

INFORMATION COMMUNICATIONS TECHNOLOGY AND IMPLEMENTATION OF STRATEGIC PLANS IN BARINGO COUNTY, KENYA

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ABSTRACT

For strategic plans to be effectively implemented there is need to adopt an integrative and multifaceted approach. This involves the adoption of Information Communication Technology (ICT) to support institutional strategic-plans implementation. ICT includes a collection of the entire systems, architecture, resources and infrastructure that facilitate communication and transmission of information. In Kenya, many organizations have adopted diverse forms of ICT to facilitate strategic plan implementation. Consequently, studies have examined the perceived role of but most of these studies have not addressed this phenomenon in the county governments. The paper investigated the influence of ICT on strategic plans implementation in Baringo County. The specific objectives were to determine the influence of ICT human capability and systems planning on strategic plans implementation in Baringo County. The paper was anchored on the human capital theory and the McKinsey's 7s theory and focused on the descriptive survey design. Chief executive officers, members of county

assembly, chief officers, heads of departments and ICT experts from Baringo County provided data. The questionnaire was adopted to collect data. Data was analyzed by the use of means, standard-deviations, Pearson's correlation and multiple regression analysis. The results revealed that 51.9% of the variance in strategic plans implementation in Baringo County was influenced by ICT human capability while 42.1% was influenced by ICT systems planning. The study concluded that to implement its strategic plans, the county government of Baringo must develop its ICT human capability by investing in ICT infrastructure and aligning the existing ICT infrastructure to the county's goals of service provision and overall operational strategy. It was recommended that flexible ICT infrastructure should be procured to facilitate the implementation of strategic plans Baringo County.

Key Words: Information Communication Technology, Strategic Plan Implementation, ICT Human Capability, ICT Systems Planning.

INTRODUCTION

In the ever changing business environment, organizations are continually reviewing their strategies in order to become successful. This involves adopting ICT to implement organizational strategic plans (Rockart, 2018). Consequently, ICT has become a central tool for facilitating the execution of organizational strategic plans. Indeed technologies such as the internet and E-business have been adopted to enable organizations achieve their objectives. Hence, county governments are likely to effectively implement their strategic plans by adopting ICT systems and infrastructure (Rockart, 2018).

ICT is conceptualized as the computer-based information system that engenders both the hardware and the software gadgets and applications in the process of acquiring, processing as well as storing and transmitting information to enhance communication (Mirani & Lederer, 2018). ICT speeds up the flow of information and knowledge which contributes in changing the particular aspects of users' interaction. The impact of ICT is vast and the growth of ICT systems in organizations is a familiar development which is fundamentally changing the nature of the workplace (Stebbins, 2020). ICT is being employed in value addition activities such as creating an enabling business environment. In the county government milieus, huge ICT investments have transformed the governers process. It is therefore not surprising that the strategic plans execution is influenced by, enabled, and possibly dependent on ICT. It is on this basis that a host of research inquiries have been directed to interrogating the attributes of ICT that promotes strategic plans implementation (Kariuki, 2020). Among the attributes identified are ICT systems planning and ICT human capability.

ICT human capability refers to an individual's capability to display digital skills in using ICT resources to accomplish intended tasks (Sen, 1997). In order to unswervingly boost the adjustment and regular ICT use especially in the devolved units, human capacity in ICT should be built as it plays a critical role in implementing the county's strategic plans. In Kenya, most counties are committed to promoting skills development especially in the area of ICT especially through Digital Literacy programmes. However, there is a lack of genuine engagement in the advancement of human capability.

ICT system planning focuses on the capability of the ICT technology to facilitate timely implementation of organizational plans. It involves operational, strategic, tactical and contingency planning which are about connecting the technology to the business goals with the long term consequence of promoting organizational strategic objectives. When correctly done, it is likely to result into full integration of the ICT systems especially when it is integrated across departments. This can considerably allow organization-wide management and control of the ICT environment. Both ICT human capability and systems planning are particularly important in strategic plan implementation. Johnson and Scholes (2012) conceptualize a strategy as a collaborating set of inherent decisions that an organization takes as it seeks to fulfill the stakeholder expectations. Considered this way, a strategy is a process of putting well laid down plans into action to enhance the realization of institutional goals (Adeleke, 2014). Rumelt (2020) contends that a prudent strategic plan is an adoptable document ubiquitously used to facilitate transmission of organizations goals. This is because it clearly delineates the specific actions and procedures that are considered very necessary and which must be considered carefully when formulating the goals to be achieved. Hitt (2017) views a strategic plan as an incorporated development blueprint that gives organizations an overall development roadmap. Kofron (2017) observes that strategic

planning enables organizations to overcome unplanned, opportunistic maladaptive management approaches which only guarantee maladaptive performance.

