana, Iravo & Nzulwa, 2015). According to Kenya School of Government (2015), the devolution adopted in Kenya is one of the most ambitious form of decentralization that entails political, fiscal and administrative decentralization. Kenyan's devolution is based on the supremacy of the constitution, sovereignty of the people, and the principle of public participation. It has political, fiscal and administrative decentralization (ICJ Kenya, 2013).

Devolution has been advocated as a political response to challenges such as conflicts, inequalities, economic stagnation, corruption and inefficient use of public resources. For devolution to be effective, decision must be taken at the local level and agreed upon through consensus, (Dent, 2004; Kimenyi & Meagher, 2004). Devolved governments are closer to their subjects and hence able to address the local needs. Devolved system of government ensures that public services are efficient. For efficient service delivery to be realized, countries and national states must have an effective division of labor among different levels of government and deploy necessary financing instruments to match fiscal obligations (Shen & Zou, 2015). The centralized systems of governments have been identified for a long time for curtailing efficient delivery of public services (Wagana *et al*., 2015).

Improved service delivery has be realized as a result of social services decentralization of such sectors as education, health, water and sanitation (Ekpo & Ekpo, 2008). Decentralization is now widely regarded as an instrument for improving service delivery to the public. Wagana, Iravo *et al*. (2015) citing a study by World Bank (2003) argued that decentralization has both an explicit and implicit motivation of improving service delivery for two major factors.

The first factor is that basic services which are the responsibility of the state are not being met. The second factor is that by improving service delivery through decentralization is essential since these services are consumed locally. Devolution has been adopted in a number of countries to guarantee against discretional use of power and resources by central government elites as well as a way to enhance efficiency of social service provision by allowing for a closer match between governance of public institutions and the desires and needs of local people. Examples of countries that have adopted devolution globally are Britain, Germany, United States of America, Canada and Australia.

Counties are expected to formulate and execute strategies that are in line with the national government's vision 2030 and Medium Term Plans with incorporating their counties strategic plans. Counties are endowed with diverse human and natural resources which calls for strategic leadership in order to manage these resources well. County Governments Act, 2012 (CGA),104 is the service delivery medium which tasks a county to develop an integrated plan, designate planning units at county administrative levels and promote public participation and also non-state actors involvement in the planning process.

The 2010 Constitution expects leaders in the counties to work as partners with the central government for better service delivery. Counties are required to develop their plans as the basis of their budgeting and expenditure and have made significant efforts to develop CIDPs aligned to vision 2030.The county plans shall consist of the County Integrated Development Plans (CIDPs) which is a 5 year plan that shall inform the county's annual budget. It shall also have a County Sectoral Plan which is a 10 year plan. County Spatial Plan which is a 10 year plan using the Geographic Information System (GIS) based system and this will be reviewed every 5 years and also City Municipal Plans.

The CIDPs developed in the first year of devolution were guided by the county development profiles and the Second Medium Term Goals of Vision 2030.According to the Council of Governors report of 2014, challenges in development of the CIDPs includes: credible statistics at the county level that would facilitate the alignment of county planning, budgeting and development to the Vision 2030. Available data is segregated by districts, divisions and locations, not by county, sub-county and wards. Counties, sub-counties and wards are the planning and service delivery units of the devolved system; the connection between the CIDPs and county budgeting. Some counties had not established the County Budget and Economic Forum to facilitate public consultation on public finance and economic planning. The cost of public participation and generally low turnouts in consultative forums.

Most counties have not established effective engagement frameworks with non-state actors and private sectors in their counties, establishment of specific planning authorities including creation of urban areas (cities, municipalities and towns) have not be achieved, inadequate public communication mechanisms to inform the public of the county planning and seek feedback on priorities.

A report by the Controller of budgets identified the challenges that the counties were facing in improving their absorption capacities. Some of the challenges noted included: inconsistencies and delays in procurement and implementation, clarification of roles between the levels of government on implementation especially of special fund.

### 1.2 Concept of Strategic Leadership

Strategic leadership has been defined as the ability to anticipate, envision and maintain flexibility, empower others to create a strategic chance and a bright future of the organization (Kjelin, 2009). Scholars have argued that strategic leadership has been one of the most critical leadership issues facing organizations in the twenty first century (Shuria, 2015). Daft (2010) opines that strategic leadership is the ability to influence followers to voluntarily act and make decisions that enhance the long-term and short-term viability and stability of the organization.

Strategic leadership have been identified to comprise of seven capabilities and characteristics which are planning, forecasting and envisioning, maintaining core competencies, building highly effective and motivated teams, organizational culture, goal priorities and effective communication (Budiarso, 2014). The first important role of strategic leader is to determine clearly the organization's vision and strategic direction (Budiarso, 2014).

