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STRATEGIC PLANNING PRACTICES AND SERVICE DELIVERY PERFORMANCE AT STATE DEPARTMENT FOR ROADS IN KENYA

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Abstract
Strategic planning has become an essential tool for enhancing performance and accountability within Kenya's public sector. This study examined the influence of strategic planning practices specifically strategic plan formulation, strategic plan implementation, monitoring and evaluation (M&E), and stakeholder involvement on performance among parastatals in Kenya. A convergent parallel research design was applied with a target population of 58 respondents from 29 department across the 4 state corporations namely Kenya National Highways Authority, Kenya Rural Roads Authority, Kenya Urban Roads Authority and Kenya Roads Boards operating under state department for roads. A census approach was adopted due to the manageable population size and the need for comprehensive insights. Data was collected using structured questionnaires and analyzed using means and standard deviation and inferential statistics. The most influential strategic planning practice impacting service delivery is strategic plan implementation while stakeholder engagement contributes positively to service delivery through being able to increase transparency, collaboration, ownership and responsiveness. The study concludes that strategic planning practices are critical determinants of service delivery among state corporations under the State Department for Roads in Kenya. Strategic plan formulation significantly contributes to improved service delivery. Strategic plan implementation is the most influential strategic planning practice affecting service delivery. Monitoring and evaluation play a significant role in enhancing service delivery by promoting accountability, performance tracking, and continuous improvement. Stakeholder involvement positively influences service delivery by enhancing transparency, collaboration, ownership, and responsiveness. The management of state corporations should institutionalize structured stakeholder engagement mechanisms during strategic plan formulation. Organizations should establish continuous environmental scanning systems to identify emerging economic, technological, political, and social factors that may influence road infrastructure development and service delivery. Timely disbursement of funds and proper budgeting mechanisms should be prioritized to minimize project delays and improve service delivery efficiency. State corporations should strengthen leadership capacity through continuous management training and performance accountability frameworks. Senior managers should actively champion strategic initiatives, monitor implementation progress, and ensure that employees remain focused on achieving organizational goals. Future studies should investigate the influence of organizational culture on service delivery in state corporations.

Keywords: Monitoring and Evaluation (M&E). Service Delivery. Service Standards Compliance. Stakeholder Involvement. Strategic Plan Formulation. Strategic Plan Implementation. Strategic planning practices.

Introduction

Globally, strategic planning has become an essential management function in both private and public sector institutions. It gives organizations a systematic structure on how they can set long-term objectives, assign resources, integration, and performance measurement within dynamic environments (Bryson, 2018). Strategic planning in the public sector improves accountability, efficiency, and compatibility of the institutional requirements with the expectations of citizens.

In Africa, strategic planning has been progressively integrated in the reform of the public sector to enhance governance and boost the socio-economic development. Across different countries in Africa, the state departments in charge of road have continued to experience various challenges relating to inadequate financing, delayed project completion, weak institutional capacities and ineffective monitoring systems (Adjei, 2021). These have negatively affected service delivery although some countries have strengthened strategic planning practices and reported measurable improvement especially in development of road infrastructure. Strategic planning in Kenya has been institutionalized within the legal, policy frameworks that have worked to increase accountability and service delivery in the public institutions. Both the Public Finance Management Act (2012) and the Mwongozo Code of Governance of State Corporations (2015) have mandated government ministries, departments, and agencies to come up with strategic plans that align to national development priorities. Further, Kenya vision 2030 has highlighted the development of infrastructure especially road networks as one of the enablers of economic change and social inclusion in Kenya (Government of Kenya, 2007). Reform efforts in the public sector were also introduced in the form of performance contracting and results-based management to enhance and empower the implementation of strategies and service delivery in the government institutions.

In Kenya, the road sector is a very important part of the socio-economic development, as it enables the trade and mobility, regional integration, and access to the necessary services. The Ministry of roads is obliged to establish policies, regulate the construction and maintenance of roads, and coordinate the development of infrastructure in the country, through its State Department of Roads (Ministry of Transport, 2022). Strategic planning in this department is hence very important in the completion of projects in time, maximum use of resources, quality assurance, and satisfaction of people.Strategic planning remains a vital tool for achieving organizational success, sustainability, and responsiveness across both public and private sectors (Kilelo, 2015). Various authors have differently conceptualized strategic planning practices from different theoretical and practical views, with emphasis on processes, actions and managerial behaviors that are actively involved in guiding the organizational direction. Bryson (2018) conceptualized strategic planning practices to involve a deliberate, disciplined and participatory process through which both public and profit-orientated organizations clearly state their mission, assess internal and both internal and external environments to come up with strategic issues and equally formulate strategies and implement actions that create public value. This means that strategic planning practices are not just plans but continuous managerial activities which bring together leadership, stakeholder engagement and performance management to improve the organizational outcomes, including but not limited to service delivery.

Statement of the Problem

Despite the widespread institutionalization of strategic planning across Kenyan parastatals through policy and governance frameworks such as the Public Finance Management Act (2012) and the Mwongozo Code of Governance for State Corporations (2015), persistent shortcomings in service delivery continue to undermine organizational effectiveness (Republic of Kenya, 2022). Evidence from Auditor-General reports, sector performance reviews, and citizen feedback indicates recurring service delivery failures, including delaysin completing projects or delivering services within planned timelines, failure to meet mandated service output targets, frequent disruptions or inconsistencies in service continuity, low adherence to prescribed performance standards, and weak responsiveness to stakeholder concerns. For example, the 2023 – 2024 auditor general reports show that the Horn of Africa Gateway Project only 15% of the budge had been allocated for the project despite more than half of the implementation period having lapsed while 65% of donor funded projects having stalled entirely with and delaying benefits to the citizens (Auditor General , 2024). Similarly, delayed government payments on the Sh 21 billion Kibwezi-Mtomo-Kitui-Migwani road project attracted Ksh 614.2 million in interest penalties, reflecting poor project execution and service outcomes. A parliamentary audit further found the Likoni Bridge project was still unfinished four years after its intended completion date. According to the Controller of Budgets (2025), State Department for Roads had a project completion rate of between 10 to 80% with many projects taking more than five years to complete indicating widespread delays in indicating the expected service. Similarly, a survey by Public Service Commission (2025) established that up 66.7% of state agencies including department of roads did not submit the needed self-assessment on performance and service delivery which shows systemic weakness in compliance with governance and service standards.