Therefore, the aim of strategic planning is to propel organizations to higher levels of institutional performance (Hitt, 2017). In this regard, strategic planning invites all institutional stakeholders to examine the enabling institutional conditions, formulate goals and targets and develop an action plan to aid in the realization of institutional goals while also remaining oblivious of the need to institute appropriate monitoring and control mechanisms (Pearce, 2017).

Globally, strategic plans have been implemented in many organizations in order to enhance organizational performance. For instance, organizations in the USA have embraced ICT when devising strategic plans (Cook, 2016). In Europe, many countries followed this line of thought by strategically planning their programs with the resultant that many organizations made positive developmental strides. In resource scarce situations the emphasis has been on examining the current state of development plan and providing useful information to guide planning (Carnoy, 2019). However, in most of these countries, the main bottleneck seemed to reside in the implementation phase since most governments often find strategic implementation a complex, dynamic and hectic affair (Carnoy, 2019).

In Africa, strategic plans have been implemented in diverse organizations including in local governments. This has been conspicuously observed in such countries as Libya, Ghana, South Africa and Nigeria. In Nigeria, Omoifo (2019) concurs that strategic plans have been used in organizations as a reliable framework for interrogating the conflicting perspectives undermining institutional development. In Ghana, Onuka and Oludipe (2016) expounded how strategic planning could be the reliable cure for poor service delivery in the government institutions.

In Kenya, strategic plan execution has only overtly undertaken a substantively substantial role in enhancing service delivery at the county level in Kenya. The focus of strategic plans is to enable the county governments to prioritize diverse forms of development. However, with the adoption of ICT infrastructure, some county governments are experiencing a lot of challenges in implementing their development strategies. For example the implementation of *eHealth* and *mHealth* programs in Meru County has been affected by technological failures (Muriungi, 2019). In Embu County, poor internet connectivity and frequent systems failure have affected revenue collection (Njagi, 2016). In Baringo County, the adoption of ICT is considered as one of the enabling pillars in realizing the devolution objectives particularly in the provision of services and collection of revenues (Rugutt, 2018). However, its adoption in the implementation of the county's strategic plans is a contentious issue as there are still problems associated with technological failures especially in revenue collection and service delivery (Momanyi, 2018).

Statement of the Problem

Implementing strategic plans is often perceived to be an integrative yet multifaceted procedure that incorporates a series of activities undertaken to transform plans into reality to achieve organizational short term and long term objectives (Jalali, 2019). Although strategic plans have been developed, their implementation has been compounded by a myriad of contextual challenges. ICT has been considered as a technological support program adoptable in implementing-strategic-plans. Consequently, the devolved units particularly in Kenya have taken note of the perceived role of ICT in the strategic plan execution by integrating ICT in their operations (Muganda, 2018). However, research on ICT integration in implementing strategic plans has been majorly undertaken in developed nations where the focus has generally been on how ICT can be adopted to enhance organizational competitiveness. In Kenya, there are inadequate studies documenting the perceived role of ICT adoption in enhancing strategic plans implementation. Although ICT is one of the enabling pillars of service provision, its practical use in enhancing strategic plans implementation is a belligerent issue requiring research attention. It was based on this understanding that this paper examined the influence of ICT human capability and systems planning on the strategic plans execution in Baringo-County.

LITERATURE REVIEW

Theoretical Review

The paper was premised on the Human Capital Theory and the McKinsey's 7s theory.

Human Capital Theory (HCT)

HCT was originally pioneered by Becker in 1993. In its basic hypothesis, HCT maintains that the effectiveness of an organization in undertaking its studies depends on the quality of its human capital. From this perspective, it is sensible to ascribe HCT to the institutional talents and skills as the components of institutional performance. Hence, HCT recognizes employees' knowledge and talents that facilitate economic development. It suggests that formal training might be required to nurture institutional competencies. Although HCT has been reformulated, it remains relevant owing to its detailed focus on the requirements for human proficiency. Whether aided by ICT or not the proficiency is required in the implementation of the county's strategic plans. As a result, the theory is plausible in explaining the relationship between ICT human capability and strategic plans implementation.