It is only with a clear commitment and direction from the leaders in terms of vision and mission with organization's members have something to aim at and later can measure their own and the organization's performance. Managers cannot function effectively as leaders in the absence of a clear vision (Thompson & Strickland, 2003). Determination of clear organizational vision makes an organization anticipate and envision the future opportunities and challenges, maintain flexibility due to environmental changes. Shuria (2015) argues that strategic leaders are responsible for knowing the organization's environment and setting future directions that followers believe in.

In the County government setting, strategic planning is the most important step in order for the counties to deliver the promise of devolution. This calls for a strategic leadership that will be able to enlist the followers to its long term goals and one that will be able to nurture and guide

the followers to reach the ultimate goals for both followers and citizens of respective counties. A leadership that will inspire followers to embrace the new paradigm shift in governance and make the old mindset rejuvenated to embrace the 2010 Constitution requirements of service delivery to the people.

## 2.0 LITERATURE REVIEW

### 2.1 Strategic leadership Models that support innovation

Strategic leadership models are several and are based on the overall strategic leadership theory. Each model has a certain number of elements addressing strategic leadership in the context in which the model was hypothesized and developed. For example, various authors and researchers have come up with a number of components, characteristics or elements of strategic leadership. Eberly, Johnson,Hernandez and Avolio (2013), established that strategic visioning for the organization and creating effective teams are strong abilities of strategic leadership that influence long-term viability of the organization and financial stability. Strategic leadership is characterized by the ability to anticipate, envision, mobilize resources, maintain flexibility, think strategically and work with others (Pazireh, Akhlagh, & Akbari, 2014). The research will engage two models namely, Boal and Hooijberg's strategic leadership model and Ireland and Hitt's strategic leadership model which are relevant in the study.

### 2.2 The Contingency Theory

Fielder Contingency model was created by Fred Fielder in the mid-1960s. It explains that leaders' effectiveness is determined by situation and an effective leader is able to adapt to a variety of situations. The contingency theory of leadership is opines that a leader's ability to lead is dependent upon various situational factors, including the leader's preferred style, the capabilities and behavior of followers and various other situational factors (Graeff, 1983; Bryan, 2002; Timothy *et.al*., 2011). Followers are encouraged to think critically and seek new ways to do their jobs which results in intellectual stimulation and eventually improves satisfaction and performance (Bass &Avolio,1990 ;Obiruwu *et.al*., 2011; Onikoyi & Awolusi, 2014; Sanda & Awolusi, 2014; Podsakoff *et.al*., 1996).

Innovation becomes a key element in the execution of county integrated plans. Funds allocated to counties are never adequate and hence counties must come up with innovative ways in order to ensure they realize their goals.

### 2.3 Theories and styles of leadership

Various leadership theories have been developed by many scholars with different views. Various leadership theories have been used to understand and explain the relationship between leader and follower and the context in which the leadership is practiced (Hailey, 2006). Early theories used to portray the characteristics and behaviours of successful leaders while later theories checked on the role of followers and the contextual nature of leadership (Vera & Crossan, 2015).These theories can be classified into four major perspectives namely; trait theories, behavioural, situational or contingency- path-goal theory and neo-charismatic theories.

Neo-charismatic theories attempt to combine the trait, behavioral and contingency theories to explain successful, influencing leader-follower relationships. By the 1980s, the study of leadership focused on organizational change and the concept of contemporary leadership

development. The contemporary leadership school focuses on the role of leadership in envisioning and implementing the transformation or change to achieve organizational performance and effectiveness.

Transformational leadership, servant leadership, Charismatic theories, strategic leadership, authentic, team leadership are some of the forms of contemporary leadership that have been studied (Bass, 1990). The contemporary leadership has gained popularity as a more appropriate form of leadership in understanding and managing complex environment of the twenty-first century for organizational success (Hailey, 2006). Strategic leadership theory has been adopted as the driving or underlying theory for this study. The independent variables which are also based on components of strategic leadership have led to the adoption of the strategic leadership theory for this study.

**2.4 Strategic leadership theory**

Strategic leadership theory explains that strategic leaders should be capable of handling different tasks and roles. It must be able to perform these roles and tasks using complementary leadership syles, personal characteristics and strategies to influence lower managers and teams (Oppong, 2014). When strategic leadership has been examined, it has been with a focus on top management teams and the Upper Echelons Theory (Hambrick & Mason, 1984; Finkelstein & Hambrick, 1996). Hambrick (1989) argued that a complex, uncertain and pressured environment was fertile ground for strategic leadership.

Strategic leadership theory assumes that organizations performance and values are reflections and the efforts of their leaders (Finkelstein & Hambrick, 1996). For example, the strategic choices top managers adopt will eventually affect the performance of the organization (Oppong, 2014). Empirical studies suggested that top management teams influence organizational performance and effectiveness, and there is existence of strong relationship between the characteristics of the top management and organizational performance (Hambrick, & Mason, 1984; Carpenter, *et al*., 2004; Oppong, 2014).

