

Journal of Business and Strategic Management

(JBSM)

Strategic Planning and Service Delivery at Kenya Power
Headquarters in Kenya



CARI
Journals

Strategic Planning and Service Delivery at Kenya Power Headquarters in Kenya

 Elizabeth Muthoni Wanjiku^{1*}, Dr. Videlis Njeri Njuguna²

¹MBA Student

School of Business, Economic and Tourism, Kenyatta University

<https://orcid.org/0009-0005-5131-6181>

²Senior Lecturer

School of Business, Economic and Tourism, Kenyatta University

Accepted: 16th Sep 2024 Received in Revised Form: 26th Sep 2024 Published: 15th Oct 2024

Abstract

Purpose: The major objective was to establish how strategic planning affected service delivery in KenyaPower. The study was based on the theory of contingency.

Methodology: The study employed descriptive design. The target population consisted of 247 managers at various levels (low-level, mid-level and senior-level) from 11 departments at headquarters of Kenya Power. This study employed stratified random sampling techniques to select sample size of 114 staff. The study used primary data collection utilizing both open and closed-ended questionnaire. The questionnaires were distributed and collected using a drop-off and pick-up later method. The quantitative analysis used descriptive techniques such as frequency, percentage, standard deviations and means. The research also employed linear regression to examine the effect of strategic planning on service delivery.

Findings: The research established that strategic planning ($\beta=0.787$; $p=0.000$) had substantial effects on service delivery at KenyaPower. Research concluded that strategic plannings have significant effects on delivery of services in Kenya Power.

Unique Contribution to Theory, Policy and Practice: The study recommended that Kenya Power's executives should implement training programs for its workers. This would provide employees with the essential skills and abilities needed to improve the quality of service delivered to clients. Kenya Power should also make sure that its goals and objectives are clear and understandable to employees at every level by use of efficient communications.

Keywords: *Strategic management practices, Strategic planning, Service delivery*

Introduction

The energy sectors are crucial for a nation's socio-economic development, serving as a fundamental organization that fuels manufacturers, homes and vital services. The effectiveness and dependability for delivery of electricity are vital for economic advancement, safety of public and general livelihoods (Ka.nwal, Me.hran, Has.san, An.war, Na.qvi & Kh.oja, 2022). The origins of energy service delivery trace back to the early development of electric power and its distributions, with innovators like Tho.mas Ed.ison and Ge.orge Westing.house establishing the basis for current methods in the late 19th century (Brown, 2017). Advancement in technology, changing regulations and markets' evolutions have substantially enhanced the service delivery (Knoeri, Steinberger & Roelich, 2016). Service delivery is very important as it contributes to growth in the economy, sustainability of the environment, enhanced life quality, social equity and energy security. Key performance indicators (KPIs) including reliability, affordability, accessibility, environmental impacts and customer satisfactions are used to examine delivery of services (Angelakoglou, Nikolopoulos, Giourka & Tzovaras, 2019). Barriers to service delivery encompass outdated infrastructures, cyber-security threats, environmental issues, regulatory complexities and ensuring widespread energy access especially in rural regions (Stecula *et al.*, 2023).

Maintaining and modernizing outdated energy infrastructures is both expensive and complicated, and safeguarding systems for digital energy from cyber-threats is an increasing issue. Striking a balance between access to energy and sustainability of environment is challenging while varying regulatory laws could impede efficiency in delivery of services (Bell & Gill, 2018). To ensure efficient service delivery, companies in the energy sectors embraced a range of strategic management practices. These practices, central to strategic management, involve creating robust systems capable of adapting to unforeseen events, maintaining operations, managing risks, and providing services effectively (Mitei, 2019). Strategic management encompasses several activities, including strategic plannings, leaderships and implementation (Ali, 2018). For electricity providers, these practices are essential for efficiently managing operations, optimizing resources, and providing top-notch services to clients. When executed effectively, strategic management results in greater service reliability, higher client gratification and improved operational effectiveness (Bryson, Edwards & Van Slyke, 2018).