The McKinsey's 7s Theory

This theory was developed towards the end of the 1970s by McKinsey in an attempt to assist practicing and prospecting managers to plan and effectively organize their institutional

development strategies. The theory's cardinal proposition is that if an organization seeks to realize its development goals it ought to acquire and control its diverse resources and capabilities (Barney, 1991). The theory highlights seven critical attributes required in realizing effective institutional development. Organizations must maintain an amalgamated correspondence of the 3 S's of systems (ICT), structure and strategy, and 4 components encompassing staff, style, skills and the super-ordinated goals collectively perceived as the 4 Ss (Hitt, 2017). ICT systems constitute one of the seven attributes making it relevant in this study. The seven elements in the McKinsey's 7s theory are appropriate in explaining how ICT systems planning can contribute strategic plans implementation in Baringo County.

Empirical Review

ICT Human Capability and Implementation of Strategic Plans

ICT human capability is important in developing, implementing and maintaining an organizational information system. Previous studies have explored how ICT human capability can aid the implementation of strategic plans. Being guided by the cross-sectional survey paradigm, Anthrem (2016) examined the role of ICT human capability in relation to strategy implementation. The study involved 450 ICT experts in the financial sector. The study adopted the semi-structured questionnaire to gather data after which the regression analysis was involved in data analysis. ICT human capability was shown to play a delineating role in organizational performance. This study is significant but it did not highlight the critical part played by the ICT capability in the context of the devolved units. Ashley (2017) analyzed the execution of strategic plans in organizations in the USA where it emerged that effective plan implementation was a repeatable exercise that required a great deal of ICT human capability. While the analysis did not focus on the devolved institutions, it was evident that ICT capability played a significant role in strategy implementation. Chua (2017) carried out a survey on the probable attributes of the success of strategic plan implementation in the road construction in China. Simple random sampling was adopted in identifying the study participants from five projects. Although questionnaires were used to collect data, it was not clear what specific factors unilaterally led to timely completion of the road projects. Nguyen (2015) also investigated the success factors for the implementation of government strategic plans in Vietnam. 200 senior government officials were targeted with the study adopting the descriptive design. It was evident that ICT intervention and human resource commitment were important in strategy execution. However, the study differs conceptually as it focused on ICT intervention and human resource commitment and not ICT human capability.

Following the numerous delays and cost overruns in government institutions in Nigeria, Okwonko (2016) examined the effects of cost overrun on strategic plan execution in selected organizations in Nigeria. The study was based on desk top research. Due to the availability of rich and informative secondary data, the study concluded that poor contract management, inadequate ICT

capability, financial constraints and inaccurate estimates were the major factors. It was notable that ICT capability appeared to an important consideration especially with regard to enhancing strategic implementation. However, the study was not based on primary data and may not apply in the present study. Kirui (2016) was concerned about the institutional attributes that deterred the overall push for the strategic plans implementation in Nandi County. Proportional stratified sampling was employed in selecting 90 study respondents. It was evident that institutional factors influenced strategic plans implementation. However, not all the institutional factors were considered significant as the place of ICT human capability was found to be statistically insignificant. In addition, Langat (2014) considered Kenya's devolved governments as the unit of analysis to explore the perceived challenges faced in implementing strategic plans at the devolved governments. Considering Uasin Gishu County as a unit of analysis, interview guides were embraced in data collection and analyzed using thematic content analysis. After scrutinizing the study's output it emerged that Uasin Gishu County had developed ICT infrastructure to help achieve organizational objectives. However, the study did not interrogate the appropriateness of ICT human capability.

ICT Systems Planning and Implementation of Strategic Plans

Effectiveness of ICT planning in enhancing implementation of strategic plans has raised concerns in many organizations (Bastidas, 2015). Consequently previous studies have looked at the implications of ICT systems planning in organizations. For instance, Brynard (2017) examined the ICT systems planning within the precepts of the community. Hypotheses were formulated in tandem with the specific objectives. In pursuance of the study objectives, the survey design was adopted and inferential statistics employed in data analysis. Analysis of the findings showed that ICT planning was often ignored in many organizations. Yii (2014) interrogated the hurdles to strategic plans implementation at the Air New Zealand. After carefully scrutinizing the data, and in congruence with the study objectives, it was apparent that ICT systems planning played a discernible role in organizational performance. Similarly, Salem (2017) interrogated the perceived obstacles to fruitful implementation of institutional strategic decisions and averred that ICT information systems planning played a major role but actual realization of technological efficiency was hampered by the high cost of technological adoption. Apart from being methodologically divergent, the study did not look at ICT systems planning in isolation as postulated in this study. In Kenya, past studies on ICT systems planning have revealed the importance of ICT planning when implementing government funded projects. Mbevi (2016) looked at the participatory planning practices in ICT systems planning and its influence on the performance of institutions in Makeni County. With the survey design being employed, the study was theoretically informed by RBV model. Simple random sampling was adopted to select the research participants from whom data was gathered using questionnaires and analyzed using regression analysis. Holding other factors constant, it was evident that an elaborate ICT systems planning influenced the degree to which the development projects were fulfilled. In a study involving manufacturing firms in

