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Resource Dynamics and Implementation of Strategic Plans in Kenya's Counties; A case Study of Homabay County

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Resource Dynamics and Implementation of Strategic Plans in Kenya's Counties; A case Study of Homabay County

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Abstract

Purpose: To explore the influence of resource dynamics and implementation of strategic plans in Homabay County, Kenya.

Methodology: Cross sectional survey design was adopted and the census technique was employed. A sample size of 167 was derived from the population of 480 stakeholders. A questionnaire was used to collect information from the respondents. The study used content and face validity. The instrument's reliability was done using internal consistency test Cronbach's Alpha (α). To predict strategy implementation, likert-scale was used to analyse descriptive statistics and multiple regression model was used.

Findings: The study concluded that there was significant positive relationship between Resource Dynamics and Implementation of Strategic Plans (resource adequacy, responsible stewardship, resource allocation, resource utilization) and strategy implementation

Unique Contribution to Theory Practice and Policy: The study recommended that organizations should engage in efficient resource utilization, the monitoring of resource availability in strategy implementation and management and also recommended that the responsible management and care of resources.

Keywords: *Resource Management, Strategic Planning, County Governance, Development Planning*

INTRODUCTION

Globally, strategic management has emerged as a cornerstone of organizational success, yet its implementation remains under-theorized and inconsistently practiced. Scholars such as Tawse & Tadesh (2021) and Barrozzo (2021) highlight that while strategy formulation and evaluation are well-documented, implementation is often treated as a "black box," despite its critical role in driving performance. Empirical studies across regions from Awash Insurance in Ethiopia (Muzeyen, 2025) to SMEs in Nigeria (Iyobhebhe, 2024) consistently affirm that strategic management practices, especially implementation, significantly influence profitability, productivity, and operational coherence. However, constraints such as poor coordination, limited education, and informal performance metrics (Usanga, 2023) continue to hinder uptake among SMEs. Even in relatively stable environments like Hargeisa, strategic planning shows only moderate effects on financial outcomes (Abdi, 2023), underscoring the need for context-sensitive approaches.

In Kenya, strategic management has gained traction across sectors, with studies revealing its positive impact on institutional performance from commercial banks (Kisiangani et al., 2021) to public water agencies (Musyoka & Deya, 2023). Yet, implementation challenges persist, especially in resource-constrained settings like Nandi County (Kolil, 2018) and state corporations (Tele & Gachunga, 2019). Homa Bay County, located in southwestern Kenya, exemplifies these challenges. Despite its strategic location and demographic growth from 963,440 in 2009 to over 1 million by 2012 (NCPD, 2017) the county grapples with poor health indicators, high fertility rates, and limited access to skilled services. These systemic constraints, compounded by frequent health sector strikes and a staggering HIV prevalence of 25.7%, point to institutional fragility. The research identifies a gap in understanding how strategic plans are implemented within such contexts, particularly in public service delivery.

This study therefore investigates how strategic management practices influence the implementation and performance of public health initiatives in Homa Bay County. Specifically, it examines the role of resource adequacy in shaping the outcomes of the free maternal healthcare project, the impact of responsible stewardship on strategic plan execution, the effectiveness of resource allocation mechanisms, and the extent to which resource utilization contributes to strategic success. By anchoring the inquiry in these four dimensions, the study aims to generate actionable insights for improving strategic management in devolved governance settings.

Problem Statement

Strategic plans in county governments are expected to guide effective service delivery, especially in critical sectors like maternal healthcare. In Homa Bay County, the implementation of these plans has not translated into improved outcomes, with only 60% of births attended by skilled personnel and persistent health system disruptions due to resource constraints and labor unrest. These challenges point to a deeper issue of resource adequacy, where the availability of financial, human, and infrastructural inputs may be insufficient to support the performance of key public health projects such as free maternal healthcare.

Moreover, the effectiveness of strategic plan implementation in Homa Bay appears to be undermined by gaps in responsible stewardship, inefficient resource allocation, and suboptimal utilization of available resources. While previous studies have examined strategic management in various sectors, few have focused on how these specific dimensions influence public service delivery at the county level. This study sought to fill that gap by identifying how resource adequacy affects maternal healthcare performance, and by exploring the roles of stewardship, allocation, and utilization in shaping the success of strategic plans in Homa Bay County.