Strategic planning include a variety of activities and processes aimed at ensuring companies are successful and sustain its competition edge (Shafiee & Saleh, 2019). Strategic plannings are essential for organizational success, involving the setting of precise goals, strategy definition and creating action plan to reach lasting goals. Effective allocation of resources is essential to ensure that resources are directed toward strategic priorities (Allui & Sahni, 2016). Competitive analysis provides valuable insights into competitors' strategies, strengths, and weaknesses, which supports decision-making (Michael *et al.*, 2023).

From global perspective, effective service delivery in the energy sectors is essential for providing dependable and well-organized access to electricity to both people and enterprises. In Europe, the electricity sectors encounters several challenges, such as the need to reduce emissions of greenhouse gases, increase the share of renewable energies and improve energy effectiveness (Emberger, Vannoni & Prettico, 2022). Energy sectors in Europe have developed efficient strategy to tackle these barriers and meet the rising electricity demand driven by emerging technology and automobiles using electricity. According to the European Commission (2021), the electricity sectors in Europe is undergoing significant changes due to the push for decarbonization and digitalization. Meanwhile in USA, the electricity sectors are transitioning with an increasing dependence on renewable energies and a decrease in fossil fuel use.

In Africa, the energy sector's service delivery is confronted with numerous challenges, such as underutilized energy resources, difficulties in securing investment funding, insufficient infrastructures, restricted accessibility to electricity, and subpar quality of services (Akinyemi, Efobi, Osabuohien & Alege, 2019). In recent years, efforts have been made to enhance service delivery by focusing on increasing electricity access, improving infrastructure, and boosting service quality. Despite the current low access to electricity in Sub-Saharan Africa, with only 46% of the population having coverage, more than 501 million people have access to electricity since 2000. The African rates of has been progressively rising and reached 46 percent in 2021. There remains a significant disparity amongst urban and rural regions, with just 27 percent of rural people in Africa able to access electricity (IEA, 2021). In Nigerian energy sectors, there are challenges faced including substantial gaps amongst supplies and demands. Although the nation's capacity to generate electricity was 13,435MW in 2018, just 4,000MW was actually produced, resulting in unreliable electricity access for 30 percent of the populations. The sectors are further hindered by poor infrastructures, insufficient investments, corruptions and shortages in fuel (Oyedepo, 2018).

In Kenya, the public sectors have historically been associated with poor service delivery due to problems such as bribery, nepotism and tribalism (Olayo, 2018). Nevertheless, substantial strides have been taken over the last 10 years to improve the quality of services delivered to the public. For example, the government has executed performance contracts in sectors like energy to elevate the level of service provided to the public (Munoru, 2015). The Kenyan energy sectors has seen considerable changes aimed at enhancing delivery of services to address the increasing demands for dependable and inexpensive electricity (Fanicchia, 2017). To improve delivery of services, the government increased grid capacity from 1,700MW in 2010 to 2,900MW in 2020. Though, there are still issues like restricted access to electricity, heavy dependance on hydro-power, and elevated costs of electricity. By 2020, Kenya's installed capacity had reached 2,900MW, with hydro-power only contributing 45.3 percent. The rates of electricity access in the country were 75%, with rural areas experiencing meaningfully decreased electrification rates compared to urban regions. The average electricity cost in Kenya was Kshs.23 per kilowatts. The AfDB reports also noted the

significant dependence on hydropower in Kenya, which is susceptible to droughts and could result in shortages of electricity (Karanja & Waweru, 2022).

Kenya power have adopted various strategic management practices in an attempt to enhance service delivery to customers (Oketch, 2019). For instance, Kenya Power introduced *Power Clinics* in 2018 to provide customers with a range of services, including bill payment, connection requests and general customer support (Mbau, 2020). Over time, Kenya power has undertaken strategic plannings to establish lasting goals, which includes pinpointing crucial programs and resource allocations to attain these objectives like investments in infrastructural improvements or boosting clients' services (Nyongesa, Gregory & Namusonge, 2017). However, Kenya power is grappling with numerous challenges such as decarbonization, transitioning to renewable energy sources, uneven energy access, infrastructures and issue of investments, inadequate energy, dependance on fossil fuel, bribery and a diverse range of energy sources (George, Boxiong, Arowo, Ndolo & Shimmon, 2019). Thus, the main aim was to explore the impact of strategic planning on service delivery.