Thika Sub-County, Kenya, Kidombo and Gakuu (2019) examined the perceived link between leadership orientation and strategem execution and noted that the nature of a firm’s institutional composition was important in determining the type of ICT planning to be embraced. This study is significant but it was based in a manufacturing firms.

Summary of Literature Review and Research Gaps

In consideration of the elaborate review of the preceding empirical works, it has emerged that previous studies focused on a wide-range of ICT features in the context of strategic plans implementation. However, it is pertinent to note that there were contextual differences as majority of the studies were based on the financial institutions and not the devolved units. Nevertheless, ICT adoption has been highlighted and its perceived role justified in the context of the devolved units. This is because the programs and projects undertaken by the county governments such as revenue collection and strategic plans implementation require ICT infrastructure. Consequently, ICT has been conceptualized to enhance implementation of strategic plans. Given that a plethora of past studies were apparently anchored in the financial sector, the identified gaps remain general and inconclusive making them inapplicable in the prevailing context where inadequate ICT investment, sporadic systems failure alongside other methodological variances have not enhanced the execution of strategic plans. This served as the impetus to interrogate the perceived influence of ICT on strategic plans execution in Baringo.

Conceptual Framework

Conceptually figure 1 presents the concepts that are systematically outlined to show discernible parameters of the study variables. Furthermore, the conceptual framework clearly illuminates the perceived link among the study variables alongside their sub-variables. This interaction is diagrammatically presented in figure 1.

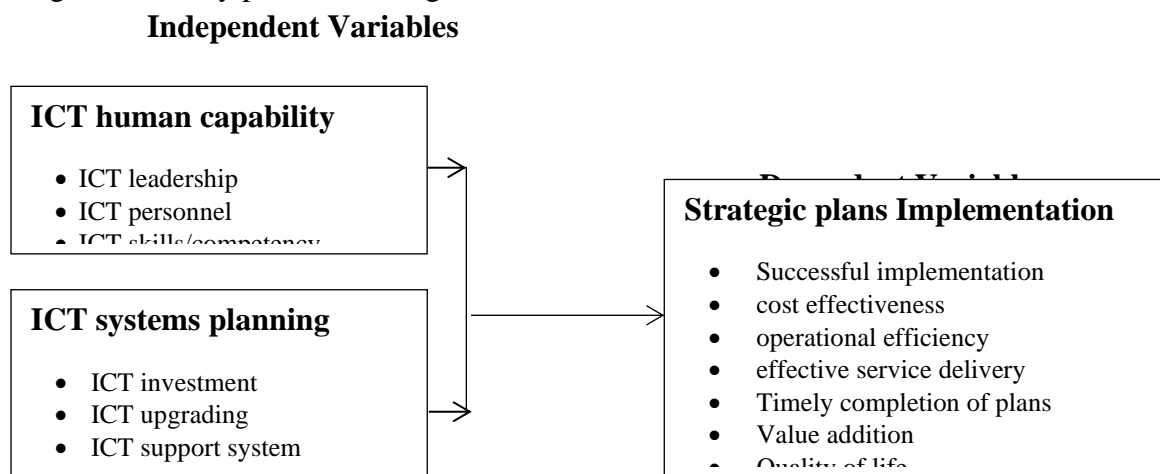


Figure 1: Conceptual Framework

In the conceptual framework, the predictor variables were ICT human capability and ICT systems planning. These variables were analyzed in relationship to strategic plans implementation in Baringo County. Strategic implementation was measured by cost effectiveness, operational efficiency and effective service delivery. Contextually, ICT was conceptualized as improving strategic plans implementation in Baringo County.

RESEARCH METHODOLOGY

The study was anchored on the descriptive survey design to analyze ICT adoption in enhancing the strategic plans execution. The study's population consisted of the chief executive officers, members of county assembly, chief officers, heads of departments and ICT experts in Baringo County as displayed in table 1.

