THE INFLUENCE OF STRATEGIC PLANNING ON PERFORMANCE OF PUBLIC UNIVERSITIES IN KENYA: THE CASE OF UNIVERSITY OF NAIROBI

BY

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DECLARATION

This management research project is my original work and has not been presented for a degree in any other University.

Signed_______________ Date 12-11-2010

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This management research project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

This management research project is dedicated to my two daughters, Eve and Mercy and my son Joe respectively. They are my greatest inspiration in life.

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LIST OF ABBREVIATIONS

BPM	-	Business Performance Management
CBD	-	Central Business District
CEO	-	Chief Executive Officer
ISO	-	International Standards Organization
MoES&T	-	Ministry of Education Science and Technology
OP	-	Organizational Performance
PM	-	Performance Management
RTCEA	-	Royal Technical College of East Africa
SP	-	Strategic Planning
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
UoN	-	University of Nairobi
USA	-	United States of America

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ABSTRACT

Corporate strategy is an essential management tool for achieving a firm's performance through strategic initiatives. Managers of firms must assess their firm's current competitive position, build a vision for where they must be in future, and craft transformation strategy to turn the future vision into reality. The research design was a case study. The areas of interest in this study were the various college departments, schools and institutes and also the central administration departments which form the integral part of the University. Structured/unstructured interviews were used with some open ended questions to allow for more in depth information to be obtained from the interviewees. The researcher used secondary data from various existing publications, both administrative and financial reports including government reports. The unit of analysis for this study included central administration and college departments together with some institutes and schools. Data was analysed using content analysis because this study sought data that was qualitative in nature given that it is a case study.

The study concludes that strategic planning (SP) had an effect on the performance of the University of Nairobi (UoN). SP had led to overall improvement in various areas which included compliance with set budgetary levels, events within the UoN being open to public, work environment, implementation of service delivery charter, research innovation and technology and outreach and extension activities/programmes. The study further concludes that University of Nairobi was faced with various challenges of SP.

The study recommends that in order for (UoN) to overcome the challenges of SP, there is need for commitment to goals, more staff training, workshops on strategic planning, increased financing, complete decentralization of operations, marketing of UoN's programmes, committed and qualified human resource and increased participation and consultation of all stake holders.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

This chapter highlights the concept of strategy and strategic planning in organizations with specific reference to public universities in Kenya and the UoN as the contextual framework of this study. The statement of the problem the objectives and significance of the study are also discussed.

1.1.1 Strategic Planning

A company's strategy is management's action plan for running the business and conducting operations. The crafting of a strategy represents a managerial commitment to pursue a particular set of actions in growing the business, attracting and maintaining customers, competing successfully, conducting operations and improving the company's financial and market performance. Without a strategy the organization is like a ship without a rudder (Thompson, Strickland and Gamble, 2008).

Strategic planning is one of the most valued management tools for turning organizational dreams into reality. It is defined as the process by which organizations determine and establish long term directions, formulate and implement strategies to accomplish long term objectives while taking into account relevant internal and external environmental variables (Hax and Majluf, 1991). The result of a coherent strategic planning process is a blue print that defines organizational activities and resource allocation required to accomplish organizational strategic objectives. Many successful private and public sector organizations' vision and mission guide organizational decisions about resource allocation to competing priorities and strengthen competitive positions.

Organizations operate in a dynamic, turbulent and constantly changing competitive environment as a result of environmental factors. These include economic fluctuations, development of new products and technology, social change or war, globalization as well as new customer demands. Consequently, both private and public institutions need to be flexible and innovative in the way they deal with the unfamiliar business situations which they encounter to enable them meet the challenge of competition and the changing and sophisticated needs of customers. In order to cope with these changes, strategic management has taken the centre stage in organizations that intend to succeed in the turbulent business environment (Burnes, 2000).

1.1.2 Performance

Performance Management (PM) includes activities to ensure goals are consistently being met in an effective and efficient manner (Cokins, 2009). Cokins (2009) pointed out that PM is a framework that identifies opportunities for performance improvement through use of performance measures such as standards and indicators. It is the integration of performance measures, benchmarks, and goals in order to achieve optimal results. Performance management can focus on the performance of an organization, a department, employee or even the processes to build a product or service as well as many other areas.

According to Daniels (2006) business performance management (BPM) consists of a set of management and analytical processes, supported by technology, that enable businesses to define strategic goals and then measure and manage performance against these goals. Core BPM processes include financial planning, operational planning, consolidation and reporting, business modelling, analysis, and monitoring key performance indicators linked to strategy.

1.1.3 Public Universities in Kenya

Public universities, like other organizations, have to position themselves in the market as institutions of higher learning. They have therefore formulated strategies at corporate, business and functional levels in their quest to improve performance and compete in the global market. This is being done through strategic plans which clearly highlight their mission, vision and core values. The public universities in Kenya include University of Nairobi, Moi, Egerton, Kenyatta, Jomo Kenyatta University of Agriculture and Technology and Maseno University. The University of Nairobi's first strategic plan was for the period 2005 to 2010. This has been replaced by the University of Nairobi Strategic Plan for the period 2008-2013 (Varsity Focus, March 2010).

With the crafting and implementation of strategic plans in public universities, Kenya has witnessed rapid growth in university education in the last decade. For a long time, the University of Nairobi remained the only institution of higher learning in the country until Moi in 1981, following the recommendations of the Presidential Committee Working Party on the establishment of a second university (Mackay Report, 1980). Since then the system has undergone some commendable expansion, and today there are six public universities offering varying degrees and postgraduate diplomas.

Despite this expansion, the capacity of higher education sector in Kenya is still limited and accommodates only 7.7 per cent of the students graduating from secondary schools and 2 percent of the expected age bracket (Weidman, 1995). Every year the combined intake of the six public universities to the government subsidized regular degree programmes is only 10,000 students against 50,000 qualifiers who attain the minimum entry requirement. To meet this demand, public universities have introduced parallel degree programmes.

Cost sharing in public universities was introduced in 1991 as a response to the ever declining exchequer budget which did not keep pace with the high student intake when the first cohort of the 8-4-4 of students were admitted to the Universities (Sanyal and Martin, 1998). However, after restructuring and reorganization, the provision of University education in Kenya continues to be monopolized by public universities that have been established by Acts of Parliament – some of them with constituent colleges.

1.1.4 The University of Nairobi

The University of Nairobi is the oldest university in Kenya situated in Nairobi with various campuses and extra mural centres in different parts of the country. It has its origins in the Royal Technical College of East Africa (RTCEA), which was established in 1956 to offer education and training in technology and business. In 1960 it became affiliated to the University of London as a constituent college, and thereby began to offer degrees of the University of London for some of its academic programmes. In 1963 the Royal College became the University College, Nairobi as part of the newly established University of East Africa. Subsequently, the University of Nairobi was established out of the University College, Nairobi in 1970.

The University of Nairobi offers one of the most diverse range of academic programmes in East Africa. It has the largest concentration of scholars in the country. It continues to be a centre for intellectual life, a locus of research activity extending the boundaries of knowledge, a resource for professional development, and a key player in the growing global network of scholarship. (University of Nairobi Strategic Plan 2005-2010).