Statement of the Problem

Kenya Power Company (KPC) struggles with inadequate service delivery because of issues such as corruption, nepotism, tribalism, and unprofessional behavior from employees. The Kenya Association of Manufacturers (2022) reports that KPC's Service Level Agreement (SLA) promises a 3-day service response time, but 50% of customers experience delays. Kenya Power received the most complaints among utility companies in Kenya, with 58% of these complaints related to poor provision of services. According to the Institute of Public-Policy (2021), 63% of customers were dissatisfied with KPC's service, largely due to frequent power outages. Kenyan electricity sector is among the priciest in Africa, with tariffs 40% above the average for sub-Saharan Africa. Kenya Power effectiveness is also low, with 23% of generated electric power lost. The company faces ongoing challenges, including frequent power outages, subpar customer service, insufficient infrastructure maintenance, and issues with financial management and corruption (Keter, 2021).

Several studies have explored practices for strategic planning and its impact on service delivery. For example, Danilo (2020) investigated factors affecting the early application fee payments for electric power connections in the Philippines. However, this research's findings are limited by its focus on a small, homogeneous Asian sample, affecting generalizability. Olufemi (2017) examined the electricity connection process in urban Nigeria, but used a cross-sectional research design not applied in this study and was also contextually limited to Nigeria, not Kenya. Nzoka (2017) studied Nairobi County's Health Department rather than KPC, which also had a contextual gap. Gabow and Kinyua (2018) focused on performance rather than service delivery. Mwangi (2023) looked into factors influencing the durations of the electric power connections in Kenya but did not consider the role played by strategic management practices. Addressing these gaps, the study aimed to establish the effect of strategic planning on services' delivery at Kenya Power.

Research Objective

The major objective was to examine the effect of strategic planning on delivery of services in KenyaPower headquarter.

Theoretical Review

Contingency theory, developed by Fiedler in 1960 argues against universal approaches to leaderships. The theory posits that successful leaderships hinges on different elements, such as the managers approach, the particular situation, and the characteristics of the task and associations. His foundational work, presented in his 1967 book, presented the idea of situational advantageousness (Harney, 2023). The theory classifies leaders into two main styles: tasks and relationships oriented, and suggests that the efficiency of every style is influenced by the situational context. Although it has significantly contributed to leadership research, contingency theory has also faced various criticisms. Critics claim that the scale generalizes styles of leadership and fails to reflect the fluid nature of leaderships behavior. Additionally, there has been debate over the practicality of contingency theory, with scholars highlighting difficulties in accurately assessing situational variable(s) and the evolving nature of leaderships (Childs *et al.*, 2023).

The theory highlights the necessity for an organization's strategy to be in harmony with its exterior environments. Contingency theory suggested that strategy must be regularly reviewed and modified to adapt to varying interior and exterior circumstances. This approach concur with aligns with the process for managing strategies, which involves continual M&E and adjustment to make sure that strategy remains pertinent and efficient over the years. Contingency theory is particularly useful in understanding how strategic planning impacts service delivery. It posits that the most effective management style depends on the specific context of the situation, dismissing the idea of a universally applicable management method. For instance, a strategic focus on cost reduction and effectiveness may be crucial for organizations in extremely competitive markets in which control of costs is essential for them to survive.

Empirical Literature Review

Research by Ma.t (2020) employed quantitatives designs and gathered information from 301 workers and clients of public hospitals of Malaysia. The study established that strategic plannings greatly enhanced service deliveries in public hospitals in Malaysia. The main factors contributing to this enhancement were employee satisfactions, clientele satisfactions and overall organizational performances. Employee satisfactions was essential for the effective execution of the plan and for addressing customer needs and expectations. Moreover, customer satisfactions played a key role in ensuring the plan met stakeholders' expectations. Organizational performance was also a critical determinant. Though, the results might not be applicable to Kenya, and exhibited gaps in the study. Specifically, the study did not cover the context of Kenya. Furthermore, the research focused on

the health sector, making it difficult to extend its findings to the energy sector, which is the focus of this study.