Table 1: Target Population

Target Group	Frequency	Percentage (%)
CECs	10	8.8%
MCAAs	45	39.5%
Chief officers	15	13.2%
Heads of Departments	21	18.4%
ICT experts	23	20.2%
Total	114	100%

Source: Government of Baringo County

Since the target population was relatively small, census was taken for the chief executive officers (10), members of county assembly (45), chief officers (15), heads of departments (21) and ICT experts (23) Baringo County totaling to 114 study participants. The study adopted the questionnaire to collect data. Frequencies, means, percentages and standard deviations were utilized to compute the measures of central tendencies. The inferential statistics such as regression and correlation-analysis were employed to show the relationship between and among the study variables. In particular, the correlation-coefficient was adopted to ascertain the strength and direction of the relationship between each independent variable and the dependent variable. To establish the combined influence of the all the independent variables on the dependent variable, multiple regression analysis was computed. In this analysis which involved the testing the hypotheses, the ANOVA was estimated at 95% confidence interval. Data analysis was made easier by the adoption of version 25 of SPSS. In terms of the presentation of the results, frequency tables and figures were adopted to summarize the responses and to make it easy to display the results for easy analysis and comparison.

RESEARCH FINDINGS AND DISCUSSION

Information on Descriptive Statistics

To capture the general views of the respondents regarding ICT human capability and ICT systems planning and strategic plans implementation in Baringo County, the means and standard-deviation values of the responses were computed.

Descriptive Information on ICT Human Capability

In determining the descriptive information on human capability, the study participants were asked to express and eventually rank their perceived level of concurrence with statements pertaining to ICT human capability in Baringo County based on a scale ranging from 1 to 5, with 1 evidently being Strongly-Disagree and 5 being perceived strong concurrence. Various statements on ICT human capability were included in the questionnaire and table results are captured in table 2.

Table 2: Information on ICT Human Capability

Statements	Mean	Std. Dev
IT HR promotes development of technical capabilities of ICT users	3.7573	1.00456
Internal training is organized to enhance ICT use	3.7379	1.25995
ICT experts are honest and responsible in using ICT	3.8641	1.14659
There is confidentiality of data contained in ICT systems	3.6990	1.13617
ICT users are knowledgeable in legal implications of documentation of information systems	3.4660	1.23523
ICT experts ensures consistency in the use of ICT gadgets to carry out the required tasks	3.9903	1.16733
There is confidentiality of information contained in ICT systems	3.3689	1.18810
The personnel have the prerequisite skills to use ICT	3.8738	1.16887
The staff are ready to adopt and use ICT resources to implement the government programs	3.5698	0.88837
There is reliable ICT management and leadership	4.2209	0.77309
Average	3.7197	1.16335

The study results depicted in Table 2 postulated that majority of the respondents were in concurrence that the IT HR promoted the development of technical capabilities of the ICT users (M=3.7573; SD=1.00456). It can also be deciphered that the county government of Baringo organized internal training programs to enhance ICT-use and application (M=4.0465; SD=0.91917). This is conceptually exemplified by Kirui (2016) whose study demonstrated that strategic plan execution was in deed subjective to institutional factors with the internal training being an important aspect of institutional support. It is also evident that the ICT experts were honest and responsible towards using ICT programs in their work (M=3.8641; SD=1.14659). Further exploration of the results contextually suggested that there was confidentiality of data contained in ICT-systems (M=3.6990; SD=1.13617). In line with the foregoing argument, the ICT users were knowledgeable in the legal implications of documentation of the information systems (M=3.9903; SD=1.16733). The study participants further concurred that the ICT experts were consistent in the use of ICT gadgets to carry out the required tasks (M= 4.1860; SD=0.91409) and that there was confidentiality of data and information contained in ICT systems (M= 4.2442; SD=0.86685). Moreover, majority of the respondents agreed that the ICT personnel had the demonstrated prerequisite skills to effectively use the ICT (M=3.9535; SD=0.75001) and that the staffs were also ready to adopt and use ICT resources to implement the government programs (M=3.5698; SD=0.88837). This is supported by Obiga (2014) who noted that the quality of the available applicable ICT management skills apparently impacted the strategy plans implementation as the ICT innovativeness was critical in strategy implementation. It is also evident that there was reliable ICT management and leadership (M=4.2209; SD=0.77309). This concurs with Nguyen (2015) who noted that ICT intervention and human resource commitment were important in strategy execution.