These recurring gaps indicate that areas of strategic plan formulation, implementation, monitoring and evaluation, and stakeholder engagement in strategic planning practices need to be strengthened and may not be sufficiently contributing to effective service delivery in parastatals. While previous studies, like Kilelo (2015) and Maleka (2023) have focused on strategic management in selected state corporations, there is limited empirical evidence on the impact of strategic planning practices on specific and measurable service delivery deficits in the overall parastatal sector of Kenya. Also, many of the current studies have descriptive methodology and provide limited information about causal links between planning practices and actual service outcomes. The gap requires an empirical study of the role of strategic planning practices on critical indicators of service delivery, such as timeliness, target achievement, service continuity, compliance to performance standards and responsiveness to stakeholders for enhancing the effectiveness and accountability of parastatals in Kenya.

Literature Review

Strategic Management Theory

Advanced by Ansoff (1965), Strategic Management Theory argues that effectiveness in organizational results is an outcome of deliberate and systemic formulation, implementation and continuous evaluation of different strategies that are geared towards getting long-term objectives. The theory is based on assumptions that organizations and institutions do operate in a flexible and dynamic environment and therefore need to systemically analyze both internal capabilities and external environmental conditions so that they are able to sustain good performance. Strategic planning helps institutions to be in front of the environmental uncertainties and enhance organizational performance as a result of designed goal setting, environmental scanning, and resource alignment.

In order to achieve peak performance, it is essential that organizational structures and resource allocation mechanisms be in sync with the strategy's direction, according to the postulation known as structure follow strategy (first explored by Chandlers, 1962). Internal processes, leadership buy-in, and institutional coordination are the main points of this school of thinking when it comes to implementing strategies securely. Positioning internal capabilities in relation to external opportunities and restrictions is an important part of strategic positioning, which Porter (1985) expanded upon. Organizational resource utilization and responsiveness to competitive and environmental constraints are two of the most important factors in determining performance results, as highlighted by Porter's framework.

In the framework of the public sector, the Strategic Management Theory implies that the success of service delivery lies in the consistency between the creation of the strategic plan, the implementation mechanism, the monitoring and evaluation system, and the alignment of the stakeholders (Bryson, 2018). The implication of the theory is that, with clear articulation of strategic goals, proper allocation of resources, constant monitoring, and corrective action, the results of the organizations in terms of timeliness, efficiency, quality and responsiveness are bound to be enhanced. On the other hand, poor implementation, lack of a proper monitoring mechanism, and integration of stakeholders create implementation gaps that translate to failed projects, cost increase, and failure to meet service targets (Mwangi, Kariuki, and Muturi, 2020).

The theory thus offers a contextual perspective of this study in that the way strategic planning is practiced in the formulation and implementation of strategic plans, monitoring and evaluation of the strategic plans, and stakeholder engagement can modify the results of service delivery in the State Department of the road. But as much as the Strategic Management Theory focuses on rational planning and internal alignment, critics contend that it does not take into account the issue of political, institutional and contextual constraints that influence the performance of the public sector. Successful service delivery in infrastructure-driven government departments, where the projects are highly capitalistic and include actors, the strategic alignment is not the only factor that may help the project be successful, but also governance capacity and the external environment. The theory is very applicable in formulation and execution of a strategic plan between state corporations. It offered a prism through which the organizational capacity to develop an effective vision, undertake an environmental scanning, resource allocation, and implementation plans can be evaluated in the context of service outcomes.

Balance Score Card Theory

The Balanced Scorecard (BSC) Theory was developed by Kaplan and Norton (1992) as a strategic management and performance measurement framework to enable organizations to translate their vision and strategy into measurable objectives and performance indicators. Initially developed to overcome the limitations of relying solely on financial measures of organizational performance, the Balanced Scorecard integrates financial and non-financial performance measures into a comprehensive management system. The framework proposes that organizational performance should be evaluated from four interrelated perspectives: the financial perspective, customer (stakeholder) perspective, internal business process perspective, and learning and growth perspective (Kaplan & Norton, 1996). In the public sector, the Balanced Scorecard has evolved beyond a performance measurement tool into a strategic management framework that supports strategic planning, strategy execution, performance monitoring, organizational learning, and continuous improvement. Public institutions apply the framework to align strategic objectives with operational activities, allocate resources efficiently, monitor service delivery outcomes, and improve accountability to citizens and other stakeholders. The Balanced Scorecard emphasizes that successful strategy implementation depends on translating strategic plans into measurable targets, continuously evaluating performance, and taking corrective action where necessary.The theory is particularly relevant to state road departments because service delivery cannot be assessed solely by financial performance but also through infrastructure quality, project completion rates, customer satisfaction, accessibility, operational efficiency, employee capacity, and stakeholder confidence. Consequently, the Balanced Scorecard provides a comprehensive framework for understanding how strategic planning practices contribute to improved service delivery performance. The Balanced Scorecard emphasizes that strategic plan formulation should translate an organization's mission and vision into clear strategic objectives, measurable outcomes, and performance indicators. During strategy formulation, organizations identify priorities across the financial, stakeholder, internal process, and learning perspectives to ensure that strategic goals are comprehensive and achievable.Within the State Department for Roads, strategic plan formulation involves identifying national infrastructure priorities, defining measurable service delivery objectives, establishing key performance indicators, and aligning available resources with government development agendas. Through the Balanced Scorecard framework, strategic planning becomes more systematic by ensuring that organizational objectives are linked directly to measurable service delivery outcomes such as improved road quality, reduced project delays, increased accessibility, and enhanced customer satisfaction. Therefore, the theory suggests that effective strategic plan formulation provides the foundation for improved organizational performance.