The focus of strategic leadership theory is the overall impact of the top-level leaders on organizational performance through their influence, strategy formulation and implementation in the context in which the organization operates. According to Phipps and Burbach (2010) as cited by (Hashim A Shuria, 2016) the leader's vision, personality, influence and communication abilities are the most important tenets of strategic leadership theory. Strategic leadership theory focuses on the organization's structure, human and social capital and capabilities to meet real-time opportunities and threats faced by the organization. The theory seeks the top leader to conceptualize and play a more active role in developing ideas and vision of the overall organization, while middle and low level management implement the strategies, structures and processes of the organization envisioned by its top leaders ((Boal & Schultz, 2007).

**2.5 The Contingency Theory**

Fielder Contingency model was created by Fred Fielder in the mid-1960s.The model explains that leader's effectiveness is determined by the situation. This theory suggests effective leadership is determined by the situation and an effective leader is able to adapt to a variety of situations. Several models have prevailed under the contingency theory of leadership. The Situational Leadership Model (Hersey and Blanchard, 1977) seems to have been the most

accepted and most prevalent model under the contingency theory (Graeff, 1983) as cited by Awolusi Olawumi Dele *et al*. (2015).

The contingency theory of leadership suggests the leader's ability to lead is dependent upon various situational factors, including the leader's preferred style, the capabilities and behaviors of followers and various other situational factors (Graeff, 1983; Bryan, 2002; Timothy *et. al*., 2011). The theory assumes leadership behaviors affect outcomes, such as group performance and achieving goals, by influencing the subordinates behaviour (Butler & Reese, 1991).

According to Obiruwu *et. al*. (2011) a transformational leadership kind of a style entrust a feeling of trust, admiration, loyalty and respect towards the leader in the mind of followers, this is envisaged to motivate them to do more (Bass, 1985).Fiedler believed that the leader's task should be consistent with the leader's control over situations and a leader could predict with some certainty the outcome of a situation if he had a high degree of control over the situation. Followers are also encouraged to think critically and seek new means to do their jobs which results in intellectual stimulation, and eventually improves satisfaction and performance (Bass & Avolio, 1990; Obiruwu *et. al*., 2011; Onikoyi & Awolusi, 2014; Sanda & Awolusi, 2014; Podsakoff *et al*., 1996). This theory therefore resonates well with the innovation variable. Innovation being an act of starting something for the first time, introducing something new (Meldrum, 2012).

**2.6 Innovation on execution of County Development Plans**

Innovation has been defined as the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organizational method in business practices, workplace organization or external relations (OECD, 2005). According to IDeA (2005), Innovation could also involve new ways of solving tasks, delivering services and interacting with service users in supplying services (delivery innovation), new or altered ways of organizing activities within supplier organization (organizational innovation), introduction of new objectives or strategies (conceptual innovation) and social innovation which involves innovating through ideas, concepts and processes to meet social needs effectively.

Rapid changes in the business environment calls for more creativity and innovation for business sustainance, competition, growth and market lead (Gumusluoglu & Iisev, 2009). Innovation is also increasingly recognized as an important source of sustainable competitive advantage for organizations (Kirui, 2016) citing (Tseng, Liu & West, 2009).

Leaders can positively influence team members' innovation according to a study conducted on research on team leaders' influence on innovation conducted by Denti (2013) as cited by (Maina, 2016). It also revealed that leaders can exert such influence by stimulating discussion and reflection in teams, by counteracting narrow and conformist thinking, and by facilitating innovative ideas (Somech, 2006). Moreover, leaders can stimulate their team members' beliefs in their own creativity, which results in innovation outcomes (Gong et al., 2009; Redmond et al., 1993). According to Ross and Horenkamp (2007), service delivery innovation is an ongoing process and must be embedded into the way an organization develops new products and services. It is also important that everyone in the organization is involved in seeking better ways to deliver services.

## 3.0 RESEARCH METHODOLOGY

### 3.1 Research Design

According to Creswell (2014) a research design is plans and procedures for research that span the decisions from broad assumptions to detailed methods of data collection and analysis. This study employed a descriptive survey research design. Descriptive survey design was appropriate for this study since it would facilitate proper description of the variables under review Okumbe, (2001). The design was appropriate for the study since it allowed collection of information for independent and dependent variables using questionnaire. Orodho (2003) and Namusonge (2010) observed that this method was best suited for gathering descriptive information where the researcher wanted to know about people attitudes pertaining one or more variables through direct questions.

### 3.2 Target Population

The key staffs that carried out the task of implementation of CIDPs had been identified as the County Chief Officers, County Boards Secretaries, Directors, Clerks of County Assemblies, Chairs of Public Accounts Committees in County Assembles and Heads of M&E in the counties. Target population is 123 respondents.