The University of Nairobi (UoN), by its history and position finds itself with the inherent role of providing leadership in the domain of higher education. This role however, has now to be fulfilled in the context of changing paradigms. The leadership demanded of the University has to be demonstrated in the context of a global arena. The external environment within which this role has to be performed has changed dramatically and has acquired an international character. The international exchange of knowledge is increasing opportunities within and across disciplines. It is also creating new partnerships and collaborations, resulting in remarkable improvements in higher education worldwide and strengthening the quality of life. The external environment of the University has continued to change. This means that new opportunities and challenges have surfaced. It is in the light of this change in circumstances that the Strategic Plan has been recast for another five years (UoN Strategic Plan 2008-2013).

The UoN is facing major challenges characterized by dwindling resources set against the background of increasing demand for higher education from qualified high school graduates. During the last two decades, the Kenyan economy performed poorly mainly due to the dismal performance of the main growth sectors of agriculture, tourism and manufacturing (Ministry of Education Science and Technology (MoES&T), Sessional Paper No. 1, 2005). There are strong indications that the Government will no longer be able to fully finance public universities. According to the MoES&T Sessional Paper No 1 (2005), on policy framework for Education, Training and Research, the Government is finding it expensive to finance university education with its current resources. The Universities are therefore expected to diversify their sources of income as well as ensure more effective use of institutional resources. With the liberalized environment, the UoN like other universities are increasingly facing entrepreneurial challenges from foreign universities operating in Kenya (Otieno, 2004. A strategic planning process can help prepare a university to face these emerging challenges. Strategy is a tool for the university to find its competitive advantage and place within the environment.

The University of Nairobi (UoN) is a service provider of diverse academic programmes, health, housing and hospitality facilities to staff students and other stakeholders. Performance targets are set at the beginning of every year by all units. These performance targets are monitored and evaluated by various management organs such as Senate, University Management Board and University Council through quarterly reports. Any activities that require re-scheduling or targets that need revision are adjusted through a renegotiation process between the respective units and then between the University and the Ministry of Higher Education Science and Technology (Strategic Plan, 2005-2010). The evaluation of the annual plans is important to find out if the intended results have been realised. The agreed performance indicators and targets are used as benchmarks for the evaluation. The outcome of the annual evaluation forms a good basis for the plans for the next year.

1.2 Statement of the Research Problem

The primary objective of a business enterprise is to maximize the performance of the firm over time. Porter (1985) found that corporate strategy is an essential management tool to achieving a firm's performance through strategic initiatives. Managers of firms must assess their firm's current competitive position, build a vision for where they must be in future, and craft transformation strategy to turn the future vision into reality.

The changes in University education demand adapting to change and realigning of the strategic plans. The University of Nairobi is facing major challenges with the increasing demand for higher education such as inadequate and poorly maintained teaching, learning and research facilities. Public universities have to compete for scarce government resources as the exchequer has limited funds to cater for universities budgets. There has been an increase in the number of students following free primary education and introduction of module II programmes. This has resulted in a policy which devolves greater responsibilities for financing higher education to the respective institutions.

There is an increasing rate of competition and challenges in the universities. This is due to globalization, staff development, quality, technological innovations and communication. The other causes are due to relevance of programs and the declining financing from the exchequer. This has forced the UoN to resort to strategic planning for survival and prosperity. The UoN like other organizations is operating in the changing Kenyan business environment. It has to adapt to these changes to remain competitive and a market leader (Mutonyi, 2003; Sharbani, 2001, Mwaura, 2001).

Strategic planning is very important for the growth, survival, and sustainability of the University of Nairobi but very few studies have been carried out in this area. Some studies have been carried out on some aspects of university education in Kenya. For instance, Abagi (1999) pointed out that policies would be formulated on the aspect of resource utilization in public universities in Kenya but did not link this with strategic planning practices and performance. On the other hand, Gravenir and Mbuthia (2000) pointed out how public universities would create supplemental incomes but failed to show how this would be sustainable with the limited resources to enhance performance. Otieno (2004) focused on the privatization of Kenya Public Universities as part of the restructuring process but failed to address the strategies for long term sustainability to enhance performance of a specific university. Finally, Omae (2005) focused on strategic planning in a broad perspective of public and private universities in Kenya but failed to look at the influence the strategic plans have on the performance of these institutions.

Therefore, this study was guided by the following research questions.

i) What is the influence of strategic planning on the performance of the University of Nairobi?

ii) What are the challenges of strategic planning at the University of Nairobi?

1.3 Objectives of the Study

i) To establish the influence of strategic planning on the performance of the University of Nairobi.

ii) To determine the challenges of strategic planning at the University of Nairobi.

1.4 Significance of the Study

The study will form a contribution to the body of knowledge to scholars and researchers who will carry out studies on strategic plans in public universities in general and form an area for further study. It will provide an insight to the management of University of Nairobi in the formulation, evaluation and implementation of the current strategic plans with a view to enhancement of organizational performance in a competitive setting in the global market.

The study will also have significance to the Government of Kenya through the Ministry of Higher Education Science and Technology as it will be used in the determination of resource allocation, setting benchmarks and formulation of policies that ensure the University attains growth and sustainability in the environment in which it operates.

It will also be useful to the other stakeholders and practitioners who have strategic links with the University of Nairobi to foster meaningful and profitable strategic alliances. This will contribute to the success of the institution and creation and sustainability of good corporate governance and image.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter highlights issues relating to strategic planning and organizational performance. The chapter will review various studies carried out on the evolution of strategic planning practices in organizations and the challenges they face. Review of literature on organizational performance in relation to strategic planning will also be done.

2.2 The Concept of Strategic Planning

Strategic planning is the process of determining a company's long-term goals, identifying the best approach for achieving those goals and mobilizing the resources that will be needed in the execution of the strategic plan. It is the systematic process of envisioning a desired future, and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them (Gouillart, 1995). The vision of the future state of the organization provides both a direction in which the organization should move and the energy to begin that move.

This envisioning process is different from long-range planning. Long-range planning is simply an extrapolation of current business trends. Envisioning is not just an attempt to anticipate the future and prepare accordingly but also a belief that aspects of the future can be influenced and changed by what we do now. It requires setting of clear goals and objectives and attaining those goals and objectives during the specified period. The goals set are usually specific, measurable, achievable, realistic and timely.

Strategic planning clearly defines objectives and assesses both the internal and external situation, to formulate, implement, evaluate the progress, and make adjustments necessary to stay on track. The business environment of today is very highly competitive. Goodstein, Nolan, and Pfeiffer (1993) argue that any firm that wants to gain a sustainable competitive advantage must engage in strategic planning.

Strategic planning provides a framework for managers and others in the organization to assess strategic goals and discuss on actions that need to be taken in a reasonable period of time. It helps the organizations leaders to release the energy of the organization behind a shared vision and a shared belief that the vision can be fulfilled. Strategic planning helps the organization develop a better understanding of the environment in which it operates as well as guides the acquisition and allocation of resources.