LITERATURE REVIEW

Theoretical Framework

This study is anchored on three key theories: the Resource-Based View (RBV), Stewardship Theory, and Resource Dependency Theory. The Resource-Based View, advanced by Barney (1991), posits that organizations gain competitive advantage through the strategic acquisition, development, and deployment of valuable, rare, inimitable, and non-substitutable resources. In the context of Homa Bay County, this theory underscores the importance of resource adequacy, financial, human, and infrastructural, in enhancing the performance of public health initiatives like the free maternal healthcare project. It informs the first objective by framing resource sufficiency as a foundational element for strategic success.

Stewardship Theory, introduced by Donaldson and Davis (1991), suggests that managers are motivated not by individual gain but by a desire to act in the best interests of the organization. This theory supports the second objective by emphasizing responsible leadership and institutional commitment in implementing strategic plans. Complementing this is the Resource Dependency Theory by Pfeffer and Salancik (1978), which argues that organizations must manage external dependencies and secure critical resources to survive and thrive. This theory informs the third and

fourth objectives by highlighting the strategic importance of resource allocation and utilization. Together, these theories construct a robust framework that guides the study's analysis of how internal capabilities, leadership behavior, and external resource dynamics shape strategic plan implementation and public sector performance in Homa Bay County.

Conceptual Framework

The study conceptualized how resource adequacy, responsible stewardship, effective resource allocation, and resource utilization interact to influence the implementation and performance of strategic plans. The framework is designed to guide the study's empirical analysis by mapping the relationships between these strategic management dimensions and the dependent variable, which is Strategy Implementation.