The Balanced Scorecard argues that organizational success depends not only on developing strategic plans but also on effectively implementing them through coordinated organizational activities. Strategy implementation requires translating strategic objectives into departmental action plans, allocating resources appropriately, assigning responsibilities, and monitoring progress using predetermined performance indicators. Within the State Department for Roads, effective implementation ensures that planned road construction, rehabilitation, and maintenance projects are executed according to approved budgets, timelines, and quality standards. The Balanced Scorecard facilitates implementation by enabling managers to monitor operational performance continuously and evaluate whether strategic objectives are being achieved. Consequently, organizations that effectively implement strategic plans are more likely to improve efficiency, accountability, and service delivery performance.

Monitoring and evaluation constitute one of the central principles of the Balanced Scorecard because strategy execution requires continuous performance measurement and feedback. Kaplan and Norton argue that organizations should regularly assess performance against established indicators to identify deviations, evaluate progress, and implement corrective measures where necessary. Within the State Department for Roads, monitoring and evaluation involve tracking project implementation, budget utilization, infrastructure quality, project completion timelines, and customer satisfaction. The Balanced Scorecard enables management to compare actual performance with planned targets, identify implementation challenges, and make evidence-based decisions that improve service delivery. Continuous monitoring also promotes organizational learning, strengthens accountability, and supports continuous improvement of road infrastructure projects. The customer perspective of the Balanced Scorecard recognizes stakeholders as central to organizational success. Public organizations create value by understanding stakeholder expectations and ensuring that services meet citizens' needs. Stakeholder involvement during planning and implementation therefore contributes to improved service quality, increased transparency, stronger accountability, and enhanced public confidence. Within the State Department for Roads, stakeholder involvement includes consultations with county governments, local communities, development partners, contractors, road users, and regulatory agencies. These stakeholders provide valuable information that informs strategic priorities, improves project design, minimizes implementation conflicts, and enhances public acceptance of infrastructure projects. Through continuous stakeholder engagement and feedback, the department can improve responsiveness, service quality, and overall service delivery performance.

Empirical Review

Strategic Plan Formulation and Service Delivery

The Stakeholders Theory, upon which the research was based, stresses the importance of vendors, employees, investors, and consumers as stakeholders whose interests must be considered by firms. Strategies should take stakeholder needs into consideration, and consumer-focused strategies should aim to increase customer pleasure and service quality, as this theory goes. Improved service consistency is another benefit of using employee-inclusive strategies. In a similar vein, Rainey (2024) examined the effects of strategy formation on the efficiency of public institutions in the UK. Through the establishment of a clear mission and the alignment of institutional objectives with service requirements, the findings demonstrated that effective strategic planning, especially at the formulation stage, enhances performance outcomes in companies. In order to collect data, the study employed quantitative approaches and structured questionnaires. In contrast to the last study's emphasis on overall performance, the current one centered on service delivery.

Another research conducted in South Africa by Twum-Darko, Ncede, and Tengeh (2023) sought to establish the connections between the service provision and strategy development processes of private enterprises. The study employed RBV, which argues that internal resources (skills, technology, processes) are identified and aligned during strategy development. Using a descriptive research strategy, the study zeroed in on private financial firms. The need of connecting strategies to service delivery goals was highlighted. This shows that stakeholder involvement during the plan design stage has a substantial effect on service delivery expectations inside state agencies. Specifically, the findings demonstrated that stakeholder perspectives were more effectively included into the alignment of strategic goals with service delivery outcomes. Adjei's (2021) research in Ghana looked at how public sector services are provided in relation to the development of strategic plans. The research was founded on the Balanced Scorecard Model, which states that objectives may be translated into measurable targets from four main angles: financial customers, internal operations, development, and learning and development. Using a correlational research technique, the study sought to establish a link between public sector service supply and the development of strategic plans.

Karanja and Juma (2020) also sought to find out how strategic planning relates to the performance of Kenyan state businesses. A cross-sectional design, which compares different groups based on data collected from a population at a single point in time, was utilized in the study. The data analysis procedure made use of both descriptive and inferential statistics. The findings demonstrate that state-owned enterprises in Kenya perform better when they use SMART objectives, do environmental evaluations, and have clear statements of purpose. Despite finding a correlation between strategic planning and performance, most of these studies only look at organizational performance as a whole, not at specific service delivery outcomes like public infrastructure quality or timeliness. Additionally, there is a lack of research on the effects of the road statement department's formulation process on service delivery, particularly with the incorporation of stakeholder needs and national development objectives. There is a knowledge vacuum in both methodology and context about the ways in which plan formation processes impact service outcomes in Kenya's road sector. This is due to the fact that most studies used descriptive rather than inferential approaches to establish causality.

Strategic Plan Implementation and Service Delivery

One of the most important factors in determining success is the amount of effort put into putting the strategic plan into action. Public sector service delivery and the execution of strategic plans were the subjects of research by Sawaneh (2023) in The Gambia. The research relied on the McKinsey 7S Framework, which states that the seven components namely strategy, structure, systems, shared values, skills, style, and staffmust be in sync for an implementation to be effective. The study used a cores-crossing survey methodology and a standardized questionnaire to gather data. Both inferential and descriptive statistics were used to analyze the data. Service quality and goal attainment are two outcomes of public service delivery that the research found to be positively correlated with the execution of strategic plans. While the research did provide data from a West African setting, it did so with a narrow emphasis on that region's specific administrative and governance dynamics; as a result, its results may not apply to other public institutions in the region due to differences in structure and mission.

In Nigeria, Akpan and Ekanem (2020) studied variables impacting the execution of strategic plans in the public sector. This research used dynamic capabilities, which center on changing things up while they're running. It implies that strategy execution is not static and that businesses should change their strategies in response to customer input in order to provide better service over time. Primary data was gathered by semi-structured questionnaires and interview schedules, and the study also used a descriptive research methodology. The research found that many strategic plans fail because of poor implementation and no accountability systems, based on descriptive and inferential statistics used to examine the data. Methodologically, few studies have employed multivariate analysis to quantify the extent to which implementation variables influence service delivery indicators like project timeliness and quality.