The combined aggregate (M=3.7197; SD=1.16335) signposted that majority of the respondents concurred that ICT human capability influenced strategic plans implementation in Baringo County. These findings are supported by Anthrem (2016) who averred ICT human capability played a delineating role in organizational performance. Ashley (2017) further contended that effective plan implementation required a great deal of ICT human capability in the entire process of strategic plans implementation.

Descriptive Statistics on ICT Systems Planning

The researcher pursued the respondents' views concerning ICT systems planning in the county government of Baringo. Several statements or indicators about ICT systems planning were presented to the respondents who were asked to express their guided views and Table 3 summarizes the results.

Table 3: Information on ICT Systems Planning

Statements	Mean	Std. Dev
There is long-term ICT planning	3.9029	1.15906
The county considers investing in ICT in its development planning	3.6893	1.12919
ICT aligns with the goals of service provision	3.2330	1.26184
ICT planning is aligned to the county's overall operational strategy	3.3107	1.26823
ICT planning involves systems upgrading	3.9320	1.13122
There is contingency ICT planning to avoid system interruption	3.8447	1.21879
ICT planning involves systems integration with operational system	3.5728	1.09008
ICT planning enhances accountability & transparency	3.9631	1.18545
The county government supports the ICT platform development	4.0728	0.69008
ICT planning ensures ICT system is continuously operational	3.9756	1.0002
Average	3.83106	1.18048

The results portrayed in Table 3 verified that majority of the respondents displayed concurrence that there was long-term ICT planning in Baringo County (M=3.9029; SD=1.15906). Equally significantly important was that the county government of Baringo considered investment in ICT in its long term development plan (M=3.9903; SD=1.16733). It is also clearly evident that ICT was aligned with the goals of service provision (M=3.8932; SD=0.92792). The results exemplified that ICT planning was aligned to the county's overall operational strategy (M=3.9515; SD=1.06069). With a meanscore of 3.6019 (SD=1.32354) it was observed that ICT planning considered systems upgrading. An overwhelming meanscore of 4.0097(SD=1.21667) suggested that there was contingency ICT planning to avoid system interruption. The respondents further agreed that ICT planning involved systems integration with the operational system as discerned by a meanscore of 3.6408(SD=1.17034). As a result, a mean response of 3.9631(SD=1.18545)

implied that the ICT planning enhanced accountability and transparency. Similarly, majority of the respondents concurred that the county government supported the ICT platform development (M=4.0728; SD=0.69008). This was closely buttressed by a mean response of 3.9756 (SD=1.0002) which pointed out that ICT planning ensured that the ICT system was continuously operational. A grand aggregate response rate of 3.83106 (SD=1.18048) suggested concurrence with the fact that ICT systems planning significantly influenced the strategic plans implementation in Baringo County. The results concurred with Brynard (2017) who noted that ICT planning was often unnecessarily ignored in many organizations yet it was important in enhancing organizational performance. Salem (2017) indicated that ICT information systems planning played a major role but failure to realize technological efficiency thwarted the efforts to gain undue advantage given that high cost of technology adoption tended to weigh down on potential efforts to adoption ICT in diverse government departments especially where priority investments were key considerations. The results have also been supported by Brynard (2017) who averred that information provision was key in facilitating implementation institutional strategic plans to enhance the growth of financial institutions. A similar support has been provided by Mbevi (2016) who noted that an elaborate ICT systems planning influenced the degree to which the aforementioned development projects were eventually fulfilled.

Descriptive Statistics on Strategic Plans Implementation

The respondents were asked to display their level of concurrence with statements pertaining to strategic plans implementation. Table 4 summarizes the responses in terms of average-scores and standard deviations.

Table 4: Strategic Plans Implementation in Baringo County

Statements	Mean	Std. Dev
The strategic plans are implemented on time	3.3786	1.03010
The strategic plans implementation is cost effective	2.1087	.98649
The strategic plans are successfully implemented	3.5340	1.37067
There is efficiency in the implementation of the strategic plans	3.4175	1.15065
The implementation of the strategic plans is cost effective	4.1650	.96097
Strategic plans enhances efficiency of service delivery	3.6699	1.07911
Strategic plans are implemented as per predetermined plan	4.0777	1.19385

There is value addition in the implementation of strategic plans	3.9417	1.10103
Strategic plans implementation enhances service delivery	3.9488	1.10955
Strategic plans implementation aims at improving quality of life	3.9721	1.11125
Average	3.7366	1.10910