Independent Variables **Dependent Variable**

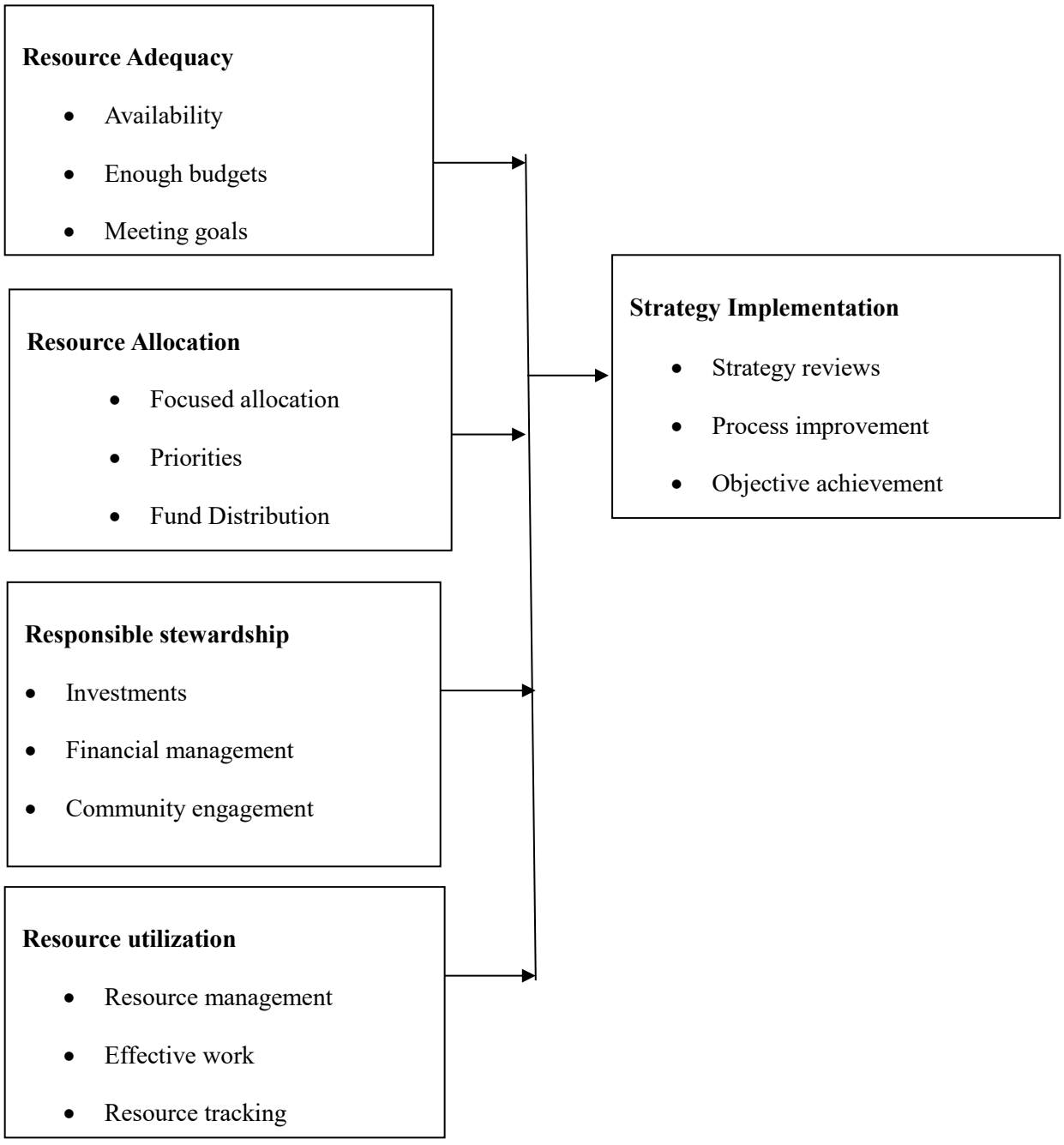

Figure 1: Conceptual Framework

Empirical Review

Building on Vigfusson et al. (2021), who developed a Balanced Scorecard-based model for effective strategy implementation in the public sector, the literature offers valuable theoretical contributions and practical focus areas. However, their work remains largely conceptual and lacks empirical grounding in devolved governance contexts like Kenya's counties. The model does not account for localized resource constraints, political dynamics, or institutional fragmentation that often characterize county-level implementation. This gap underscores the need for context-specific studies that examine how resource dynamics (adequacy, allocation, stewardship, and utilization) affect strategic plan execution in counties such as Homa Bay.

Sarumi (2023), rightly emphasized that strategy implementation is more critical than strategy selection, arguing that even superior strategies fail without efficient execution. While this assertion is compelling, the study does not empirically investigate the specific organizational or resource-based factors that hinder implementation, particularly in public sector environments. It also overlooks the layered governance structures and accountability mechanisms in devolved systems. This limitation calls for a focused inquiry into how responsible stewardship and resource utilization shape implementation outcomes in county governments.

Rani (2019), presented a conceptual view of strategy implementation as a managerial process involving objectives, methods, and rules. Although the study acknowledges the risks of poor execution it does not empirically test these risks in real-world public sector settings. Moreover, the study generalizes across organizational types without isolating the unique challenges faced by county governments in Kenya, such as budgetary delays, political interference, and weak institutional capacity. This critique supports the need for a grounded study that explores how resource adequacy and allocation influence strategic outcomes in Homa Bay County.

Olson (2022), reported that up to 80% of strategies globally fail, with 60–90% never fully launching. While these statistics are alarming, they are presented in aggregate and do not differentiate between private and public sector contexts. The study also fails to explore the underlying causes of failure in decentralized systems, where resource flows and implementation authority are often fragmented. This broad-brush approach leaves a gap in understanding how county-level resource dynamics contribute to strategic failure, thereby justifying a localized study in Homa Bay.