Greater service efficiency in Kenyan parastatals is the product of well-planned execution supported by enough resources, the dedication of leadership, and the active participation of personnel, according to a study by Kilelo (2015). Mukholi, Okello, and Mkanzi (2019) conducted research on the relationship between strategy development and the provision of county government services. The research also utilized systems theory, which views an organization as a network of interdependent parts. Service delivery is reliant on the degree to which these parts work together, which in turn requires cross-departmental coordination for execution. Data was gathered using structured questionnaires, and descriptive and inferential statistics were used for analysis. County governments' ability to allocate resources, communicate strategies, and provide services are all positively associated, according to the study.

Monitoring and Evaluation (M&E) and Service Delivery

Responsibility, performance, and continuous improvement can't be sustained without monitoring and evaluation (M&E) systems. Mukherjee and Batta (2024) examined the role of public healthcare monitoring and assessment in the achievement of universal health coverage in low- and middle-income countries, using India as a case study. The research was based on the principles of Results-Based Management, which stress the need of producing measurable outcomes. It surveyed 135 heads of department from public health institutes in India using a cross-sectional design. The study's secondary data was analyzed using descriptive statistics. The results showed that the system may be better equipped to deal with these challenges if the M&E system was well-organized. According to the study, the best way to enhance the monitoring and evaluation process is to use horizontal convergence between departments, better coordination, having frontline health workers available at health centers, using learned innovation, and outsourcing the evaluation to external evaluators. This research looked at the health sector, while the current one looked at the service delivery of the state department of roads. Similarly, Kusekwa's (2020) research sought to examine the connections between public sector organizational performance, assessment, and Monitoring. To provide a structured framework for linking inputs, actions, outputs, outcomes, and effects, the researchers used the Logical Framework Approach. The study surveyed 153 people from different organizations in Tanzania. The data was collected by questionnaires, and the analysis was done using descriptive and inferential statistics. Project inefficiencies and cost overruns were caused by Tanzania's insufficient monitoring and evaluation mechanisms, according to the findings. Although the study found that M&E is essential for public sector performance, there has been a dearth of research linking specific M&E methods such as feedback loops, performance scorecards, and corrective action to measurable improvements in service delivery. Beyond that, there is a lack of context since most of these studies have focused on overall project performance instead of the delivery of road infrastructure services. Previous studies also overlook M&E as a strategic management tool integrated into planning, leading to a conceptual void.

Musyoka and Muturi (2021) conducted research on the efficacy of assessment and monitoring systems in enhancing performance in Kenyan state-owned firms. Systems Theory, which considers a company as a system with interconnected parts and feedback mechanisms, was employed in the study. This means that monitoring and evaluation (M&E) acts as a feedback mechanism for the system, revealing inefficiencies within departments that affect the quality of services provided. Data was collected by questionnaires, and analysis was done using descriptive statistics. Results show that performance and decision-making in Kenyan state corporations are both enhanced by well-designed monitoring and evaluation systems. According to the study, infrastructure projects may benefit from regular reviews and reporting systems, which increase transparency and reduce project delays. In contrast to the last study's descriptive survey approach, the current investigation will make use of a mixed research technique.

Farhiya and Pedo (2022) looked at the impact of assessment and monitoring methods on the success of health programs in Isiolo County. The study was based on Control Theory (Management Control Theory), which emphasizes controlling performance via standards, measurement, and remedial action. The study discovered that health project performance was moderately correlated with monitoring and evaluation (M&E) planning, strongly correlated with stakeholder engagement, moderately correlated with staff training, and strongly correlated with application of information systems. Even though the health sector was the original target of this study, the current investigation is narrowly focused on the State Department of Roads, which runs and offers services in a quite different way.

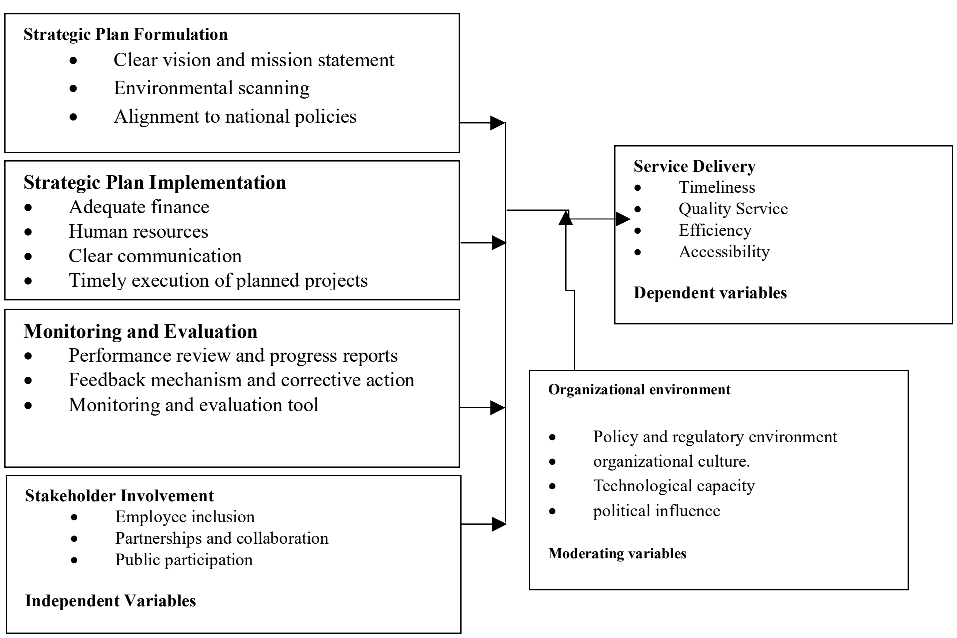
Stakeholder Involvement and Service Delivery

It has empirically been found that stakeholder involvement enhances decision-making, transparency, and effectiveness of service. Even though it is located in South Africa Twum-Darko et al. (2023) researched the role of stakeholder engagement on service delivery within the Western Cape Education Department. The study was based on The Stakeholder Theory which argues that organizations should consider the interests of all stakeholders' customers, employees, suppliers, investors, and communities. Data collection was done using questionnaires and analyzed using descriptive and inferential statistics. The research found that proper stakeholder interest will facilitate the alignment of service delivery plans and strategies with the needs of the citizens and also that constant engagement will enhance improved coordination, accountability and responsiveness of the services offered to the citizens in general. Although conceptually rich, the study concentrates on the education sectors and more general governance structures, instead of particular service delivery sectors of infrastructure or transport, and cannot be directly applied to the context of road service delivery. The qualitative design of the case study design offers a richness, but which does not offer comparison quantitatively to determine the strength of association of engagement practices with quantifiable service delivery outcomes.