Formal strategic planning began in the 1950s in the United States of America (U.S.A) military. This was the post-world war II period When many ideas had been developed in the military front. Most of Europe and Japan were in ruins and needed to be reconstructed. The U.S.A found itself in a situation where it had to manage the rebuilding of the fallen world economies. This presented massive opportunities for America, and hence, in order to tap these opportunities effectively, strategic planning was inevitable (Wall and Wall, 1995).

Strategic planning at the time was undertaken by elite planning function at the top of the organization, its structure was highly vertical and time bound. A certain period would be set aside to analyse the situation and decide on a course of action. This would result in a formal document. Once this was done, the actual work of implementation which was considered a separate, discrete process could begin (Wall and Wall, 1995). Strategic planning became very popular and widespread between 1960s to mid-1970s, when people believed it was the answer for all problems, and corporate America was obsessed with strategic planning. In 1973 there was an oil crisis in the world and there was need to develop strategic plans in order to remain competitive during the shortage of the crucial commodity.

In the late 1970s however, there was dissatisfaction with strategic planning. This was because of the challenges that this process faced which were, increased environmental challenges, reduced business opportunities owing to the oil crisis, increased global competition, lack of action orientation and too much emphasis on planning at the expense of implementation. For the next one decade, strategic planning was abandoned and did not seem to influence the operations of business anymore. The 1990s however, brought the revival of strategic planning as a process with particular benefits in particular contexts (Mintzberg, 1994).

In the 1950s, Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis model dominated strategic planning. The 1960s brought qualitative and quantitative models of strategy. During the early 1980s, the shareholder value model and the Porter model became the standard. The rest of the 1980s were dictated by strategic intent and core competencies, and market-focused organizations. Subsequent newer models of strategic planning were focused on adaptability to change, flexibility, and importance of strategic thinking and organizational learning.

In the 1990s, strategic transformation became the norm. Strategic agility is becoming more important than the strategy itself, because the organization's ability to succeed has more to do with its ability to transform itself continuously than whether it has the right strategy. Being strategically agile enables organizations to transform their strategy depending on the changes in their environment (Gouillart, 1995).

2.3 Performance versus Strategic Planning

According to Rogers (1981), strategic planning is a source of new ideas and originality. These new ideas are later translated into action leading to innovative products or services. Were it not for strategic planning, the workers with original ideas would not have voluntarily brought it up. Strategic Planning forces a firm to scan the environment in order to determine the framework in which the firm can specify its clear objectives. Management is then forced to set its objectives into realistic targets and the strategies intended to be used to achieve the objectives are stated.

Rational allocation of resources is done during the strategic planning process as Appleby (1994) indicates. This enables a firm to retain product lines that are competitive. Where a firm has a comparative advantage, more resources are deployed here. On the other hand, where a firm is disadvantaged, the product line may be closed to free resources to be used in more viable areas. Improved co-ordination is likely to be observed and anticipation of technological change done through planning. Environmental scanning is done during strategic planning and in process, technology is analyzed and future changes anticipated. This enables a firm to be on top of the changes in the environment .

According to Thompson et al (2008), increased profitability and the rate of growth (performance indicators), will be achieved by a firm that adopts strategic planning as opposed to one that does not draw a strategic plan. Strategic Planning shapes the future of an organization towards success. This is achieved when good strategic plans are formulated and implemented well leading to strategic decisions which influence and serve to determine the characteristics of the firm well into the future. As a whole, strategic planning organizes and provides a clear direction for an organization.

Pearce and Robinson (2006), point out that strategic planning allows a firm to deal with uncertainty. This is made possible by environmental scanning which minimizes the risk factor and impact to an organization since it is not possible to completely eliminate risk. Forecasting of environmental factors permits an organization to translate its set objectives into realistic goals or targets which are quantitative and ultimately measurable as indicators of performance. In addition, through Strategic Planning process, a firm is able to integrate various aspects of the organization with a view to relating it to the environment.

Strategic planning enables a firm to go through the entire planning process and search out alternatives which permit an organization to exist in a rapidly changing or turbulent environment. Problems facing a firm and opportunities available to the organization become apparent to the managers through strategic development. In this manner, the organization is managed more efficiently and success in its operations is likely to be achieved. Success also leads to a firm developing approaches that gives the firm a competitive advantage.

Improvement of communication in an organization is likely to be achieved as an indirect benefit of strategic planning. This arises from the need to consult widely with every person who could be having information or is likely to be involved in implementation at some point. All workers then understand where the organization wants to go and why management is taking a certain course of action. Synergy between departments is well described and taken advantage of in order to maximize on benefits. A firm's competencies are rated to some defined desired performance level which contribute to the achievement of the overall organization objectives.

2.4 Challenges/Barriers To Strategic Planning

The time span, that is, the strategic planning period is likely to be too long leading to mistakes being made in the process. Strategic planning is a process that takes up a substantial amount of time which means that the conditions at the point in time when the process starts are likely to be different from the conditions at the time when the strategic plan is completed. This implies that if the conditions are overstressed, inherent mistakes could go unnoticed. Lack of top management support could be a hindrance to strategic planning. This could occur as a result of the lengthy nature of planning process discouraging busy executives from participating fully (Pearce and Robinson, 2006).

Rapidly changing environment is a challenge to strategic planning as indicated by Appleby (1994). This is witnessed when unforeseen events occur. As much as environmental scanning is done during strategic planning, many events may be unforeseen or changes may occur too often within the planning period or just before approval of the strategic plan. This is likely to cause confusion on whether the entire strategic plan should be abandoned. The turbulent environment in which the strategic planning is formulated could later render the plan inaccurate or in-operational. At times, the environment can be very turbulent such that any assumptions made become void. For instance, a strategic plan prepared by a firm before Kenya's general elections for 2007 would ideally assume that there would be peace. When post election violence broke up firms had to take a wait and see approach. This meant implementing the strategic plan was impossible.

Lack of communication or lack of relevant information could impact negatively on strategic planning. Strategic planning is best developed after consulting workers widely. This is aimed at enabling all organization members understand issues and appreciate why a certain direction is followed. In a situation where proper communication is lacking strategic planning will not be all encompassing. Lack of financial resources to formulate and implement plans is a barrier to strategic planning. Complex and wider scope coverage of strategic plans may be generated and shelved instead of implementing as required due to resource constraint (Hussey, 1998).

According to Hussey (1998), poor goal formulation is a challenge to strategic planning. Strategic plans are hardly translated and actioned in detail as originally intended. This is because the strategic planners do not implement but instead pass it onto the next lower level for action. At this level, implementers translate the document the way they understand it and the most practical way thus distorting the original ideas.