Ngozi *et al.* (2021) conducted a study on strategic plannings and delivery of services within Nigerian public universities. Utilizing survey research designs, the study gathered information from 200 who included teaching staff and learners across two universities. The study found that strategic planning practices significantly enhance delivery of services in public colleges of Nigeria. Nevertheless, the extent of these practices in the two colleges studied was only moderate, indicating potential for further enhancement. The research advises colleges in Nigeria to invest in creating and executing efficient strategic plans. However, there were contextual gaps since the study concentrated on the education sector rather than the energy sector. Additionally, there were methodological gaps because it used survey design, which are not utilized in this research.

Edward and Joseph (2021) carried out a study that revealed a significant enhancement in service delivery within Tanzanian local governments due to strategic planning practices. Additionally, the study highlighted that employee motivation and commitment are crucial factors in this relationship. The results highlight the crucial role of strategic planning in enhancing delivery of services within local governments of Tanzania. The study utilized quantitative approach, collecting data from 250 local government workers across Tanzania. Though, its reliance on a cross-sectional design may not be suitable for this study. Additionally, the research did not focus on the energy sector, as this study does, and it showed contextual gaps because it was not done in Kenya.

Ambetsa *et al.* (2022) investigated the relationship between strategic planning and delivery of services in the Water Department of Kakamega. Utilizing survey designs, the researchers randomly sampled 150 employees who completed self-administered questionnaires. The findings indicated a significant positive effect of strategic planning on service delivery. The study emphasized different aspects of strategic plannings such as visions, missions, objective, strategy and plan for actions where each enhances service delivery. It found that strategic plannings are essential for enhancing delivery of services in public entities. The study suggested that the Water Departments needs to frequently reassess and revise its strategy plans, ensure enough resources are allocated and oversee its execution for identifying areas requiring enhancement. However, the study had methodological limitations due to its reliance on survey design, which was not suited to this research. Additionally, the focus was on water departments rather than the energy sectors.

Simiyu (2020) discovered that strategic planning practices greatly enhance delivery of services within the County Government of Trans-Nzoia. The study explored several aspects of strategic planning, such as visions, missions, objective, strategy and plan for action, that positively influenced delivery of services. Recommendations included regularly reviewing and updating the strategic plan, allocating sufficient resources, ensuring staff awareness and commitment, and monitoring and evaluating the plan's implementation for continuous improvement. However, the study had methodological limitations due to its use of cross-sectional research designs, which

differ from those employed in this study. Additionally, the research focused on county governments rather than KPC, revealing a gap in contextual relevance.

Conceptual Framework

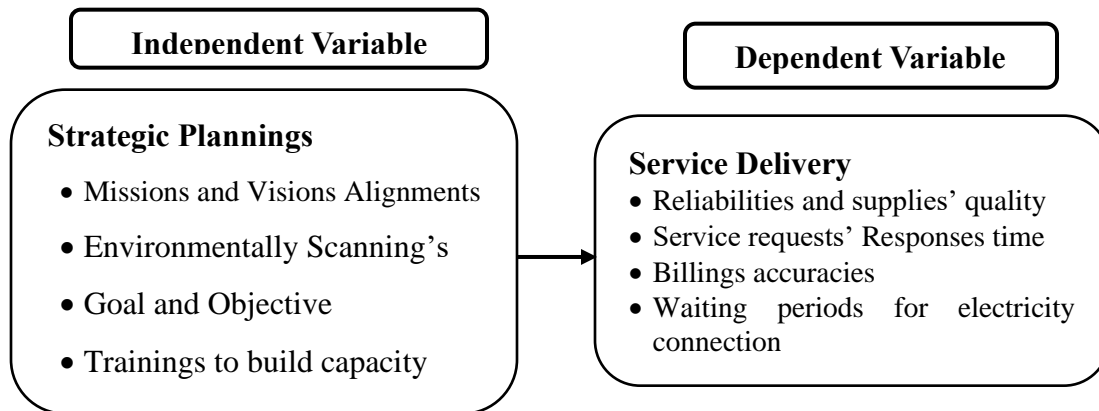


Figure 1: Conceptual Framework

Source: Researcher (2024)

Methodology

The study employed descriptive design. The target population consisted of 247 managers at various levels (low-level, mid-level and senior-level) from 11 departments at headquarters of Kenya Power in Nairobi. The sample size of 114 staff was selected using stratified random sampling techniques. The research used primary data collection utilizing both open and closed-ended questionnaire. Pre-testing is conducted prior to the completion of the main research to test for validity and reliability of the research questionnaire. The researcher oversaw the entire process, including the submission and collection of surveys. The questionnaires were distributed and collected through methods of dropping and picking them later. For quantitative data, it was first systematized and coded, then entered into Microsoft Excel, and subsequently imported into SPSS 25 for further analysis. The quantitative analysis used descriptive techniques such as frequency, percentage, standard deviations and means. The research also employed multiple linear regression to evaluate practices for strategic planning and service delivery. The findings were presented through charts and tables.