According to a study conducted by Agwanda (2020), increased ownership and accountability in South African infrastructure projects are left through the inclusion of the population. Likewise, Maleka (2023) affirmed in another study that participatory strategies enhance service delivery and citizen trust in the South African public institutions. The majority of the studies have concentrated on attitudes towards participation and not on the measurement of its impact on service performance in terms of efficiency, quality, and user satisfaction. This leaves a loophole peculiar to the department of roads that requires the participation of various stakeholders such as county governments, contractors, and road users. In addition, not many studies have adopted regression or correlation analysis to determine the strength of this relationship.

Conceptual Framework

Fig 2.1 Conceptual Framework Model



Hypothesis

H_{01} Strategic plan formulation has no significant effects on performance at state department for roads in Kenya.

H_{02} Strategic plan implementation has not significant effects on performance at state department for roads in Kenya.

H_{03} Monitoring and evaluation has no significant effects on performance at the state department for roads in Kenya

H_{04} Stakeholders involvement has no significant effects on at the state department for roads in Kenya

Methodology

Research Design

This study adopted a convergent parallel research design which involved collection of quantitative data first then using qualitative data to explain and expand qualitative results. According to Creswell and Creswell (2018), convergent parallel research research design combines both strengths of quantitative research which gives the measurable and generalizable evidence with qualitative research which provides an in-depth understanding of the underlying processes, perceptions and experiences. This study applied convergent parallel research design (Quant+Qual) where both qualitative and quantitative data are collected at the same time but analyzed different before they are merged to validate or compare (Creswell & Creswell, 2018).

Target Population

The target population refers to the entire group of entities, individuals, or institutions that possess the characteristics relevant to the study (Kothari, 2014). For this study, the target population comprises 4 state corporations under department of roads which are mandated to develop and implement strategic plans as part of their governance and service delivery frameworks. According to the State Corporations Advisory Committee (SCAC), there are 4 state corporations within the department of roads namely Kenya National Highways Authority, Kenya Rural Roads Authority, Kenya Urban Roads Authority and Kenya Roads Board.

Sampling Design

The study applied census sampling design since the target population is small and manageable. Given that strategic planning practices vary across departments and roles, including all eligible respondents ensures full representation of the perspectives necessary to understand organizational-level practices.

Description of Data Collection Instruments

Data was collected using a structured questionnaire containing both closed and open-ended questions as the principal data collection instrument. According to Kothari (2014), a questionnaire is considered appropriate in the study because it allows for the collection of standardized data from a large number of respondents within a short time and at a lesser cost. Additionally, questionnaires allow for objectivity and comparability of responses. The questionnaire was organized into five sections, i.e., demographic information, strategic plan formulation, strategic plan implementation, monitoring and evaluation, and stakeholder involvement and service delivery, to cover all the variables of the study. A five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) were used for closed-ended questions to measure respondents' levels of agreement. In this study, a structured questionnaire was applied to ensure uniformity of the questionnaire, reduce bias by the research and also facilitate quantitative analysis using statistical tools such as SPSS.

Data analysis

Quantitative Data Analysis

This research used a multiple regression model that is in line with the Generalized Least Squares (GBS) analytical technique to find out how strategic planning practices relate to service delivery. the following model was used;

$$Y_{it} = \beta_0 + \beta_1 X_{1i} + \beta_2 X_{2i} + \beta_3 X_{3i} + \beta_4 X_{4i} + \epsilon_i$$

Where:

Yit = Service delivery at the State Department for Roads (dependent variable), measured in terms of efficiency, timeliness, quality, transparency, and responsiveness.

β0 = Constant term, representing the value of service delivery when all independent variables are zero.

β1 – β4 = Regression coefficients measuring the magnitude and direction of influence of each independent variable on service delivery.

X1i = Strategic plan formulation, including goal clarity, environmental scanning, and alignment to national policies.

X2i = Strategic plan implementation, including resource allocation, execution of projects, and coordination across units.

X3i = Monitoring and evaluation, covering performance tracking, feedback mechanisms, and corrective actions.

X4i = Stakeholder involvement, including employee participation, public consultation, and engagement with contractors and county governments.

εi = Error term, capturing the effects of unobserved factors influencing service delivery.

Qualitative Data Analysis

Thematic analysis was used to examine the qualitative data gathered from key informant interviews. This method was suitable as it enabled the researcher to methodically find, examine, and decipher patterns (themes) in textual data, offering more in-depth understanding of how strategic planning techniques affect service delivery. To guarantee the quality and comprehensiveness of the data, every interview answer was verbatim transcribed. The researcher went over the transcripts many times in order to get acquainted with the material and obtain a broad grasp of new concepts.