### 3.3 Sampling Frame

The County Governments of Kenya formed the sampling frame. The Constitution of Kenya 2010 provided for devolution of political and administrative authority to forty-seven counties which are semi-autonomous (CoK, 2010).The researcher targeted five counties namely: Kiambu County, Murang'a County, Nyeri County, Kirinyaga County and Nyandarua County. The selection was based on the report by the Office of Controller of Budgets, OCOB (2016) for the financial year 2015/16 on the Development Absorption rate in which the targeted counties had over 60 % absorption and 80% of the same counties had met the 30% of PFM Act 2012 threshold on the County governments' Development Budget allocation as a percentage of the total budget. Also another reason the researcher had selected the said counties was informed by an Infotrak County Index in which they ranked these counties in top five in addition of being densely populated which exhibited a unique balance between rural and urban populations (Infotrak, 2015).

### 3.4 Sample and Sampling Techniques

The study applied two steps sampling approaches. These were Purposive Sampling and Simple random sampling. Purposive sampling is a non-probability technique that entails the conscious selection by the researcher of opinion leaders to include in the study. The participants were selected on the basis of having particular characteristics that were of interest to the researcher. Simple random sampling technique on the other hand gives room for each potential respondent the probability of being selected, hence giving a high degree of representativeness and had been used to identify counties' officials who would participate in the study.

### 3.5 Sample Size

The formula developed by the researchers Krejcie and Morgan was used (Krejcie & Morgan, 1970). From the sample size determination table, the target population of 123 respondents required a sample size of 92. The study purposefully used all the twenty officers namely: 5 County Secretaries, 5 Clerks of County Assemblies, 5 Chairs of County Public Accounts

Committees and 5 Heads of Monitoring and Evaluations. The remaining one hundred and three were distributed proportionately to a sample size of seventy-two as follows:

$$S = \frac{X^2NP(1-P)}{d^2(N-1)+X^2P(1-P)}$$

Where:

S = Required Sample size

= Z value (e.g. 1.96 for 95% confidence level)

N= Population Size

= Population proportion (expressed as decimal) (assumed to be 0.5 (50%)

= Degree of accuracy (5%), expressed as a proportion (.05); It is margin of error County Chief Officers 48x72 = 3456

103

Directors 55x 72 = 38 103

**Table 1: Distribution of sample per each group**

| Staff Designation | Target Population | Sample Size |
|---|---|---|
| County Chief Officers | 48 | 34 |
| Directors | 55 | 38 |
| County Secretaries | 5 | 5 |
| Chairs of Public Account Committees | 5 | 5 |
| Heads of Monitoring &Evaluation | 5 | 5 |
| Clerks of County Assemblies | 5 | 5 |
| **Total** | **123** | **92** |

**Source:** County Service Public Boards (CSPB, 2017)

### 3.6 Data Collection Instruments

The study used a questionnaire. A questionnaire was because it had merits of allowing respondents a greater depth of response, time to verify answers, anonymity. Another advantage is that it was economical since it saves time and cost. The questionnaire was divided into different sections. The questionnaire was close - ended and open-ended questions. An open-ended question gives respondents the freedom to express their views or opinions and make suggestions (Aleck, 2004). A 5-point Likert scale ranging from 'Strongly Agree' to 'Strongly Disagree was adopted for rating purpose.

### 3.7 Data Analysis and Presentation

Qualitative data was analysed by coding, categorizing into themes and analysing using the required statistical tests for descriptive statistics and frequency distributions such as standard deviation, mean, percentage. Statistical software for data analysis known as statistical package for social sciences (SPSS version 22) was used. Regression analysis was used to establish the association among the study variable and to test the formulated hypotheses. The regression model equation is:

$Y= \beta o + \beta_1 X_1 + e$

Where: Y is the dependent variable

$\beta o$ is the constant term,

Y = Implementation of CIDPs by County Governments in Kenya,

$X_1$ = Innovation

## 4.0 RESEARCH FINDINGS AND DISCUSSION

### 4.1 Response Rate

High response rate assures that the findings are representative of the target population. In the study sixty six (66) out of ninety two (92) questionnaires administered to the participants were filled and returned. The response rate was seventy two (72%). According to Bryman and Bell (2015) and Mugenda and Mugenda (2009), a response rate of 50% is enough for data analysis and drawing conclusions, 60% response rate is good and above 70% is excellent. Hence referring to Table 2 below and the response rate was rated excellent.

**Table 2: Response Rate**

| Item | Frequency | Percentage |
|---|---|---|
| Returned | 66 | 71.74 |
| Unreturned | 26 | 28.26 |
| Total | 92 | 100 |

### 4.2 Reliability Tests

The Cronbach Coefficient was used to assess the reliability of each variable and the decision matrix. Table 3 below indicates the decision matrix.