Poor alignment of structure and strategy could hinder good strategic planning. A firm might maintain its rigid and traditional structure over a long period of time such that new strategies are not implementable in such a situation. Resistance to change might be a barrier to planning. Staff and management might not be willing to let go their comfort zones and the traditional ways of operating. This problem would be more pronounced in a firm where Strategic Planning is being introduced. Management participation at all levels would ensure that management support strategic planning throughout its process. Flexibility of plans should be adopted such that changes are easily incorporated in the strategic plan. This is vital given that organizations operate in changing and at times turbulent environment (Scholes and Whittington, 2009).

Enhanced communication at all levels of the organization would help in ensuring ownership of the final draft of the strategic plan by all members of an organization. This will also go a long way in ensuring its implementation. Consistency in planning at all planning levels would ensure that everyone is at the same level and that experiences are shared by all. This would ensure continuous improvement. Scenario planning could be adopted to take care of the turbulent environment. Implementing change management techniques would ensure that resistance to change is minimized and managed professionally. Creating and understanding of the purposes of goals and plans by all staff and management would lead to wide acceptance of the idea of strategic planning and would eventually lead to successful implementation.

Professional planning staff should be recruited to aid management in the planning process. This will ensure that the planning process is carried out well without taking shortcuts to save on time. It will also relieve corporate executives of the details. However, it should remain the responsibility of top management to provide a planning framework.

2.5 Organizational Performance

Organizational performance (OP) is the term that refers to business organizations. OP comprises the actual output or results of an organization as measured against its intended outputs or goals and objectives. Specialists in many fields are concerned with organizational performance including strategic planners, operations, finance, legal and operational development. In recent years, organizations have attempted to manage organizational performance using the balanced score card methodology where performance is tracked and measured in multiple dimensions. These include financial performance (shareholder return), customer service, social responsibility (corporate leadership and community outreach) and employee stewardship.

As the organizations grow in size, they develop in all the spheres, and the interaction with other companies and organizations increases. The organization is required to deal with other companies in order to expand their business. For this purpose, there is dire need for OP which helps organizations to increase their influence and also helps them to meet deadlines and produce quality work. Therefore, organizations are making efforts to increase their OP and are inventing new techniques that help them to increase and enhance their performance.

One of the techniques invented to enhance OP is the balanced score card. This was introduced for the purpose of measuring the activities of an organization in terms of its vision and strategies. With the help of this card, the managers of organizations are able to achieve a comprehensive view of the performance of the company. With an overview of the performance of the organization, the owners of the company can improve the areas that need improvement and therefore, increase their business (Kaplan and Norton, 1992).

Estimation of the OP of companies is very important since with the estimate of correct OP, a company can increase its performance and grow itself. For instance if a food fiesta makes provisions for getting the overview of its performance, it would know any drawbacks in its procedures during the estimation process itself. This way it can certainly make provisions to improve them. As a result it can increase its overall OP and grow its business. Therefore, detecting the OP can help to increase productivity (www.managementperformanceadvice.com/orgperformance).

Benchmarking brings an overall change to an organization and helps in the achievement of better results. The performance or goal of every section/organ of an enterprise or an organization is decided before hand and a scale is set as the standard mark called benchmark. Comparing the performance or efforts with the set standard is called benchmarking. The main purpose of benchmarking is to compare the achieved scale with other metrics and the standard scale and evaluate the results of the performance. Benchmarking can also be measured by comparing institutions or firms in the same industry (Webometrics, 2004, and Web Ranking of World Universities 2010)

2.6 The Influence of Strategic Planning on Organizational Performance

Over the last three decades, strategic planning researchers, advocates and management practitioners have argued for its legitimacy as a tool for effective strategic management. These arguments are based on a presumed positive relationship between strategic planning and organizational performance. They link strategic planning with improved financial performance, effective organizational mission definition, competitive advantage and organization-environment alignment which is critical to creating and sustaining superior competitive advantage.

One of the earliest studies on the relationship between formal strategic planning and organizational financial performance was carried out by Ansof et al (1970). The main objective of this study was to determine the impact of strategic planning on successful acquisitions using a sample of manufacturing firms that have acquired other firms. The firms were grouped into planners and non-planners and the performance of each group was evaluated using twenty one variables. The results showed that firms that practised strategic planning performed better than those that did not. Burt (1975) examined the relationship between planning and performance in fourteen retail firms in Australia. This study utilized quality planning ratings derived from the application of predetermined weights. From this study, it was found that high-quality planning is significantly associated with high levels of performance as measured by improvement in profits and rates of return on invested capital.

Wood and Laforge (1979) investigated relationship between formal planning procedures and financial performance in a sample of large United States financial institutions. With the use of interviews and questionnaires, they sought to determine if comprehensive planning has any impact on financial performance. This study found that financial institutions that engaged in comprehensive long term planning significantly performed better than those that did not have formal planning systems. Aram and Cowen (1990) argue that a major objective of strategic planning is to promote strategic and adaptive thinking for the expressed purpose of effective organization-environment alignment. Therefore, SP performance should be measured by the extent to which it facilitates organization-environment alignment.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methodology used in the collection of data. It also specifies the research design, data collection methods and procedures, data analysis and validity and reliability.

3.2 Research Design

The research design was a case study. This was considered appropriate since the study involved an indepth investigation of the phenomenon under the study. The areas of interest in this study were the various college departments, schools and institutes and also the central administration departments which form the integral part of the University. It is through a case study that the researcher was able to get detailed information that relate to the strategic plans and the influence they have on performance.

The case study design therefore gave the interviewees at different levels within the UoN an opportunity to give the various perspectives of the same situation or process to permit depth of perspective. The flexibility of the case study approach lays emphasis on understanding the context of the subject being studied and results in richness of understanding.

3.3 Data Collection

Structured/unstructured interviews were used with some open ended questions to allow for more indepth information to be obtained from the interviewees. Personal interviews were preferred because they have a high response rate than mail questionnaire (Nachmias and Nachmias, 1996). They also contend that the greatest value of personal interviews lies in the depth and detail of information that can be gathered. Parasuraman (1986) is also of the view that personal interviews yield the highest quality of data compared to other modes since supplementary information can be collected during the interview. Both primary and secondary data was collected. The researcher used secondary data from various existing publications, both administrative and financial reports including government reports.

The researcher collected data through interviews and questionnaires to six Registrars, one Finance Officer, three Deputy Finance Officers, five College Bursars, five Directors of schools/institutes, and five Chairmen of Departments A total of twenty five questionnaires were administered.

3.4 Data Analysis

The unit of analysis for this study included central administration and college departments together with some institutes and schools. This ensured that the main administrative areas that form the University were taken into consideration. The registrars, chairmen of departments and directors of schools who hold responsibility are accountable for strategic plans and how they translate these plans into performance.

The completed questionnaires were coded to ensure accountability of the number of questionnaires that were issued. They were edited for completeness, accuracy and consistency. Data was analysed using content analysis because this study sought data that was qualitative in nature given that it is a case study. This was used to analyse the respondents' views about strategic planning and how it influences the performance of the UoN. Descriptive statistics were used to summarize, organize and simplify the findings which were presented using tables.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0 Introduction

This chapter presents analysis and findings of the study as set out in the research methodology. Data was gathered exclusively from questionnaire/interview guide as the research instrument. The data has been presented in form of quantitative, qualitative followed by discussions of the data results. The chapter concludes with critical analysis of the findings.