Findings and Discussions

Descriptive Analysis

The study aimed to assess the effect of strategic plannings on delivery of services at KenyaPower. The participants were requested to express their opinions regarding statement(s) of strategic plannings. The findings are presented in Table 1.

Table 1: Statements on Strategic Planning

	Mean	Std. Dev.
There is an effective communication and alignment of KP activities to missions and visions	4.287	0.608
Kenya Power predicts and addresses external influences on its operations, including changes in regulations and market trends	4.069	0.804
The Kenya power's goals and objectives are communicated clearly and are easily understood by staff at every level	2.241	0.698
Kenya Power offers training programs to improve staff' skills and abilities	2.264	0.655
The process for strategic planning at KP successfully adjusts to shifts in the exterior environments	4.058	0.688
Overall Means and Std. Dev.	3.384	0.691

Based on the results shown in Table 1, the respondents agreed that there is an effective communication and alignment of KP activities to missions and visions (Mean=4.287) and that Kenya Power predicts and addresses external influences on its operations, including changes in regulations and market trends (Mean=4.069). Additionally, the participants agreed that the process for strategic plannings at KP successfully adjusts to shifts in the exterior environments (Mean=4.058). The results align with Simiyu (2020) who argued that aspects of strategic plannings such as visions, missions, goals, strategy and plan for action have a positive effect on service delivery.

Nevertheless, the respondents disagreed that Kenya Power offers training program to improve staff skills and abilities (mean=2.264) and that the Kenya power's goals and objectives are communicated clearly and are easily understood by staff at every level (mean=2.241). The results agree with Mat (2020) who argued that strategic plannings greatly enhanced the delivery of services in Malaysian public hospitals. In addition, Ngozi *et al.*, (2021) that strategic plannings practices significantly enhance delivery of services in public colleges of Nigeria though the extent of strategic plannings in the two colleges was moderate, indicating potential for further enhancement.

The respondents were also asked to explain how strategic plannings impacts service delivery of services in Kenya Power. The participants noted that strategic plannings helps the company align its goals with the missions and visions, ensuring that service delivery is focused on effective

achievement of lasting goals. The participants also mentioned that strategic planning helps the company in resource allocation to ensure that the required funds, personnel and infrastructures are in place for efficient delivery of services. The results align with Ambetsa, *et al.* (2022), who highlighted key aspects of strategic planning such as visions, missions, objectives, strategy and plans for action had a positive effect on delivery of services. Ambetsa, *et al.* (2022) deduced that strategic planning is essential for enhancing delivery of services in public entities.

Inferential Statistics

The research employed simple regressions to demonstrate the effect of strategic planning on delivery of services. The results are presented in Table 2.

Table 2: Regression Analyses for Strategic Plannings

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error		
1	.712 ^a	.507	.501	.18824		
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.097	1	3.097	87.401	.000 ^b
	Residual	3.012	85	.035		
	Total	6.109	86			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.386	.214		6.490	.000
	Strategic planning	.587	.063	.712	9.349	.000

Based on the results in Table 2, the R was 0.712 which indicates a strong and substantial association between strategic planning and service delivery at KenyaPower. Additionally, the R² value of

0.507 suggests that strategic planning accounts for 50.7% of the variations in service delivery. Moreover, the regression coefficients provide the model's equation as follows:

$$SD = 1.386 + 0.587 SP$$

From regression coefficients, the study established that an increase in strategic plannings would result in a 0.587 increase in delivery of services. This suggests that strategic planning had significantly influenced the services' delivery in Kenya Power. The results concur with Ng.ози,*et al.*, (2021) who demonstrated that implementing strategic planning practices significantly enhances delivery of services in public colleges in Nigeria.