The results presented in Table 4 demonstrated that the respondents appeared to be noncommittal that the strategic plans were implemented on time as expressed by the meanscore of 3.3786 as supported by the standard-deviation of 1.03010 as the standard deviation. The fact that there was lack of clear congruence implied that the county government of Baringo needed to capitalize on the unexploited potential of enhancing its strategic plans execution through the use of ICT. It can also be observed that majority of the respondents failed to approve that the strategic plans execution was cost effective going by the relatively low meanscore of 2.1087 as buttressed by 0.98649 deviating from the mean. Owing to such low response rate it is probable that the residents of Baringo County require civic education on adoption of ICT to facilitate strategic plans execution. This synchronizes with Betrant (2017) who contended that strategic plans execution depended on the extent to which the stakeholders considered to be useful. Despite such dependencies, strategic plans were nevertheless successfully executed subtly as exemplified by a meanresponse/average of 3.5340 (SD=1.37067). Noncommittal response was registered regarding the presence of efficiency in the execution of the strategic plans by considering the average score of 3.4175 as compared to the standard-deviation of 1.15065. This, however, differed significantly from the perceived concurrence with the fact that strategic plans execution was evidently cost effective considering the mean response of 4.1650(SD=0.96097). Similarly, strategic plans enhanced efficiency of service delivery as the mean response for this parameter was 3.6699 (SD=1.07911). The strategic plans were executed according to predetermined plan as majority of the study participants expressed concurrence going by the mean-response of 4.0777 (SD=1.19385). To support this assertion, an overwhelming concurrence was evident in relation to the perceived presence of value addition in the strategic plans execution as demonstrated by a high mean response of 3.9417 (SD=1.10103). Furthermore, the results suggested that the strategic plans implementation enhanced service delivery as illustrated by mean response of 3.9488 (SD=1.10955). It was also clearly evident that the focus of strategic plans execution was to make better the condition of life of the citizens as the mean response of 3.9721 (SD=1.11125) clearly showed. Considering the cumulative average score of 3.5366 (SD=1.10910) it can be deciphered that majority of the respondents displayed general concurrence that the strategic plans in the county government of Baringo had been effectively executed.

Inferential Analysis

Inferential analysis was conducted in light of the objectives of the study and the research hypotheses.

Pearson Correlation Analysis

The perceived association between the attributes of ICT which constituted the independent variables and the corresponding dependent variable (strategic plans implementation) was empirically interrogated by adopting the Pearson’s correlation analysis. The Pearson’s correlation analysis was adopted as the data set passed the normality. The output of the analysis is captured in Table 5.

Table 5: Pearson Correlation Analysis Results

		Strategic plans implementation	ICT human capability	ICT systems planning
Strategic-plans implementation	Pearson Correlation	1		
	Sig. (2-tailed)			
ICT human capability	Pearson Correlation	0.409**	1	
	Sig. (2-tailed)	0.001		
ICT systems planning	Pearson Correlation	0.421**	.255**	1
	Sig. (2-tailed)	0.007	.001	
	Sig. (2-tailed)	0.002	.023	.000

The study output as captured in table 5 divulges that the correlation coefficients for ICT human capability and ICT systems planning in relation to strategic plans implementation were both positive, and that indeed the p-values were significant as they were lower than 0.05. For instance, it was apparently evident that a moderate positive link ($r=0.409$, $p=0.001$) clearly existed between ICT human capability and strategic plans implementation. It was further noted that a moderate positive relationship ($r=0.421$; $p=0.007$) existed between ICT systems planning and strategic plans execution. These results implied that strategic plans implementation depended on ICT human capability and systems planning.

Regression Analysis

In order to determine the perceived influence of ICT human capability and ICT systems planning on strategic plans implementation, the regression model equation was pragmatically applied where X_1 = ICT human capability and X_2 = ICT systems planning. A model summary for the regression results is presented in Table 6.

Table 6: Regression-Analysis presenting the Model Summary

Model	R	R-Square	Adjusted-R Square	Standard-Error	Sig.
1	0.8187 ^a	0.670	0.0319	0.2507	0.0101

a. Predictors: (Constant), ICT human capability, ICT systems planning

It can be conceived that the outcome of the analysis as captured in Table 6 divulged that that the R-value was 0.8187 and the R-squared was 0.670. The implication of this was that ICT human capability and ICT systems planning accounted for 67% of the variance in the strategic plans implementation. However, other non ICT-related factors appeared to equally influence strategic plans implementation except that their potential influence were excluded from empirical consideration in the analysis. Analysis-of-Variance (ANOVA) was further adopted to statistically determine the perceived and expected significance of the model and whether it displayed the expected goodness of fit with the results being presented Table 7.