4.1 Respondents' Demographic Characteristics

4.1.1 Age of Respondents

The study in this section aimed at establishing the age of the respondents. The respondents were asked to indicate their ages. The results are given in Table 4.1.

Table 4.1 Age of Respondents

	Frequency	Percent
35 to 40 years	2	10
More than 40 years	18	90
Total	20	100

Source: Research Data

Results in Table 4.1 showed that majority of the respondents were more than 40 years old comprising 90 percent while 10 percent were 35 to 40 years old.

4.1.2 Work Experience

In this section, the aim was to establish the number of years the respondents had worked in the institution. The respondents were therefore asked to state how long they had worked for the University. This would help the research in obtaining data from respondents who have served the UoN over different time periods. The results are shown in Table 4.2.

Table 4.2 Work Experience

Age	Percentage
Less than 5 years	10
5 – 10 years	5
11 – 15 years	20
16 – 20 years	20
Over 20 years	45
Total	100

Source: Research Data

Findings from the study as shown in Table 4.2 revealed that majority of the respondents had worked for a period of over 20 years while 20 percent had worked for a period of 16 to 20 years and 11 to 15 years. 10 percent had worked for a period of less than 5 years.

4.1.3 Highest Level of Education

The study in this section aimed at establishing highest level of education that the respondents had attained. The respondents were asked to state their highest levels of education and the results are shown in Table 4.3.

Table 4.3 Highest Level of Education

	Frequency	Percent
'A' level	1	5
Diploma	1	5
University	18	90
Total	20	100

Source: Research Data

Findings from the study as shown in Table 4.3 revealed that majority of the respondents had university level of education comprising 90 percent while 5 percent had diploma level of education. This meant that the respondents were competent enough to give concrete information relevant for this study. This was an indicator that the respondents were competent to provide concrete information for the study.

4.1.4 Level of Income

In this section, the study aimed at establishing the level of income of the respondents. The respondents were therefore asked to provide their levels of income and the results are shown in Table 4.4.

Table 4.4 Level of income

	Frequency	Percent
Less than Ksh 100,000 per month	1	5
Over 101,000 to 200,000	17	85
Over 200,000	2	10
Total	20	100

Source: Research Data

Results depicted in Table 4.4 revealed that majority of the respondents earned Over 101,000 to 200,000 Kenya Shillings per month comprising 85 percent while 10 percent earned Over 200,000 Kenya Shillings per month. Only 5 percent earned Less than Kenya shillings 100,000 per month Kenya Shillings per month. This information corresponds to the heads of departments/schools/institutes.

4.2 Strategic Planning And Its Influence on Performance At University of Nairobi

4.2.1 Documentation of Vision, Mission and Core Values

The study inquired on the extent to which the respondents agreed that the University of Nairobi has well documented Vision, Mission Statements and Core Values which all employees and stake holders can identify with. The results are shown in Table 4.5.

Table 4.5 Extent To Which The Respondents Agreed That The University of Nairobi Has Well Documented Vision, Mission Statements and Core Values

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	SD
Vision	5	11	42	42		4.154	1.01451
Mission		5	11	42	42	4.2105	.85498
Core Values			21	37	42	4.210	.7873

Source: Research Data

Findings from the study revealed that majority of the respondents agreed that the University of Nairobi has well documented Vision, Mission Statements and Core Values as was shown by high means of 4.2, 4.21 and 4.15 respectively in Table 4.5.

4.2.2 Setting of Strategic Objectives

The study further inquired on the extent to which the respondents agreed that the University of Nairobi has well documented and realistic objectives. The results are shown in Table 4.6.

Table 4.6 Extent To Which The Respondents Agreed That The UoN Has Well Documented And Realistic Objectives

	Very poor	Rather poor	Quite well	Very Well	Excellent	Mean	SD
Specific			40	40	20	3.8000	.76777
Measurable		5	45	25	25	3.7000	.92338
Achievable		5	50	25	20	3.6000	.88258
Realistic		5	45	25	25	3.7000	.92338
Timebound		15	40	20	25	3.550	1.0500

Source: Research Data

Findings depicted in Table 4.6 using a five point scale revealed that majority of the respondents agreed that the University of Nairobi has well documented and realistic objectives which were specific (mean of 3.8), realistic (mean of 3.7) measurable (mean of 3.7) and achievable (mean of 3.6).

The respondents were asked to give their ratings on various aspects of objectives and the results are shown in Table 4.7.

Table 4.7 Importance of Set Objectives In Various Areas

	Not very important	not important	Moderate	important	Very important	Mean	SD
Appropriateness of objectives			32	36	32	4.0000	.81650
Managerial performance			20	40	40	4.2000	.76777
Technological Change		5	30	40	25	3.8500	.87509
Competition		5	35	30	30	3.5500	.93330
Political and Regulatory System			55	30	15	3.6000	.75394
Economic Environment		5	35	30	30	3.8500	.93330
Organizational Structure		5	15	60	20	3.900	.9119

Source: Research Data

Findings from the study as shown in Table 4.7 revealed that majority of the respondents cited that set objectives were important in managerial performance, appropriateness of objectives, organizational Structure, economic environment and technological change as was shown by means of 4.2, 4.0, 3.9 and 3.8 respectively. In addition, the respondents cited that set objectives were important in political and regulatory systems shown by a mean of 3.60.

The respondents were asked to rate the influence of various stakeholders in setting objectives and the results are shown in Table 4.8.

Table 4.8 Extent To Which Various Stakeholders Are Influential in Setting Objectives

	Very minimal	minimal	Moderate	high	very high	Mean	SD
Non-teaching staff	20	30	25	20	5	2.6000	1.18766
Students	11	37	26	21	5	2.736	1.0975
Planning Department	15	25	25	15	20	3.0000	1.37649
Academic Staff		30	35	20	15	3.2000	1.05631
Government of Kenya			25	45	30	4.0500	.75915
Council Members			20	45	35	4.1500	.74516
UoN Management Board			10	25	65	4.5500	.68633
Vice-Chancellor/CEO				20	80	4.8000	.41039

Source: Research Data

Findings from the study as shown in Table 4.8 revealed that the Vice-Chancellor/CEO, UoN Management Board, Council Members and the Government of Kenya were the main stakeholders that were influential in setting the objectives as was shown by means of 4.8, 4.5, 4.1 and 4.0 respectively. The least involved stakeholders that were influential in setting the objectives were non teaching staff and students shown by means of 2.6 and 2.7 respectively.

The respondents were asked to give their ratings regarding the role of objectives in performance evaluation, monitoring and motivation. The results are given in Table 4.9.