Conclusions

The research concluded that strategic plannings had a substantial effects on delivery of services at Kenya Power. Strategic planning at Kenya Power was carried out by aligning its activities with its missions and visions, communicating effectively, anticipating and responding to external factors, and adjusting to variations in the environments. It was established that strategic planning helps Kenya Power allocate resources effectively, ensuring that adequate funds and infrastructures are in place for efficient delivery of services. Strategic planning also enhances communications and collaborations with stakeholders ensuring that services address their varied needs and interests, which results in increased satisfactions and supports.

Recommendations

The study recommended that Kenya Power's executives should implement training programs for its workers. This would provide employees with the essential skills and abilities needed to improve the quality of service delivered to clients. Kenya Power should also make sure that its goals and objectives are clear and understandable to employees at every level by use of efficient communications.

It is also recommended the management also need to ensure that Kenya Power's strategic plan aligns with Kenya's broader national development goals, particularly in energy access, sustainability, and service delivery. It's essential to implement strong systems for monitoring and evaluations to oversee the development of strategic plans, identify areas for enhancement, and make essential modifications to improve delivery of services.

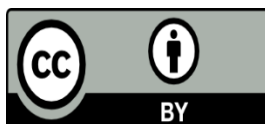
The study recommended that Kenya Power's management should develop strategies to improve communication about the goals and progress of its strategic management efforts. This would help ensure successful implementation of strategies designed to enhance delivery of services. Management at Kenya Power should also ensure satisfactory allocation of resources for supporting the effective implementation of its strategies.

References

- Akinyemi, O., Efobi, U., Osabuohien, E., & Alege, P. (2019). Regional integration and energy sustainability in Africa: exploring the challenges and prospects for ECOWAS. *African Development Review*, 31(4), 517-528.
- Ali, A. A. (2018). Strategic planning–organizational performance relationship: Perspectives of previous studies and literature review. *International Journal of Healthcare Management*, 11(1), 8-24.
- Allui, A., & Sahni, J. (2016). Strategic human resource management in higher education institutions: empirical evidence from Saudi. *Procedia-Social and Behavioral Sciences*, 235, 361-371.
- Ambetsa , B. K., Awino, Z., Ogutu, M., & Njeru, W. (2022). The Nexus Between Strategic Planning and Service Delivery Among Agribusiness State Corporations in Kenya. *European Journal of Business and Management Research*, 7(4), 362-366.
- Angelakoglou, K., Nikolopoulos, N., Giourka, P., & Tzovaras, D. (2019). A methodological framework for the selection of key performance indicators to assess smart city solutions. *Smart Cities*, 2(2), 269-306.
- Bell, K., & Gill, S. (2018). Delivering a highly distributed electricity system: Technical, regulatory and policy challenges. *Energy policy*, 113, 765-777.
- Brown, R. E. (2017). *Electric power distribution reliability* (Vol. 1). CRC press.
- Bryson, J. M., Edwards, L. H., & Van Slyke, D. M. (2018). Getting strategic about strategic planning research. *Public management review*, 20(3), 317-339.
- Childs, F., et al. (2023). Critiques of Contingency Theory. *Organizational Dynamics*, 40(4), 567-582.
- Danilo, H. (2020). *Factors affecting the early application fee payments for electric power connections in the Philippines*. Sage Publications
- Edward, N. & Joseph, M. (2021). Significant enhancement in service delivery within Tanzanian local governments. *Journal of Policy and Leadership*, 9(1), 97-122.
- Emberger, G., Vannoni, M., & Pretico, G. (2022). The future of the European electricity sector: Challenges and opportunities. *Energy Policy*, 161, 112809.
- European Commission. (2021). *Status of the European electricity sector: Transformation driven by decarbonization and digitalization*. JRC Technical Report.
- Fanicchia, A. (2017). *Drivers of energy transitions: Analysing factors promoting energy policy changes towards renewable energy development in Kenya* (Master's thesis, Utrecht