METHODOLOGY

For the study, a cross sectional survey design was adopted to focus on identifying the resource dynamics influence on strategy implementation in all the eight sub-counties in Homabay. The target population were obtained from directorates in Homabay County since they are the ones who implement strategies and execute departmental plans. 480 staff from various directorates were targeted for this study. The sampling frame consisted of 480 staff from directorates. The study employed the census technique where all the relevant administrators were used. A sample size of 167 was derived from the population of 480 stakeholders. The 167 respondents were then purposively selected from the various departments. The information was collected from the respondents using a structured questionnaire that was administered to and by the researcher to those who gave consent to participate in the study. A pilot study was carried out at the neighbouring Kisii county to test validity and reliability of the research instrument. 10% of the sample population was selected to participate in the pilot study. The study used content and face validity and the instrument's reliability was done using internal consistency test Cronbach's Alpha (α). To predict strategy implementation, likert scale was used to analyse descriptive statistics and multiple regression model was used as follows**:**

$$\mathbf{Y= a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4}$$

The data obtained was then summarised and analysis done using descriptive statistics of SPSS.

RESULTS

Response Rate

From the study, 142 out of 167 target respondents filled in and returned the questionnaire contributing to 85%. This was adequate for the study. According to Mugenda and Mugenda (2003), a response rate of 50%, - 70% was sufficient for a study.

Descriptive Analysis of Variables

A descriptive analysis of the variables was carried out on all variables.

Descriptive Statistics on Resource Adequacy

The first objective of the study was to examine the role of resource adequacy in Homa bay County, Kenya. Results are as presented in Table 1 below.

Table 1: Descriptive Statistics on Resource Adequacy

Statement	SD%	D%	N%	A%	SA%
There is good identification of resource goals	41	20	3	20	16
Adequate resources are availed for achievement of tasks	9	31	16	21	23
The departments have enough due to sufficient funds	42	34	10	6	8
Departments determine resource requirements for supply	14	7	5	27	47
Staffs are trained and work in their technical areas	9	5	3	34	48
We carry out resource assessments to establish levels of need	10	8	4	46	31

Majority of the respondents 41% strongly disagreed that there was good identification of resource goals, another 31% disagreed that adequate resources were availed for achievement of tasks, while 42% of the respondents strongly disagreed that the departments had enough due to sufficient funds. This meant that resource adequacy among counties was yet to be achieved. Similarly, 47% strongly agreed that departments do actually determine resource requirements for supply. This positive response was also supported by majority of respondents (86%) who noted that resource assessments are carried out to establish levels of resource need by the Departments.

Descriptive Statistics on Responsible Stewardship

The second objective of the study was to examine the influence of responsible stewardship on strategy implementation in Homabay County, Kenya. Results were as presented in Table 2 below.

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Table 2 Descriptive Statistics on Responsible Stewardship

Statements	SD%	D%	N%	A%	SA%
The firm empowers departments on good asset use and resourcing practices	9	3	5	51	32
Directors and managers ensure that resource use is being monitored.	10	11	1	38	40
We carry self-assessments of our resource levels.	8	13	4	44	31
Department addresses any issues that may cause risks to institutional interests.	31	38	7	11	13
Staff are responsible for reporting, and client services for communicating stewardship activities	19	23	14	24	3
Staffs make responsible use of assets assigned to them	7	3	8	39	43

Majority of the respondents at 83% agreed that the firm empowers departments on good asset use and resourcing practices. While 78% of the respondents agreed that Directors and managers ensure that resource use is being monitored. Meanwhile 44% agreed that self-assessments of resource levels. A great number at 69% of the respondents disagreed that departments address any issues that may cause risks to institutional interests. Apparently, most of the respondent agreed at 42% with the statement that staff are responsible for reporting, and client services for communicating stewardship activities. Lastly, majority of the respondent (82%) strongly agreed with the statement that staffs make responsible use of assets assigned to them.

Descriptive Statistics on Responsible Stewardship

The third objective of the study was to examine the influence of resource allocation on strategy implementation in Homabay County. Results were as presented in Table 3 below.

Table 3: Descriptive Statistics on Resource Allocation

Statements	SD%	D%	N%	A%	SA%
Firm distributes time, money, people, and materials to tasks or projects in the most efficient way	24	31	17	16	13
The departments encourage good management of available resources	9	10	5	30	46
We prioritize the allocation of resources towards what's most important in achieving goals	14	21	7	38	20
Firm strives to avoid wasting resources.	11	12	14	34	29

Table 3 indicated that majority of the respondents disagreed that 55% that the firm distributes time, money, people, and materials to tasks or projects in the most efficient way. Similarly, majority of the respondents at 76% agreed that the departments encourage good management of available resources. Respondents at 38% agreed that they prioritize the allocation of resources towards what's most important in achieving goals, finally majority at 34% agreed that the firm strives to avoid wasting resources.