Table 4.9 Extent To Which Objectives Are Important in Evaluation of Performance, Monitoring and Motivation at UoN

	Not very important	not important	moderate	important	Very important	Mean	SD
Evaluation of past performance		10	30	30	30	3.7000	1.21
Monitoring of present performance		10	25	30	25	3.9000	1.02
Providing challenging motivation	5	5	25	40	25	3.7500	1.06
Activating contingencies	10	20	30	20	20	3.200	1.28

Source: Research Data

Findings from the study revealed that objectives served as important roles in the monitoring of present performance, provision of challenging motivation and evaluation of past performance as was shown by means of 3.9 and 3.7 respectively in Table 4.9.

4.2.3 Management's Role in Preparing Employees For The Desired Changes In Various Areas of UoN In Order To Enhance Performance

In this section, the aim was to establish the extent to which management prepares employees in the organization for the desired changes in various areas of UoN in order to enhance performance. The respondents were asked to give their ratings and the results are shown in Table 4.10.

Table 4.10 Extent To Which Management Prepares Employees in the Organization For the Desired Changes in Various Areas of UoN in Order to Enhance Performance

	very poor	poor	moderate	Good	Excellent	Mean	SD
Working styles		15	55	15	15	3.3000	.92338
Attitudes		25	45	20	10	3.1500	.9833
Work Ethics		15	50	20	15	3.350	.9333

Source: Research Data

Findings from the study revealed that majority of the respondents agreed that the management prepared employees in work ethics and working styles in order to enhance performance as was shown by a mean of 3.35 and 3.30 in Table 4.10.

The study went further to establish the extent to which the link of the UoN Strategic Plan has to the enhanced performance of UoN. The results are shown in Table 4.11.

Table 4.11 Extent To Which The Link of The UoN Strategic Plan Has To The Enhanced Performance of UoN

	Very low extent	Low extent	moderate	high extent	Very high extent	Mean	SD
Vision 2030		25	30	35	10	3.453	.455
Medium Plan 2008-2012		5	40	45	10	3.694	.355
Sector Performance Standards 2009-2030	5	10	35	30	20	3.123	.456

Source: Research Data

Findings from the study as shown in Table 4.11 revealed that majority of the respondents agreed that the UoN Strategic Plan, Vision 2030 and Medium Plan 2008-2012 had a link to the performance of UoN as was shown by means of 3.4 and 3.6 respectively.

4.2.4 Strategic Plan Implementation

In this section, the aim was to establish the extent to which strategic plan implementation had led to overall improvement in various areas at the UoN. The respondents were asked to give their ratings on various variables and the results are given in Table 4.12.

Table 4.12: Extent To Which SP Implementation Has Led To Overall Improvement In Various Areas of the UoN

	Very poor	Poor	Moderate	Good	Excellent	Mean	SD
Employee Satisfaction	5	16	32	37	11	3.1579	.567
Corruption Eradication	10	50	30	10		3.3158	.675
Safety Measures	5	5	20	30	40	3.400	.545
Frequency and monitoring of information flow			58	26	19	3.5789	.656
Competence Development	5	5	30	35	25	3.5789	.655
Successful linkages with other Universities			30	40	30	3.6316	.546
Outreach and Extension Activities/Programs	5	5	20	30	40	3.6316	.565
Research Innovation and Technology		21	16	42	21	3.7000	.656
Implementation of Service delivery charter		10	15	55	20	3.8500	.345
Work environment		26	42	21	11	3.9500	.435
Events within the UoN open to public		11	37	32	21	4.0000	.765
Compliance with set budgetary levels		11	47	16	26	4.0526	.658

Source: Research Data

Results depicted revealed that majority of the respondents agreed that the strategic plan had led to overall improvement in various areas which included compliance with set budgetary levels, events within the UoN being open to public, work environment, implementation of service delivery charter, research innovation and technology and outreach and extension activities/programs as was shown by a mean of 4.0, 3.9, 3.8, 3.7 and 3.6 respectively in Table 4.12.

In addition, the respondents also indicated that the strategic plan had led to successful linkages with other Universities and competence development shown by means of 3.6 and 3.5 respectively in Table 4.12.

Overall, the results of the ratings of all the areas in Table 4.12 show a mean of between 3.1 to 4.0. The results of this study which are above average give an indication of improved performance in the various areas of the UoN. The respondents attributed this improvement to the performance contract targets that have been set by the University in tandem with the Government of Kenya and the UoN Council. The respondents stated that these targets have led to continuous improvement in all the units of the University since the objectives have been cascaded to all the units at the UoN.

The respondents also indicated that the continuous improvement in all these areas was attributed to the continuous International Standards Organization (ISO 9001: 2008) quality management surveillance audits. The respondents further explained that these audits, both internal and external ensured that quality management systems were applied at all times in order to achieve the set objectives.

4.3 Key Success Drivers and The Challenges Affecting UoN

The study further inquired on the various key success drivers of the UoN. The respondents were asked to state some of the key success factors of the UoN. The respondents cited a strong work force, huge portfolio of real assets, brand identity, highly skilled manpower, co-operation at all levels, appropriate technology and improved quality service delivery. In addition, the respondents cited that UoN has a good corporate image, income generating programmes, strategic training programs for its employees. The respondents also indicated the proximity of UoN to the city centre, and a wide range of academic programmes to both local and foreign students as some of the key success factors.

Some of the respondents cited the UoN as the biggest in the country and that it holds a special place in Kenya, thus, its traditions and systems continue to tremendously inspire the organization and operations of the rest of the higher education system in the country. The study also established that the UoN's special position as an African university is normally looked upon as the yardstick by which higher education is measured. The respondents cited the UoN as a premier institution of higher learning in Kenya and the East African region.

The study further inquired on the challenges that ought to be addressed by management in order to maintain a competitive edge. The respondents were asked to identify the challenges faced by the UoN. The respondents cited challenges such as limited financial resources from the exchequer, overstretched academic facilities, poaching of staff by competitors, opening of campuses within the CBD by competitors, eradication of ethnicity, and increased number of universities offering diverse degree programmes similar to those offered by UoN. When asked to explain the poaching of staff by competitors, the respondents attributed this to lack of training and motivation for all staff. The respondents further stated that the management system has been criticized for being too conservative and non-responsive to staff issues.

The study also found out that the UoN has relatively poor and overstretched learning facilities and environment, relatively weak structures and systems for management of student welfare. The respondents also cited that UoN operates in an environment with a relatively restrictive legal frame work, escalating cost of education, increasing competition for higher education within the Kenyan market and a limited human resource base for quality academic staff.

4.4 Discussion of Results

It is evident from the study that there has been an improvement in various aspects of the UoN that relate to the overall performance at the UoN as a public university. The results also reveal that the UoN is operating in an environment that offers various challenges in the implementation of its strategic plans. However, study established that despite these challenges, the UoN has opportunities that it can build on to improve the overall performance of this institution of higher learning.

Most of the results showed an average mean of above average, which indicated that the University has a good strategic plan 2008-2013. This is the plan that indicates the reason for the upward trend in most of the service areas despite the challenges faced.