**Table 3: Cronbach Alpha Decision Matrix**

| Cronbach Alpha Coefficient | Strength |
|---|---|
| Less than 0.6 | Poor |
| 0.60 and less than 0.70 | Moderate |
| 0.70 and less than 0.80 | Good |
| 0.80 and less than 0.90 | Very good |
| Greater than 0.90 | Excellent |

**Source:** Adapted from Zikmund, Babin, Carr and Griffin (2010).

Cronbach alpha coefficient equal zero when the true score is not measure at all. Alpha equals 1.0 when all items measure only the true score and there is no error component. Kothari (2004) posits that a value of not less than 0.7 to be acceptable while Sekaran (2003) indicates that any values between 0.5 and 0.8 are adequate to accept internal consistency. According to Zikmund *et al.*, (2010), an alpha of more than 0.70 is acceptable. The study therefore adopted Zikmund (2010) and Kothari (2004) who have given the same alpha of 0.70 as acceptable.

### 4.3 Dependent Variable Normality Test

The purpose of normality test was to assess whether the sample was obtained from a normally distributed population. The decision rule is such that fail to reject H0 if P- value greater than the 0.05 alpha level otherwise reject H0 if P- value is less than 0.05 alpha level. The hypotheses were stated as follows:

H0: The data is normal

H1: The data is not normal.

**Table 4: Kolmogorov-Smirnov and Shapiro-Wilk Tests Tests of Normality**

| | **Kolmogorov-Smirnov[a]** | | | **Shapiro-Wilk** | | |
|---|---|---|---|---|---|---|
| | Statistic | df | Sig. | Statistic | df | Sig. |
| Execution | .126 | 60 | 0.290* | .978 | 60 | 0.614 |

a. Lilliefors Significance Correction

*. This is a lower bound of the true significance **Source:** Field data, 2017

Table 4 above shows that the Kolmogorov-Smirnov and Shapiro-Wilk statistics were 0.126 and 0.978 respectively. The associated p-value was 0.290 and 0.614 for the Kolmogorov-Smirnov and Shapiro-Wilk statistics respectively. Since the p-values for both tests were greater than the significance level (0.05) the dependent variable (execution) is normal in distribution and allows subsequent analysis to be pursued.

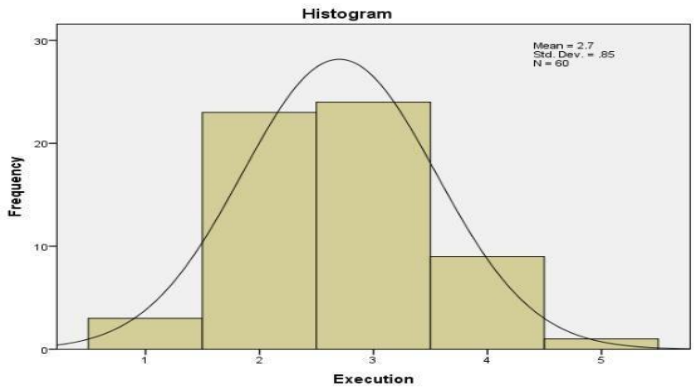


**Figure 1: Normal curve for Execution of CIDPs**
**Source:** Field data, 2017

Figure 1 reveals minimal deviation from normality. Hence, overall the distribution indicates to be normally distributed.

### 4.3.1 Quantile-Quantile Plot of Execution of CIDPs

For the data to be normally distributed the observed values should be spread along the straight diagonal line shown in Fig 2. Observed values are spread very close to the straight line and some falling within the line hence there is high likelihood that the data is normally distributed. The finding affirms the Q-Q Plot below.