Descriptive Statistics on Resource Utilization

The fourth objective of the study was to examine the influence of resource utilization on strategy implementation in Homabay County. Results were as presented in Table 4 below.

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Table 4: Descriptive Statistics on Resource Utilization

Statements	SD%	D%	N%	A %	SA%
Managers ensure resources are used to their full potential	24	27	7	20	22
Efforts are made to ensure staff have no work overload or underload.	14	8	10	27	41
Resource schedules are observed really well	15	30	17	24	14
The firm knows how much work is done by each team member	21	25	16	14	24
The department identifies inefficiencies in resource use and rectifies these accordingly	10	7	3	27	50

Table 4 indicated that majority of the respondents disagreed with the statement that managers ensure resources are used to their full potential. A majority of the respondents (68%) strongly agreed that efforts are made to ensure staff have no work overload or underload. Majority of the respondents disagreed with the statement that the firm knows how much work is done by each team member at 21% another 25%. Lastly, majority indicated that they strongly agree that the department identifies inefficiencies in resource use and rectifies these accordingly with a cumulative total of 77%.

Regression Analysis

In this study, regression analysis had one dependent variable (strategy implementation) that was presumed to be a function of four independent variables (resource adequacy, responsible stewardship, resource allocation and utilization).

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Regression Analysis for Resource Adequacy and Strategy Implementation

The results in Table 5 showed the regression analysis for Resource Adequacy and Strategy Implementation in County Governments in Kenya.

Table 5: Regression Analysis for Resource Adequacy and Strategy Implementation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.478[a]	.229	.223	1.080

a. Predictors: (Constant), Resource Adequacy

The results showed a R-square value of 0.229 which means that resource adequacy explained 22.9% of strategy implementation.

Analysis of Variance (ANOVA) for Resource Adequacy

Table 6: ANOVA

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50.174	1	50.174	43.022	.000[b]
	Residual	169.105	145	1.166		
	Total	219.279	146			

a. Dependent Variable: Strategy implementation

b. Predictors: (Constant), Resource Adequacy

Table 6 indicated F calculated statistic of 43.22 which was greater than f critical (3.48) implying that the model was statistically significant and with goodness of fit of the model. This was also supported by the reported p=0.00 which was less than of 0.05 significance level.

Table 7: Coefficients

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		**B**	**Std. Error**	**Beta**	**t**	**Sig.**
1	(Constant)	1.328	.299		4.448	.000
	Adequacy	.564	.086	.478	6.559	.000

a. Dependent Variable: Strategy Implementation

The finding in table 7 on Beta coefficients indicated that given no resource adequacy, strategy implementation was fixed at 1.328 units. The table showed that a unit increase in Resource Adequacy leads to an increase of 0.564 in strategy implementation. This relationship was significant since p is 0.000, which was less than 0.05.

Regression Analysis for Responsible stewardship and Strategy implementation

The result in Table 8 shows the regression analysis for responsible stewardship and strategy implementation.

Table 8: Regression Analysis for Responsible Stewardship

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.366[a]	.134	.128	1.144

a. Predictors: (Constant), Responsible stewardship

The results showed a R-square value of 0.134 which meant that responsible stewardship explained 13.4% of strategy implementation.

Table 9: Analysis of Variance (ANOVA) for Responsible Stewardship

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.362	1	29.362	22.418	.000[b]
	Residual	189.917	145	1.310		
	Total	219.279	146			

a. Dependent Variable: strategy implementation

b. Predictors: (Constant), responsible stewardship

Table 9 indicated the F calculated statistic of 22.418 which was greater than f critical (3.48) implying that the model was statistically significant and with goodness of fit of the model. This was also supported by the reported p=0.00 which was less than of 0.05 significance level.