However, the results show that there are areas in which the UoN needs to improve in the long run in order to enhance the performance of the institution.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The study revealed that the University of Nairobi has well documented vision, mission statements and core values which all employees and stake holders can identify with. In addition, the study showed that University of Nairobi has well documented and realistic objectives. On the issue of the importance of set objectives in various areas, the study revealed that set objectives were important in managerial performance, appropriateness of objectives, organizational Structure, economic environment and technological change. On the extent to which various stakeholders were influential in setting the objectives, the study revealed that the Vice-Chancellor/CEO, UoN Management Board, Council Members and the Government of Kenya were the main stakeholders that were influential in setting the objectives. The least involved stakeholders that were influential in setting the objectives were non teaching staff and students.

On the topic of the extent objectives serve as an important role in the various areas of the UoN, the study established that objectives were important in the monitoring of present performance, provision of challenging motivation and evaluation of past performance. The study revealed strategic plan implementation had led to overall improvement in various areas which included compliance with set budgetary levels, events within the UoN being open to public, improved work environment, implementation of service delivery charter, research innovation and technology and outreach and extension activities/programs. In addition, the study showed that the strategic plan had led to successful linkages with other Universities and competence development.

As relates to the key success drivers of the UoN, the study established that there is a strong work force, huge portfolio of real assets, brand identity, highly skilled manpower, cooperation at all levels, appropriate technology and improvement on quality service delivery. In addition, the respondents cited that UoN had strategic training programs, income generating programmes and were focused on eradication of ethnicity.

It is evident from the study that there are challenges that ought to be addressed by management in order to maintain a competitive edge. The study established challenges such as limited financial resources, overstretched academic facilities, poaching of staff by competitors, opening of campuses within the CBD by competitors, and increased number of universities offering low quality education.

As regards what ought be done to overcome challenges of Strategic Planning, the study established various recommendations such as commitment to goals, more training of staff at all levels, workshops on strategic planning, increased financing through income generating projects, complete decentralization of operations and good communication throughout the UoN. In addition, the study revealed other recommendations such as aggressive marketing of UoN's programmes, committed and qualified human resource and increased participation and consultation of all stakeholders.

5.2 Conclusion

The study concludes that strategic planning has an effect on the performance of the University of Nairobi. Strategic planning had led to overall improvement in various areas which included compliance with set budgetary levels, events within the UoN being open to public, work environment, implementation of service delivery charter, research innovation and technology and outreach and extension activities/programs. The study further concludes that University of Nairobi was faced with various challenges of strategic planning implementation. These challenges included limited financial resources, overstretched academic facilities, poaching of staff by competitors, opening of campuses within the CBD by competitors, eradication of ethnicity, and increased number of universities offering similar degree courses with varying degrees of quality.

5.3 Recommendations

5.3.1 Recommendations With Policy Implications

Based on the findings, the study recommends that in order for University of Nairobi to overcome the challenges of strategic planning, there is need for a high degree of commitment to goals, more staff training, workshops on strategic planning for all cadres of staff, increased financing through more profitable income generating projects, complete decentralization of operations, committed and qualified human resource and increased participation and consultation of all stakeholders. The UoN should also increase the number of foreign students through aggressive marketing of

UoN's programmes on the global market and international exchange programmes by strengthening the Centre for International Programmes and Links.

According to the research findings, the University should build on its key success drivers which include a good corporate image, quality of education compared to other public universities/institutions and proximity to the city centre. The UoN should enhance the current teaching facilities to cater for the increased numbers of both regular and module II students. The study recommends that the UoN should focus on continuous improvement of the available information technology facilities which will eventually lead to full automation of systems.

5.3.2 Recommendations For Further Research

This study established that strategic planning has an influence on the performance of the UoN. The Findings of the study showed that there are challenges of strategic planning implementation at the University of Nairobi. This study therefore recommends that more research needs to be carried out in other public universities and constituent colleges to show the various challenges faced and the various measures put to overcome challenges of Strategic Planning.

Since SP is a continuous process as organizations operate in a dynamic and turbulent environment, this study recommends that replication case studies of the UoN should be carried out every two to five years. This will ensure that strategies are constantly reviewed in order to realign the UoN's competitiveness on the global market.

This study also recommends that a case study based on organizational performance of the UoN be carried out using the balanced score card. This will ensure that all areas of the units of the UoN are evaluated and monitored for continued success that will drive the organization into the future as a market leader.

5.4 Limitations of the Study

Some of the interviewees were not available for interview on the scheduled dates since they were busy with their official functions at the UoN as heads of the departments/schools/institutes. However, the researcher had to reschedule some of the interviews.

The other challenge encountered was that some of the respondents were not very conversant with the UoN strategic plans in relation to Vision 2030. They confessed that they needed time to familiarize themselves with both documents. These respondents were therefore given more time to get the information they required before the interviews were conducted.

Funding to carry out this research was limited to personal financial resources. It would have been carried out on a wider scope given more financial resources. However the researcher endeavoured to conduct the study using the available resources in the key representative areas of the UoN.

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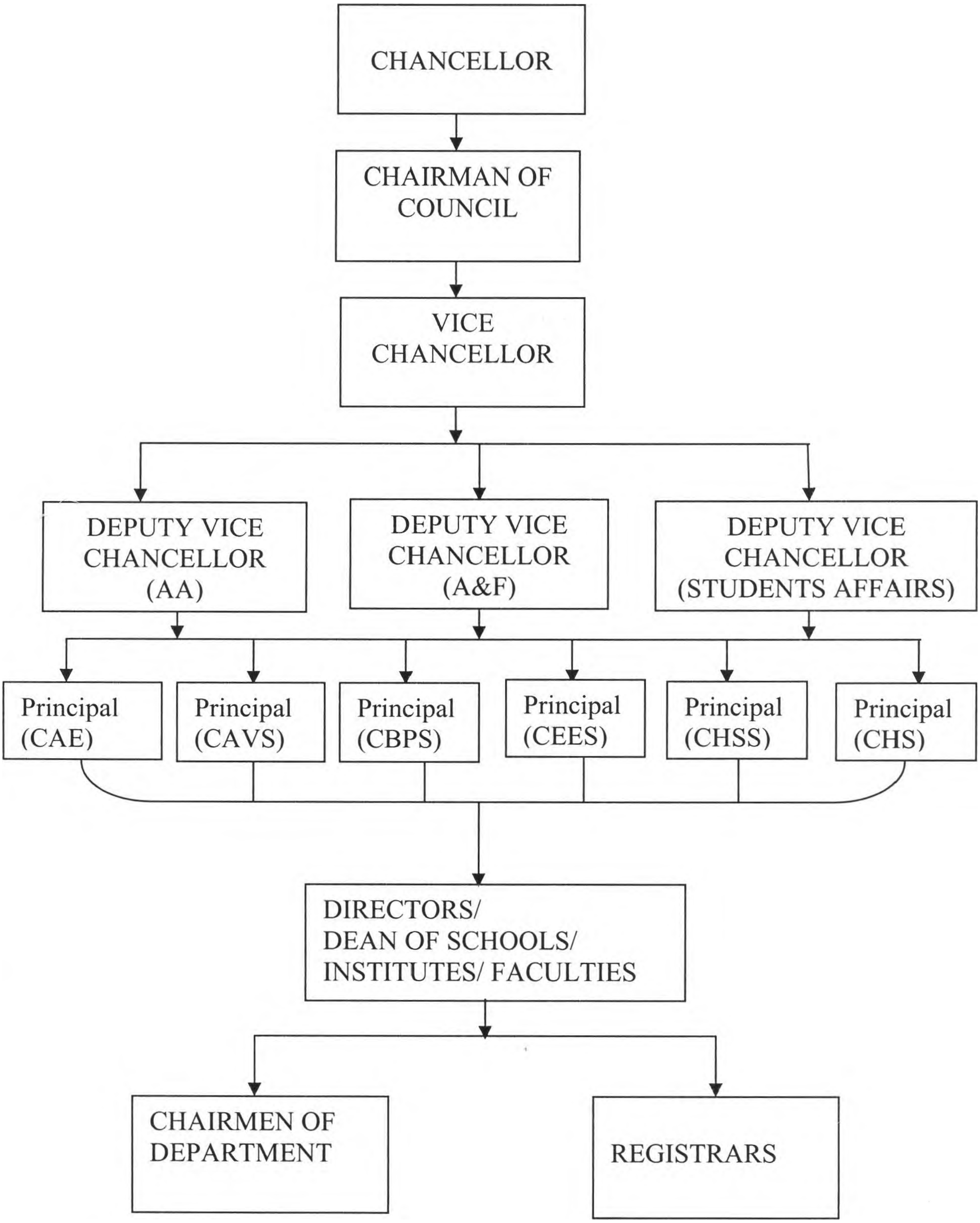
Appendix 1: University of Nairobi Organization Structure