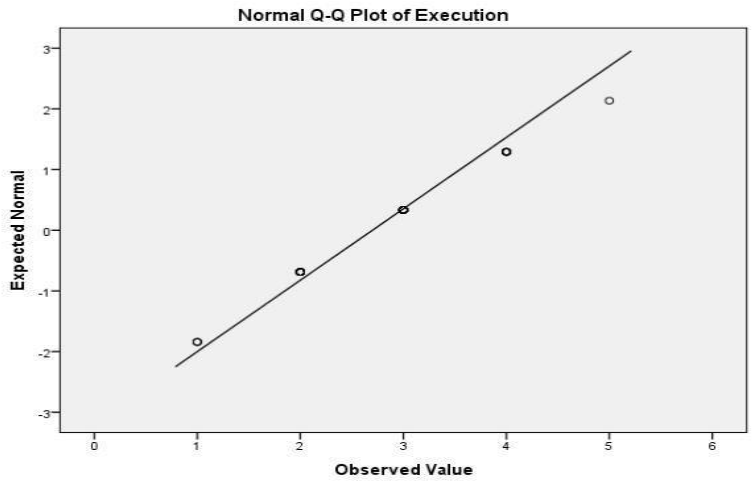


**Figure 2: Q-Q plot of Execution of County Integrated Development Plans**

### 4.4 Descriptive Results

### 4.4.1. Descriptive analysis

The responses in Table 5 indicates that only one item had a standard deviation of more than 1.0 which shows there were extreme in the scoring. The single highest standard deviation was 1.069 and a mean of 3.15. In the item 'A vibrant research and development team is in place.' (32.2%) of the respondents agree, while (38.7%) disagree with the statement and (29.0%) are not sure. This shows that the respondents were spread to the positive and to the negative hence the high standard deviation witnessed. However the results depicts that six items had a standard deviation of less than 1.0 which shows that there were no extreme scoring hence the items were good measure. The item, 'New strategies on service delivery have been introduced,' had the lowest standard deviation of 0.723 and a mean of 2.09.

The responses indicates that (16.9%) and (61.5%) strongly agree and agree respectively with the statement. Only a paltry (4.7%) disagreed with the statement. However, (16.9%) of the respondents were not sure of new strategies on service delivery having been introduced. The finds are supported by Rose and Horenkamp (2007) who eludes that service delivery innovation is a continuous process which must be institutionalized into the means organization develops new products and services. It is also echoed by OECD (2005), that innovation is the execution of a new or a significantly improved product which could take a form of a good, process, a new

marketing method, a new organizational method in business practices, work place organization or external relations.

Furthermore, the statement on there being much use of social media platform to engage stakeholders had a mean of 1.91 and a standard deviation of 0.931 respectively, (38.5%) strongly agreed and (41.5%) agreed with the statement. However, (10.8%) of them were not sure and those who disagreed were (9.2%). The findings show that most of the respondents (70.8%) agreed that there is Strong engagement of collaboration with universities and other stakeholders for better service delivery.

The respondents that disagreed with the statement were (18.4%) and those not sure were (10.8%).
A majority of the respondents (47.7%) were not sure if Motivation schemes had been introduced for innovative staffs in service delivery, only (20.0%) agreed with the statement and (31.0%) disagreed with the statement and had a mean of 3.11 and standard deviation of 0.970. The findings show that counties are lacking motivation schemes for their staffs.

Outsourcing for some functions have been introduced, a majority (80.0%) of the respondents agreed while (13.8%) disagreed and (6.2%) were not sure if outsourcing for some functions had be introduced. The statement attracted a mean score of 2.18 and a standard deviation of 0.917. The findings indicate that counties have outsourced some functions in order to deal with core functions like execution of County Integrated Development Plans.

The findings also show that most of the respondents agreed (78.1%) that ICT had been embraced to cut down current expenditures on salaries. However, (9.4%) disagreed and (12.5%) were not sure. A mean score of 1.97 and a standard deviation of 0.975 were observed.

In summary, the findings indicate that counties have embraced innovation that supports execution of counties development plans by introducing new strategies on service delivery. Further, much use of social media platform to engage stakeholder has been employed. Strong engagement of collaboration with universities and other stakeholders for better service delivery has been acknowledged. However on the motivation schemes having been introduced for innovative staffs in service delivery a majority of the respondents were not sure and others disagreed of its existence. Outsourcing for some functions have been introduced was confirmed by a majority of the respondents.

Further, on the issue on ICT having been embraced to cut down current expenditures on salaries, majority of the respondents agreed that their counties have embraced ICT in their operations. Counties have bloated staff and ICT embracement should lead to leaner staff and hence save resources for developmental issues other than using more than half of the budgets for paying salaries only which goes contrary to the cardinal premise of devolution.

**Table 6: Role of Innovation in the Execution of CIDPS by County Government in Kenya**

| Role of innovation in the execution of CIDPS by County Government in Kenya | Extent of role of Innovation in execution of CIDPS (%) | | | | | Descriptive Statistics | | |
|---|---|---|---|---|---|---|---|---|
| | Strongly Agree | Agree | Not Sure | Disagree | Strongly disagree | N | Mean | Std. Deviation |
| New strategies on service delivery have been introduced | 16.9 | 61.5 | 16.9 | 4.7 | 0 | 65 | 2.09 | .723 |
| There is much use of social media platform to engage stakeholders | 38.5 | 41.5 | 10.8 | 9.2 | 0 | 65 | 1.91 | .931 |
| There is Strong engagement of collaboration with universities and other stakeholders for better service delivery | 15.4 | 55.4 | 10.8 | 16.9 | 1.5 | 65 | 2.34 | .989 |
| Motivation schemes have been introduced for innovative staffs in service delivery | 7.7 | 12.3 | 47.7 | 26.2 | 5.1 | 65 | 3.11 | .970 |
| Outsourcing for some functions have been introduced | 16.9 | 63.1 | 6.2 | 12.3 | 1.5 | 65 | 2.18 | .917 |
| ICT has been embraced to cut down current expenditures on salaries | 35.9 | 42.2 | 12.5 | 7.8 | 1.6 | 64 | 1.97 | .975 |
| A vibrant research and development team is in place | 3.2 | 29.0 | 29.0 | 27.4 | 11.3 | 62 | 3.15 | 1.069 |

Key: Strongly Agree=1, Agree =2, Not Sure =3, Disagree =4, Strongly Disagree=5

Results on how else the county has embraced innovation in its CIDPs execution. The respondents were asked an open ended question and the results are as indicated in Table 7.