Table 7: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	2.975	4	1.719	6.319	0.000 ^b
1	Residual	16.349	99	0.272		
	Total	18.044	103	1.991		

a. Predictors: (Constant), ICT Human Capability, ICT Systems Planning

b. Dependent Variable: **Strategic Plans Implementation**

The ANOVA results as clearly presented in Table 7 confirmed that ICT human capability and ICT systems planning were significant determinants of strategic plans implementation. The F-ratio ($F_{(4,99)}=6.319$) with a corresponding $p=0.000$ demonstrated that the model was significant and consequently displayed the projected goodness of fit. Moreover, the projected influence of ICT

human capability and ICT systems planning on strategic plans implementation was ascertained using the regression coefficients which are displayed in Table 8.

Table 8: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.175	0.763		3.237	0.000
	ICT human capability	0.519	0.145	0.541	0.332	0.001
	ICT systems planning	0.421	0.111	0.309	2.128	0.002
b. Dependent Variable: Strategic plans implementation						

The results in table 8 show that ICT-human capability and ICT-systems planning both had a positive determination on strategic plans execution in Baringo County. It is inadvertently clear that with the exclusion of all the other factors, the unstandardized beta value of 0.519 (p=0.001) for ICT human capability inferred that a unitary variance in ICT human capability influenced 0.519 change in the strategic plans implementation. This signified that 51.9% of the variance in the strategic plans implementation in Baringo County was due to ICT leadership, ICT personnel and ICT skills/competency. This is supported by Anthrem (2016) who found that ICT human capability played a defining role in organizational performance. This is further supported by Ashley (2017) who considered effective plan implementation as an exercise that required a great deal of ICT human capability in strategic plans execution. Okwonko (2016) also revealed that inadequate ICT capability and financial performance were related. However, the results are different from Kirui (2016) confirmed the place of human capability in the entire process of strategic adoption of ICT as being statistically insignificant.

Moreover, the beta value of 0.421 with a corresponding p-value of 0.002 for ICT systems planning implied that a unitary adjustment in ICT systems planning altered strategic plans implementation by 0.421 units. This implied that ICT systems planning accounted for 42.1% of the variance observed in strategic plans implementation in Baringo County. This implied that ICT investment, ICT upgrading and ICT support system were significant determinants of strategic plans implementation in Baringo County. This is supported by Brynard (2017) who found out that ICT planning was often unnecessarily ignored yet it had immense benefits. Yii (2014) also concurred that ICT systems planning played a major role in implementing organizational strategies but its actual realization thwarted the efforts to gain undue advantage given that high cost of technology adoption weighed down on potential efforts to adoption ICT in diverse government departments especially where priority investments were key considerations.

CONCLUSION AND RECOMMENDATIONS

Conclusion

The purpose of the study was to determine whether ICT influenced the strategic plans implementation in Kenya's Baringo County. In consideration of the study's findings, ICT human capability and ICT systems planning were found to influence the strategic plans implementation in the county government of Baringo. It is concluded that for the county government of Baringo to effectively implement its strategic plans, it must focus on leveraging on ICT human capability. It must also promote the development of technical capabilities of the ICT users through continuous training and proper adherence to regulation governing the use and adoption of ICT.

With regard to ICT systems planning, the study concluded that for Baringo County to implement its strategic plans it must put in place a long-term ICT planning by investing in ICT infrastructure and aligning the existing ICT infrastructure to the county's long term goals of service provision and overall operational strategy. Similarly, the study ascertained that in deed for Baringo County to execute its strategic plans, it should enable its ICT infrastructure to continue to function to meet the users' needs by making it easy for the county workers to easily communicate and interact with the citizens.

Recommendations

Emanating from the conclusions of the study it is recommended that the management of the county government of Baringo should ensure that all employees and members of the public are adequately equipped to use ICT infrastructure. Concerning ICT systems planning, the study recommended that the county government of Baringo should invest more in procuring modern ICT infrastructure that will guide its strategic plans execution. The study also recommends that the management of the county government of Baringo should adopt flexible ICT infrastructure that can easily be used to meet the needs of all ICT users. The management of the county government should also ensure that the ICT resources are accessible to both the employees and the residents in all parts of the county.

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