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DATE...17.09.2010.....................

TO WHOM IT MAY CONCERN

The bearer of this letter ...AYUYA ANGELINE MUKOKHO.....................

Registration No: . D61/70557/2009..............................

is a Master of Business Administration (MBA) student of the University of Nairobi.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate if you assist him/her by allowing him/her to collect data in your organization for the research.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA OFFICE
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DR. W.N. IRAKI
CO-ORDINATOR, MBA PROGRAM

Appendix III: QUESTIONNAIRE

This questionnaire seeks to establish the challenges facing the UoN and the influence of strategic planning on performance of the UoN. The information will be treated in strict confidence and will be used for academic purposes only.

The Questionnaire is in two parts. Part A seeks for information on bio-data of the interviewee and Part B relates to the Strategic Planning at University of Nairobi, challenges faced and influence on performance.

PART A: BIODATA

1. TITLE OF RESPONDENT: ....

   ....

   ....

2. Age (Tick one)

   (a) Less than 30 years ( )

   (b) 35 to 40 years ( )

   (c) More than 40 Years ( )

3. For how long have you served the University of Nairobi? (Tick one)

   (a) Less than 5 years ( )

   (b) 5 to 10 years ( )

   (c) 11 to 15 years ( )

   (d) 16 to 20 years ( )

   (e) Over 20 Years ( )

4. Please indicate your highest level of education

   (a) 'O' Level ( )

   (b) 'A' Level ( )

   (c) Diploma ( )

   (d) University Degree(s) ( )

Other (specify) ....

....

5. What is your level of income? (tick one)

(a) Less than Kshs. 100,000 per month ( )

(b) Over 101,000 to 200,000 ( )

Over 200,000 ( )

PART B: STRATEGIC PLANNING AND ITS INLFUENCE ON PERFORMANCE AT UoN.

6. To what extent do you agree that the University of Nairobi has well documented Vision, Mission Statements and Core Values which all employees and stake holders can identify with? (Use 5 point scale where 1-Strongly disagree, 2- disagree, 3-neutral, 4-agree, 5-strongly agree)

	1	2	3	4	5
Vision					
Mission					
Core Values					

7. In your opinion, to what extent do you think the University has well documented and realistic objectives?

(Use 5 point scale where 1-Very poor, 2- Rather poor, 3-Quite well, 4-Very Well, 5-Excellent)

	1	2	3	4	5
Specific					
Measurable					
Achievable					
Realistic					
Timebound					

8. How important are the set objectives in the following areas?
(Use a 5 point scale where 1 – Not very important, 2 – not important, 3 – moderate, 4 – important, 5 - Very important)

	1	2	3	4	5
Appropriateness of objectives					
Managerial performance					
Technological Change					
Competition					
Political and Regulatory System					
Economic Environment					
Organizational Structure					

9. In your view, to what extent are the following stakeholders influential in Setting the objectives? Use 5 point scale where 1 – Very minimal, 2- minimal, 3 – moderate, 4 – high, 5 – very high

	1	2	3	4	5
Government of Kenya					
Council Members					
Vice-Chancellor/CEO					
UoN Management Board					
Planning Department					
Academic Staff					
Non-teaching staff					
Students					

10. To what extent do the objectives serve an important role in the following areas? (Use 5 point scale where 1-Not very important, 2 – Not important, 3 – moderate, 4 – important, 5- Very important)

	1	2	3	4	5
Evaluation of past performance					
Monitoring of present performance					
Providing challenging motivation					
Activating contingencies					

11. In your opinion, to what extent does management prepare employees in the organization for the desired changes in the following areas in order to enhance performance? Use a 5 point scale where 1-very poor, 2 – poor, 3 – moderate, 4 – Good, 5-Excellent)

	1	2	3	4	5
Working styles					
Attitudes					
Work Ethics					

12. In your opinion, to what extent has the link of the UoN Strategic Plan to the following enhanced the performance of UoN? (Use 5 point scale where 1- Very low extent, 2 – Lw extent, 3 – moderate, 4 – high extent, 5-Very high extent.

	1	2	3	4	5
Vision 2030					
Medium Plan 2008-2012					
Sector Performance Standards 2009-2030					

13. Since the implementation of the University of Nairobi 2005-2010 strategic plan how can you rate the improvements that have led to enhanced service delivery in any of the following areas. (Use 5 point scale where 1-Very minimal, 2 – Minimal, 3 – Moderate, 4 – High, 5-Very High)

	1	2	3	4	5
Lecture Theatres					
Technology					
Training and Development					
Work Environment					

14. To what extent do you agree that the SP implementation has led to overall improvement in the following areas. (Use 5 point scale where 1- Very poor, 2 – Poor, 3 – Moderate, 4- Good, 5- Excellent).

	1	2	3	4	5
Frequency and monitoring of information flow					
Implementation of Service delivery charter					
Compliance with set budgetary levels					
Competence Development					
Research Innovation and Technology					
Successful linkages with other Universities					
Events within the UoN open to public					
Outreach and Extension Activities/Programs					
Work environment					
Employee Satisfaction					
Corruption Eradication					
Safety Measures					

19. In your opinion, what are the key success drivers that the UoN should build on and what are the challenges to be addressed by management in order to maintain a competitive edge?

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20 In your view, what do you think are the major challenges of Strategic Planning at the University of Nairobi? And What are your recommendations on what should be done to overcome these challenges?

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THANK YOU.