Descriptive Analysis

Strategic Plan Formulation

Table 1: Strategic Plan Formulation

Statement	Mean	Std. Dev
Strategic objectives are clearly defined	4.21	0.74
Environmental scanning is regularly conducted	4.08	0.81
Strategic plans align with national policies	4.34	0.67
Stakeholders participate in formulation	3.95	0.88
Strategic priorities are clearly communicated	4.15	0.79

The results shown in table 4.1 indicate that most people think the state companies under the State Department of Roads did a good job of formulating strategies plans. A standard deviation of 0.78 and a composite mean score of 4.15 indicate this. It is clear from the small standard deviation that the respondents are in strong agreement on the efficacy of strategic plan development methods inside their firms. Additionally, the highest-rated statement was that strategic plans align well with the national policies, with a mean of 4.34 and a standard deviation of 0.67, and therefore an indication that the state departments place considerable emphasis on ensuring that strategic objectives and activities are in line with the priorities and policy framework of national development. Strategic objectives are well defined within organizations (mean = 4.21, SD = 0.74) and this means that the organizations have developed clear strategic priorities and performance targets, which guide their decision-making as well as operational activities. The outcome of the study further shows that strategic priorities are well communicated across the organizations (mean = 4.15, SD = 0.79). According to the study, there was general agreement among respondents that environmental scanning is regularly done during the strategic planning process (mean = 4.08, SD = 0.8). This means that the organizations in the study make detailed assessments of both internal and external environmental factors that might influence the operations of the organizations. Stakeholders' participation in strategic plan formulation recorded the lowest mean score (mean=3.95, SD=0.88). However, there was still a general agreement among the respondents that stakeholders are involved in the planning process. These findings are also in line with the outcome of research studies by Poister, Aristigueta, and Hall (2020), who noted and observed that effective strategic plan formulation leads to improved organizational performance by improving clarity of organizational goals, alignment of organizational resources, and improved organizational focus.

Strategic Plan Implementation

Table 2: Strategic Plan Implementation

Statement	Mean	Std. Dev
Adequate financial resources are allocated	3.89	0.91
Strategic plans are effectively communicated	4.02	0.84
Projects are implemented within timelines	3.76	0.96
Employees understand strategic goals	4.11	0.78
Leadership supports implementation efforts	4.18	0.71
Composite Mean	3.99	0.84

The results of the research study indicated that implementation of Strategic plan was at moderate level (mean score = 3.99, standard deviation = 0.84) and thus suggested that the state corporations under the department of roads have instituted mechanisms to ensure implementation of strategic plan albeit with challenges in implementation. The highest rated statement was on leadership, with a mean rating of 4.18 (SD=0.71) and the participants' agreement that leadership offers leadership and support for efforts at implementation. The result indicates that organizational leadership plays an important part in driving strategic initiatives, mobilizing resources, coordinating the activities of implementation and providing direction to the employee. The role of leadership is critical to making sure that strategic goals are turned into more tangible and specific programs and projects that will directly aid in the improvement of services. The results of the study also indicate that employee knowledge of their responsibilities to achieve strategic goals is good (mean = 4.11, SD = 0.78). This means that the management has put in some efforts towards communicating strategic priorities and clarifying distribution of responsibilities by employee during strategy implementation. The employees can show commitment and accountability in enacting strategic objectives with a good understanding of the individual roles of employees within an organization. The study also found that strategic plans are communicated effectively throughout the organizations (mean = 4.02, SD = 0.84). Communication improves the synergy between departments; information sharing and ensures that staff are aligned and focused on completing strategic goals. When strategic priorities are clearly communicated, it also helps to minimize misunderstandings and ensures consistency across organizational units in implementing them. State that strategic projects are done on time as planned (mean = 3.76, standard deviation (SD) = 0.96). This indicates that while the respondents agreed that projects are implemented on time, as planned, the results reveal that there are sometimes delays in the implementation of projects. These delays can be due to various factors, including financial constraints, procurement process delays, regulatory approvals, weather and site conditions, and other coordination issues among stakeholders in road infrastructure development.

The findings align with the results of a study conducted by Mukholi, Okello, and Mkanzi (2019) which showed that successful implementation of strategic plans contributes to improved performance in organizations through effective coordination, leadership support, and mobilization of resources. Akpan and Ekanem (2020) also reported that companies which allocate sufficient funds and maintain high level of commitment by the management during the process of implementing a strategic plan were more likely to achieve their strategic goals and enhance service delivery performance. The results are further supported by the Resource-Based View, which is used in this research.

Monitoring and Evaluation

Table 3: Monitoring and Evaluation

Statement	Mean	Std. Dev
Performance reviews are conducted regularly	4.12	0.76
M&E reports inform decision-making	4.05	0.82
Corrective actions are implemented promptly	3.94	0.87
Feedback mechanisms are effective	3.88	0.89
M&E tools support project tracking	4.16	0.73
Composite Mean	4.03	0.81

As shown in Table 3, majority believe that the SDoR system of monitoring and assessment is improved as a result of the oversight of its state enterprises. The fact that there is a standard deviation of 0.81 and a total mean of 4.03 indicates this. Organizations that have solid monitoring and evaluation systems in place are better able to put their strategic plans into action and enhance their service offerings, according to the results. The statement with the highest rating was that monitoring and evaluation tools are used to track projects (Mean = 4.16, SD = 0.73). This discovery shows that the organisations are using a range of monitoring tools and performance measurement systems to measure progress on projects and monitor implementation milestones and achievement of strategic objectives. Good monitoring tools will help managers get timely information about project performance and will help them in making informed decision. The study also revealed that within the organisations, performance reviews take place on a regular basis (Mean = 4.12, SD = 0.76). The discovery indicates that management reviews the progress towards the strategic goals every so often and checks how well the programs/projects are working. Performance reviews are regular, which can help to identify strengths, weaknesses and emerging challenges that could impact service delivery outcomes.

Respondents also felt that monitoring and evaluation reports are useful to guide management decisions (Mean = 4.05, SD = 0.82). This means that information from monitoring is used to inform strategic decisions, resource allocation and operational improvements. Using monitoring information provides a better basis for evidence-based management and better responsiveness of the organization to change. Results revealed that, in general, corrective actions are taken after performance reviews (Mean = 3.94, SD = 0.87). This means that organizations take action to respond to performance gaps and implementation issues identified. Corrective actions play a key role in keeping projects on track with planned goals and on target to deliver services within scheduled time periods. Feedback mechanisms are effective for improving performance was the lowest rated statement (Mean = 3.88, SD = 0.89). A well-designed feedback system is vital in ensuring effective communication between management, employees and stakeholders, and enabling learning, accountability and continuous improvement.