**Table 7: How else has the County Embraced Innovation in Its CIDPs Execution**

| How else has the County embraced innovation in Its CIDPS execution | Frequency | Percentage |
|---|---|---|
| Little has been done on innovative measures | 11 | 33.3 |
| Embracing of new ICT ideas for CIDPs implementation | 6 | 18.2 |
| Interest in ICT has improved medical technology and generally community healthcare systems | 3 | 9.1 |
| introduction of Integrated Performance Management Systems.(IPMS) | 3 | 9.1 |
| Engaging partners | 2 | 6.1 |
| County has encouraged staff to participate in innovation contests | 1 | 3.0 |
| Using public participation practices | 1 | 3.0 |
| Implementation of e-procurement | 2 | 6.0 |
| Collaborations with universities | 1 | 3.0 |
| Automating systems in the county | 1 | 3.0 |
| Deployment of GIS systems | 1 | 3.0 |
| Respectful coexistence among all staff | 1 | 3.0 |

As shown in table 7, majority of the respondents (33.3%) said that little had been done on innovative measures, (18.2%) indicated that there was embracing of new ICT ideas for CIDPs implementation. Interest in ICT that had improved medical technology and community healthcare systems (9.1%). Introduction of Integrated performance management systems (IPMS) was cited by (9.1%) of the respondents.

Another (6.1%) of the respondents indicated how innovation has been employed in engaging partners. Counties encouraging staff to participate in innovation contests (3.0%), Use of public participation practices (3.0%) and Implementation of e-procurement (6.0%).Collaborations with universities was also mentioned by (3.0%) of the respondents while automating systems in the counties was given by (3.0%).Deployment of GIS systems was cited by (3.0%) of the respondents and finally respective coexistence among all staff was mentioned by (3.0%) of the respondents.

Results on how innovation can be adopted for efficient and effective execution of CIDPs. The respondents were asked an open ended question and the results are as indicated in Table 8.

**Table 8: Results on how Innovation can be adopted in the County**

| How can Innovation be adopted in your County for efficient and effective execution of CIDPS | Frequency | Percentage |
|---|---|---|
| Fully embrace technology, research and corresponding capacity building | 8 | 20.0 |
| Stakeholders and professionals/experts forum should be encouraged for direct involvement | 6 | 15.0 |
| Increase publicity of CIDPs execution | 5 | 12.5 |
| Staff training and seminars | 4 | 10.0 |
| Establish reward mechanism for motivational purposes for new ideas | 3 | 7.5 |
| Innovation be incorporated into programme based activities like establishing of innovation centres | 3 | 7.5 |
| Performance systems implementation involving citizens | 2 | 5.0 |
| Benchmarking in the best counties | 2 | 5.0 |
| Staff capacity building in the technologies that are safe, efficient and effective | 3 | 7.5 |
| Incorporating ideas and ways of expertise for better implementation of CIDPs | 2 | 5.0 |
| Creating an inclusive and enabling environment for all | 2 | 5.0 |

From the responses in table 8, (20.0%) of the respondents were of the opinion that by fully embracing technology, research and corresponding capacity building as innovation would lead to efficient and effective execution of CIDPs. Stakeholders and professionals or experts forum should be encouraged for direct involvement (15.0%).Increased publicity of CIDPs execution and staff training and seminars were put forward by (12.5%) and(10.0) of the respondents respectively. Establishment of reward mechanisms for motivational purposes for new ideas was cited by (7.5%) and a similar percentage for innovation being incorporated into programme based activities like establishing of innovation centres.

Furthermore, establishment of performance systems implementations involving citizens was indicated by (5.0%) of the respondents and another (5.0%) put forward the need for benchmarking in the best performing counties. Staff capacity building in the technologies that are safe, efficient and effective had a (7.5%) response while incorporation of ideas and ways of expertise for better implementation of CIDPs had been cited by (5.0%) of the respondents and a similar percentage indicated the need to create an inclusive and enabling environment for all for efficient and effective execution of CIDPs.

**Innovation versus Execution of County Integrated Development Plans.**

The Pearson Correlation of Innovation versus Execution of County Integrated Development Plans (CIDPs) is 0.547 (p value = 0.000). This shows a significant and positive relationship between Innovation and Execution of county integrated development plans. It can therefore be affirmed of the existence of a moderate positive linear relationship between the two variables, namely innovation and execution.