Table 10: Beta Coefficients

Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients		
Model		**B**	**Std. Error**	**Beta**	**t**	**Sig.**
1	(Constant)	.657	.545		1.207	.229
	Stewardship	.624	.132	.366	4.735	.000

a. Dependent Variable: strategy implementation

The finding in table 10 on Beta coefficients indicated that given no responsible stewardship, strategy implementation, was fixed at 0.657 units. The table showed that a unit increase in

responsible stewardship led to an increase of 0.624 in strategy implementation. This relationship was significant since p is 0.000, which was less than 0.05.

Regression Analysis for Resource Allocation

The result in Table 11 showed the regression analysis for resource allocation and strategy implementation.

Table 11: Regression Analysis for Resource Allocation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.186[a]	.035	.028	1.208

a. Predictors: (Constant), resource allocation

The results showed a R-square value of 0.035 which meant that resource allocation explained 3.5% of strategy implementation.

Table 12: Analysis of Variance (ANOVA) for Resource allocation

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.571	1	7.571	5.186	.024[b]
	Residual	211.707	145	1.460		
	Total	219.279	146			

a. Dependent Variable: strategy implementation

b. Predictors: (Constant), resource allocation

Table 12 indicated the F calculated statistic of 5.186 which was greater than f critical (3.48) implying that the model was statistically significant and with goodness of fit of the model. This was also supported by the reported p=0.024 which was less than of 0.05 significance level.

Table 13: Beta Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.318	.399		5.813	.000
	Allocation	.233	.102	.186	2.277	.024

a. Dependent Variable: strategy implementation

The finding in table 13 on Beta coefficients indicated that given no resource allocation, strategy implementation, was fixed at 2.318 units. The table showed that a unit increase in resource allocation leads to an increase of 0.233 in strategy implementation. This relationship was significant since p is 0.024, which was less than 0.05.

Regression Analysis for Resource Utilization

The result in Table 14 showed the regression analysis for resource utilization and strategy implementation.

Table 14: Regression Analysis for Resource Utilization

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.310[a]	.096	.090	1.169

a. Predictors: (Constant), Resource utilization

The results showed a R-square value of 0.096 which meant that resource utilization explains 9.6% of strategy implementation.

Table 15: Analysis of Variance (ANOVA) for Resource utilizatiom

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.049	1	21.049	15.396	.000[b]
	Residual	198.230	145	1.367		
	Total	219.279	146			

a. Dependent Variable: strategy implementation

b. Predictors: (Constant), Resource utilization

Table 15 indicate F calculated statistic of 15.396 which was greater than f critical (3.48) implying that the model was statistically significant and with goodness of fit of the model. This was also supported by the reported p=0.000 which was less than of 0.05 significance level.

Table 16: Beta Coefficients

Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients		
Model		**B**	**Std. Error**	**Beta**	**t**	**Sig.**
1	(Constant)	1.946	.333		5.839	.000
	Utilization	.341	.087	.310	3.924	.000

a. Dependent Variable: strategy implementation

The finding in table 16 on Beta coefficients indicated that given no resource utilization, strategy implementation, was fixed at 1.946 units. The table showed that a unit increase in resource utilization leads to an increase of 0.341 in strategy implementation. This relationship was significant since p is 0.000, which was less than 0.05.

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Regression Analysis for joint Independent Variables

Table 17: Model Summary for Joint Independent variables

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.596[a]	.355	.337	.998

a. Predictors: (Constant), Resource adequacy, responsible stewardship, resource allocation and resource utilization

The results in Table 17 presented the fitness of model used in explaining the relationship between resource adequacy, responsible stewardship, resource allocation and resource utilization and strategy implementation in Homabay County, Kenya. The independent variables were found to be satisfactory variables in determining influence of resource dynamics on strategy implementation in Homabay County, Kenya.

This was supported by the coefficient of determination also known as the R-square of 0.355. This meant that the independent variables (Resource adequacy, responsible stewardship, resource allocation and resource utilization) explain 35.5 % of the variations in the dependent variable which is strategy implementation in Homabay County, Kenya. This therefore meant that other factors not studied in this research contribute 64.5% of the role other variables play in the on-strategy implementation. These results further mean that the model applied to link the relationship of the variables was satisfactory.