The results corroborate the findings of Musyoka and Muturi (2021) which found that monitoring and evaluation systems could improve organizational performance by strengthening accountability, improving project management and enabling evidence-based decision making. Likewise, Kusekwa (2020) discovered that the effective implementation of monitoring and evaluation in organisations helps them to identify the problems faced during implementation and also to make timely interventions that can enhance the performance of the project.

Stakeholder Involvement

Table 4: Stakeholder Involvement

Statement	Mean	Std. Dev
Employees are involved in planning	4.09	0.81
Public participation is encouraged	4.01	0.86

Partnerships improve project delivery	4.18	0.74
Stakeholder concerns are addressed	3.93	0.88
Communication with stakeholders is effective	4.06	0.79
Composite Mean	4.05	0.82

Table 4 indicates that, based on a composite mean score of 4.05 and a standard deviation of 0.82, on average respondents felt that the stakeholder participation procedures were implemented successfully within the state companies under the State Department for Roads. The results suggest the companies have recognized the importance of involving various stakeholders in strategy planning and service delivery. The most highly rated statement was that strategic partnerships help to produce better results in project delivery (Mean = 4.18, SD = 0.74). The results show that for the respondents, working in partnership with stakeholders like county governments, contractors, development partners, consultants and local communities is a vital aspect of improving the performance of projects. Strategic partnerships allow for resource mobilization, technical support, knowledge sharing and synergized project implementation of infrastructure projects, which in turn leads to better outcomes in service delivery.

The study also found that the employees are actively engaged in the strategic planning processes (Mean = 4.09, SD = 0.81). This discovery indicates that organizations facilitate their internal stakeholder's participation in the decision-making processes. Engaging employees creates a sense of commitment, understanding strategic goals, and ownership of organizational initiatives. Respondents further agreed that communication with stakeholders is good and on time (Mean = 4.06, SD = 0.79). Communication helps transfer information from the organization to the stakeholders and helps to maintain transparency and ensure stakeholders are updated on ongoing projects and the priority of the organization. Effective communication also helps to prevent escalation of issues into conflicts, which can impact project implementation.

The results also showed that there is a positive perception on project planning and implementation itself by encouraging public participation (Mean = 4.01, SD = 0.86). This suggests that state corporations do attempt to involve communities and road users in decisions that impact on infrastructure development and service delivery. Engaging the public helps organisations to learn what people want and need, and increase the likelihood that projects and programs are relevant and acceptable. While there was general agreement with the statement, the mean score was slightly lower indicating that some stakeholder concerns may not always be met in a timely and thorough manner. This discovery points to the importance of organizations improving the feedback mechanisms they have with their stakeholders and being more responsive to stakeholder issues. The results align with the findings of Agwanda (2020) who found that stakeholder involvement contributes to ownership, accountability, and sustainability of infrastructures. In line with this, Maleka (2023) concluded that participatory approaches enhance the public trust, transparency and effectiveness of public service delivery. The results also corroborate the findings Kusekwa (2020), who noted that the implementation of road infrastructure projects greatly relies on collaboration between government agencies, contractors and the community.

Service Delivery

Table 5: Service Delivery

Indicator	Mean	Std. Dev
Timeliness of service delivery	4.01	0.83
Quality of road infrastructure	4.16	0.72
Efficiency in resource utilization	4.08	0.77
Accessibility of services	3.96	0.88
Responsiveness to public needs	4.12	0.79
Composite Mean	4.07	0.80

The composite mean score of 4.07 with standard deviation of 0.80 indicated from Table 5 that the respondents in general had a good opinion on service delivery in the state companies under the State Department for Roads. The results suggest that the organizations have greatly enhanced the effectiveness, responsiveness and efficiency of services provided to the wider public. The most highly-rated statement was that the quality of road infrastructure services is improving over time (Mean = 4.16; SD = 0.72). This indicates that there is a good perception on the quality of road construction, maintenance and rehabilitation works carried out by the state corporations. The study also found that the organizations are quick to respond to the concerns and needs of their stakeholders (Mean = 4.12, SD = 0.79). The discovery is a sign that the state corporations are gradually becoming sensitive to the expectations of public and the feedback from the stakeholders. Public service responsiveness is one of the essential features of good public service delivery as it indicates the capacity of public service institutions to respond to new issues and adjust their services to the needs of their stakeholders. There was also consensus on the efficient use of resources in the implementation of projects (Mean = 4.08, SD = 0.77). Effective use of financial, human and technological resources is essential to value for money and to maximizing the impact of public investments. The discovery implies that the organizations are implementing strategies to enhance resource management and operational efficiency.

The results also showed a score of 4.01 (SD = 0.83) for the completion of road infrastructure projects within planned time, indicating that the projects are generally completed on time. On time project completion is one of the critical indicators of organizational performance as it ensures that the expected beneficiaries are being served on time and there are fewer cost overruns and delays in project implementation. Respondents indicated that projects are finished on schedule, but because the standard deviation was moderately high, it is possible that some projects may encounter delays due to a variety of operational and environmental issues. A statement with the lowest rating was that services are accessible to intended beneficiaries (Mean = 3.96, SD = 0.88). Overall, respondents agreed with the statement but the rather low mean score suggests a need for further work in providing equitable access to road infrastructure services in various regions and communities. The overall results suggest that the performance of the service delivery in the State Department for Roads state corporations is relatively good. The findings indicate that the organizations have taken significant action towards improving the quality of infrastructure, responsiveness to the needs of stakeholders, efficient use of resources and completion of projects within acceptable time frame. These accomplishments are aligned with the vision of enhancing transport infrastructure and enabling socio-economic development. The results align with the thoughts of Osborne and Gaebler (2021) that good public sector management can improve the efficiency, accountability and quality of services provided to citizens. Likewise, Robertson and Lee (2022) noted that organizations with strategic management practices are likely to have better outcomes in service delivery due to better planning, coordination, and resource utilization. The findings imply that the strategic planning processes, institutional capacity development, stakeholder engagement and performance management systems will continue to be critical to sustain and enhance the delivery of services in the State Department for Roads and its state corporations. These improvements are expected to make a huge impact in the country's development process in terms of connectivity, economic growth, and the quality of life of the people.