### Coefficient of Determination

Table 9 shows that the coefficient of determination R square is 0.299 and R is 0.547 at 0.05 level of significance. The coefficient of determination indicates that (29.9%) of the variation in the response to execution of county integrated development plans is explained by innovation. The remaining (70.1%) can be explained by other factors and variables in the model other than innovation.

**Table 9: Model Summary for Innovation versus Execution of CIDPs**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .547[a] | .299 | .287 | .717 |

a. Predictors: (Constant), Innovation

### Overall Significance of the Model

Table 10 presents the results of Analysis of Variance (ANOVA) on innovation versus execution of county integrated development plans. The ANOVA results for regression coefficient indicates that the significance of the F is 0.00 which is less than 0.05 hence implying that there is a positive significant relationship between innovation and execution of county integrated development plans.

**Table 10: ANOVA Results for Innovation**

**ANOVA[a]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 12.756 | 1 | 12.756 | 24.791 | .000[b] |
| | Residual | 29.844 | 58 | .515 | | |
| | Total | 42.600 | 59 | | | |

a. Dependent Variable: Execution

b. Predictors: (Constant), Innovation

### Regression Coefficients

Analysis was further done to determine beta coefficients of innovation versus execution of county integrated development plans. The findings on the individual coefficients shown in table 11 shows that there is a significant relationship between innovation and execution of county integrated development plans. Since the coefficient of innovation is 0.644 which is statistically greater than zero. The t statistic is 4.979 which is greater than zero. This indicates that innovation has a positive significant influence on execution of county integrated development plans. Therefore innovation significantly influenced the execution of County Integrated Development Plans (PV=0.000) at 5% level of significance. Null hypothesis that innovation has no significant role in execution of county integrated development plans by county governments in Kenya is

rejected (P-value = 0.000).Thus, Innovation is a major determinant in the execution of county integrated development plans.

Execution = 1.132 + 0.644 innovation

**Table 11: Relationship between Innovation and Execution of CIDPs**

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Lower Bound | Upper Bound |
| 1 | (Constant) | 1.132 | .328 | | 3.450 | .001 | .475 | 1.789 |
| | Innovation | .644 | .129 | .547 | 4.979 | .000 | .385 | .903 |

a. Dependent Variable: Execution

Source: Field data, 2017

## 5.1 CONCLUSIONS

It was hypothesized that innovation had no significant role in execution of county integrated development plans by county governments in Kenya. Results indicated that Innovation significantly influenced the execution of County Integrated Development Plans. Null hypothesis that innovation does not significantly have a role in execution of county integrated development plans by county governments in Kenya was therefore rejected .Thus Innovation was major determinant in the execution of county integrated development plans

The Pearson Correlation of Innovation versus Execution of County Integrated Development Plans showed a moderate significant and positive relationship between Innovation and Execution of county integrated development plans. It can therefore be affirmed of the existence of a moderate and positive linear relationship between the two variables, namely innovation and execution.

The descriptive findings indicated that counties had embraced innovation that supports execution of counties development plans by introducing new strategies on service delivery. Further, much use of social media platform to engage stakeholder had been employed. Strong engagement of collaboration with universities and other stakeholders for better service delivery had been acknowledged.

The results of coefficient of determination R square indicated that thirty per cent of the variation in the response to execution of county integrated development plans was explained by innovation. It was an indication that counties should embrace innovation for execution of service delivery through the county integrated development plans (CIDPs) to be efficient and effective.

The findings concurred with those of Maina (2016) who found a variation of (49.2%) in service delivery by county governments in Kenya to be made up of factors of innovativeness, awareness and organization capability. Ross and Horenkamp (2007) as cited by Maina (2016) agreed with the findings that service delivery innovation was a continuous process which must be adopted by organizations in developing new products and services.

## 6.1 RECOMMENDATIONS

### Recommendations to Researchers

The results of this study provide valuable insights on the role of strategic leadership on the execution of county integrated development plans by county governments in Kenya. Strategic leadership identified components were strategic direction determination, communication, determining organisation structure and organisation culture, innovation and monitoring & evaluation.

Innovation and monitoring evaluation were found to have a significant influence to the execution of county integrated development plans. Organisation structure was however not found to significantly influence the implementation of county integrated development plans. Communication had a significant influence. Policy framework which was the moderating variable had a significant effect between the role of strategic leadership and execution of county integrated development plans.

The research recommends more studies on the role of strategic leadership in other public institutions mandated to offer services to citizens and engaging organisation structure as one of the variables.

### County Governments

Innovation was found to be a key factor in the execution of county integrated development plans. County governments should come up with innovative strategies unique to their environment by or through collaborations with universities and research agencies. They could also explore the collaborating with different counties for what they could provide at a cheaper price and vice versa-use of comparative advantage. Innovative staff should be encouraged through providing them with funds-hence need for counties to set aside research and development funds.

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