Table 18: Analysis of Variance (ANOVA)

ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	77.934	4	19.483	19.574	.000[b]
	Residual	141.345	142	.995		
	Total	219.279	146			

a. Dependent Variable: strategy implementation

b. Predictors: (Constant), Resource adequacy, responsible stewardship, resource allocation and resource utilization

Table 18 provided the results on the analysis of the variance (ANOVA). The results indicated F calculated statistic of 19.574 which was greater than f critical (8.72) implying that the model was

statistically significant and with goodness of fit of the model. Further, the results implied that the independent variables were good predictors of the influence of strategy implementation in Homabay County. This was also supported by the reported p=0.00 which was less than the probability of 0.05 significance level. The model was statistically significant in predicting the influence of the variables.

Table 19: Beta Coefficients

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		**B**	**Std. Error**	**Beta**	**t**	**Sig.**
1	(Constant)	.668	.599		-2.284	.024
	Adequacy	.457	.082	.388	5.570	.000
	Stewardship	.439	.119	.257	3.694	.000
	Allocation	.150	.085	.119	1.756	.081
	Utilization	.190	.077	.173	2.472	.015

a. Dependent Variable: strategy implementation

The finding in table 19 on Beta coefficients indicated that given no variable under the study, influence of strategy implementation if fixed at 0.668 units. It also showed that a unit increase in resource adequacy led to an increase of 0.457 in the influence of strategy implementation. This relationship was significant since p is 0.000 which was less than 0.05.

A unit increase in responsible stewardship led to a significant increase of 0.439 in influence of strategy implementation (p= 0.000). A unit increase in resource allocation led to a significant increase of 0.151 in influence of strategy implementation (p=0.081). A unit increase in regulatory led to a significant increase of 0.190 in strategy implementation (p=0.015).

Project performance = 0.668+ 0.457X1 + 0. 439X2 + 0.150X3 + 0.190X4

Where;

X_1= Resource adequacy, X_2= Responsible stewardship, X_3= Resource allocation, X_4= Resource utilization

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SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary

The study found that resource dynamics significantly influence strategy implementation in Homa Bay County. Resource adequacy was notably insufficient, with departments lacking the necessary inputs to execute strategic plans effectively. Despite this, responsible stewardship was evident, as staff made efforts to manage available resources ethically and efficiently. Resource allocation practices were present but inconsistent, often failing to reach departments in time or in full, thereby hindering execution. Resource utilization was also suboptimal, with delays and misalignment between resource deployment and departmental needs. The findings underscore the need for stronger support from government and donors, improved budgetary practices, and enforcement of utilization policies to enhance strategic outcomes.

Conclusions

The study concluded that all four resource dynamics (adequacy, stewardship, allocation, and utilization) had a significant and positive relationship with strategy implementation in Homa Bay County. Resource adequacy was foundational to strategic success, requiring thorough assessment and provisioning. Responsible stewardship enhanced long-term value and institutional accountability, while effective allocation ensured fair and timely distribution of limited resources. Efficient utilization, including workload balancing and asset tracking, was critical for operational effectiveness. Together, these dynamics formed an integrated framework that supports strategic execution, and their optimization is essential for improving public service delivery in county governments.

Recommendations

The study recommended that county institutions prioritize efficient resource utilization by enhancing capacity planning, workload management, and early identification of bottlenecks. Monitoring resource availability should be institutionalized to keep projects aligned with timelines and budgets. Resource allocation should be treated as a strategic investment, with mechanisms to prevent mismanagement and ensure equitable distribution. Moreover, stewardship should be reinforced through ethical leadership and accountability structures that protect and sustain both tangible and intangible assets. These recommendations aim to strengthen strategy execution and promote sustainable development outcomes in Homa Bay Count.

Suggestions for Further Study

This study was a milestone for future research in the area of strategic management. This study suggested that future researchers could consider carrying out a similar study in other counties to assess any variation in responses.

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