- University).
- Gabow, O. S., & Kinyua, G. (2018). Relationship between strategic intent and performance of Kenya commercial bank in Nairobi city county, Kenya. *International Journal of Innovative Research and Advanced Studies*, 5(11), 149-157.
- Gummesson, E. (2019). Is a relationship a social system? *Marketing Theory*, 19(3), 317-334.
- Harney, B. (2023). Contingency theory: An analysis of situational favorableness. *Leadership & Organization Development Journal*, 44(2), 145-163.
- IEA (International Energy Agency). (2022). World Energy Outlook 2022. Paris: IEA.
- Kanwal, S., Mehran, M. T., Hassan, M., Anwar, M., Naqvi, S. R., & Khoja, A. H. (2022). An integrated future approach for the energy security of Pakistan: Replacement of fossil fuels with syngas for better environment and socio-economic development. *Renewable and Sustainable Energy Reviews*, 156, 111978.
- Karanja, J. & Waweru, F. W. (2022). Career Management Strategies and Employee Performance in State Corporations in Kenya. *International Journal of Quality & Reliability Management*, 3(1), 102–127
- Keter, A. (2021). *Strategic Innovations and Performance of Kenya Power Company* (Doctoral dissertation, University of Nairobi).
- Knoeri, C., Steinberger, J. K., & Roelich, K. (2016). End-user centred infrastructure operation: towards integrated end-use service delivery. *Journal of Cleaner Production*, 132, 229-239.
- Mat, M. (2020). *Strategic plannings and delivery of services in Malaysian public hospitals*. Sage Publications
- Mbau, M. W. (2020). *The Role of Internal Branding in Improving Customer Service Delivery: A Case Study of Kenya Power* (Doctoral dissertation, Daystar University, School of Communication).
- Michael, A., Frese, M., & Dorfman, P. (2023). Strategic leadership: Action that transforms. *Organizational Dynamics*, 52(2), 100846.
- Mitei, D. C. (2019). *Influence of Strategic Management Practices on Service Delivery by National Museums of Kenya* (Doctoral dissertation, University of Nairobi).
- Munoru, J. (2015). *Strategies Adopted by KPLC To Improve Service Delivery* (Doctoral dissertation, University of Nairobi).
- Mwangi, J. (2023). Factors affecting the duration of electricity connection process in Kenya. *Journal of Energy Research and Reviews*, 9(2), 1-14.
- Ngozi, N. H., Imuetinyan, I. B., & Mitei, D. C. (2021). Strategic Planning and Competitive

- Advantage: Evidence from the Nigerian Pharmaceutical Industry. *International Journal of Strategic Management*, 4(1), 15-19.
- Nyongesa, R., Gregory, E. N. M. P. P., & Namusonge, S. (2017). Influence of Strategic Management Practices on Organizational Performance of Kenya Power Company. *European Journal of Business and Management*, 9(18), 52-59.
- Nzoka, M. S. (2017). *Strategic Management Practices Adoption and Service Delivery by the Health Department of Nairobi City County, Kenya* (Doctoral dissertation, University of Nairobi).
- Oketch, D. O. (2019). *Adoption Of Learning Organization at The Kenya Power Company Limited* (Doctoral dissertation, University of Nairobi).
- Olayo, J. O. (2018). *Effect of Perceived Human Resource Management Practices on Performance of Parastatals in Kenya: A Case of Commercial Parastatals in Kenya* (Doctoral dissertation, JKUAT).
- Olufemi, J. O. (2017). Sustainable electricity supply and poverty reduction in Nigeria. *International Journal of Energy Economics and Policy*, 12(1), 54-61.
- Oyedepo, S. O. (2018). Assessment of energy poverty in Africa: A case study of Nigeria. *Energy Reports*, 4, 591-605.
- Shafiee, M., & Saleh, H. (2019). Evaluation of strategic performance with fuzzy data envelopment analysis. *International Journal of Data Envelopment Analysis*, 7(4), 1-20.
- Simiyu, L. A. (2020). Strategic Planning Practice and Service Delivery in Trans Nzoia County Government, Kenya: A Case Study. *International Journal of Public Administration and Management Research*, 8(1), 1-14.
- Stecula, K., Wolniak, R., & Grebski, W. W. (2023). AI-Driven Urban Energy Solutions—From Individuals to Society: A Review. *Energies*, 16(24), 7988.



©2024 by the Authors. This Article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>)