Correlation Analysis

Table 6: Correlation Matrix

Variable	SD	SPF	SPI	M&E	SI
Service Delivery	1				
Strategic Plan Formulation	.672**	1			
Strategic Plan Implementation	.731**	.645**	1		
Monitoring & Evaluation	.688**	.611**	.592**	1	
Stakeholder Involvement	.703**	.583**	.626**	.617**	1

**p < 0.01

All of the independent factors were positively and statistically related to service delivery, according to Table 6. This suggests that the State Department for Roads' state companies are able to enhance their service delivery by enhancing their strategic planning methods. The most significant positive correlation between strategic plan execution and service delivery was found to be 0.731 ($p < 0.01$), according to the data. This points to a robust and statistically significant correlation between improved service delivery results and the efficient execution of strategic goals. This study's results show that companies' service delivery effectiveness improves when their strategic goals are well-communicated, have sufficient resources, and have strong leadership.

Service delivery was positively and significantly correlated with stakeholder participation, according to the data ($r = 0.703$, $p < 0.01$). Accordingly, service delivery effectiveness improves when stakeholders are more actively involved in planning and execution. Participation from all parties involved improves project ownership, openness, accountability, and capacity to meet stakeholder demands. A substantial positive and statistically significant link was also demonstrated between monitoring and assessment and service delivery ($r = 0.688$, $p < 0.01$). According to the findings, firms have a greater chance of achieving improved service delivery outcomes if they consistently monitor performance, assess progress, and apply remedial actions. Management is able to enhance organizational performance with the use of timely information provided by monitoring and evaluation systems. Service delivery and the formation of strategic plans were shown to have a substantial positive association ($r = 0.672$, $p < 0.01$). Organizations that take the time to clearly define their strategic goals, scan their surroundings, align their plans with national policies, and include stakeholders in the planning process are more likely to produce excellent results when it comes to providing services. These results corroborate Strategic Management Theory which states that an organization's success is greatly impacted by how well its strategies are planned and executed, the results corroborate this theory. The results are also consistent with previous research study by Maleka (2023), Poister et al. (2020), and Musyoka and Muturi (2021) which found favorable connections between strategic planning techniques and organizational performance outcomes.

Multiple Regression Analysis

Model Summary

Table 7: Model Summary

R	R^2	Adjusted R^2	Std. Error
.854	.729	.706	.312

A high positive association between strategic planning methods and service delivery is suggested by the results in Table 7 which show that the coefficient of correlation (R) was 0.854. strategic plan implementation, monitoring and evaluation and stakeholders involves at the State department for roads for 72.9% of the variation in service delivery among state corporations a per the coefficient of determination (R^2) of 0.729. After taking into account the number of predictors in the model, the study variables continued to explain about 70.6% of the variance in service delivery, as shown by the modified R^2 value of 0.706. Other variables not accounted for in the research model could account for the remaining 27.1% of service delivery variance. The results indicate that the road sector state corporations service delivery performance is greatly affected by their strategic planning techniques.

ANOVA Results

The statistical significance of the regression model in predicting service delivery was assessed using the ANOVA findings. The findings are shown in Table 4.9.

Table 8: ANOVA

Source	Sum of Squares	df	Mean Square	F	Sig
Regression	18.672	4	4.668	31.842	.000
Residual	6.894	47	.147		
Total	25.566	51			

Regression model was shown to be statistically significant according to the ANOVA findings (F = 31.842, p = 0.000). The study accepted the model as adequate for understanding the association between service delivery and strategic planning methods because the significance value was less than 0.05. The results suggest that the independent factors namely strategic plan implementation, monitoring and evaluation and stakeholders significantly impact service delivery when taken together. This results in the rejection of the null hypothesis that there is no meaningful relationship between strategic planning techniques and service delivery.

Regression Coefficients

The regression coefficients were used to determine the individual contribution of each independent variable to service delivery. The results are presented in Table 4.12.

Table 9: Regression Coefficients

Variable	Beta	T	Sig.
Constant	0.912	2.871	.006
Strategic Plan Formulation	0.284	3.411	.001
Strategic Plan Implementation	0.337	4.125	.000
Monitoring & Evaluation	0.221	2.987	.004
Stakeholder Involvement	0.296	3.658	.001

The results showed that the creation of strategic plans significantly and positively affected the delivery of services ($\beta = 0.284$, $p = 0.001$). Assuming all other variables remain the same, this means that service delivery would improve by 0.284 units for an increase in in one unit of strategic plan development. Organizations are more likely to accomplish better results in service delivery if they engage stakeholders in planning, conduct environmental scans, establish clear strategic goals, and match plans with national regulations.

Qualitative Findings from Key Informant Interviews

Narrative Findings

Most participants agreed that effective strategic plan formulation provides organizational direction, aligns institutional priorities with national development goals, and ensures proper allocation of resources. They noted that environmental scanning and stakeholder consultation improve project prioritization and reduce duplication of activities.

Participants unanimously emphasized that implementation is the most critical stage of strategic management. They explained that leadership commitment, adequate financial resources, employee competence, and continuous supervision determine whether strategic plans are successfully translated into service delivery outcomes.

Participants reported that regular monitoring enables managers to identify project delays early, evaluate progress against planned targets, and implement corrective actions. They emphasized that performance reviews improve accountability and organizational learning. Several interviewees noted that continuous monitoring minimizes cost overruns and improves project completion rates.

Participants emphasized that involving communities, contractors, county governments, and development partners enhances transparency and improves project acceptance. They reported that stakeholder engagement reduces implementation conflicts and strengthens public confidence.

Participants consistently agreed that effective strategic planning integrates formulation, implementation, monitoring and evaluation, and stakeholder involvement into a continuous management process that improves service delivery. They emphasized that no single practice is sufficient in isolation; rather, all strategic planning practices operate together to enhance organizational performance.

Conclusions and Recommendations

Conclusion

The study shows that strategic planning practices are of significance in determining service delivery of state corporations under the State Department for Roads in Kenya. Strategic planning is the key to make organizations more effective, accountable, responsive and improve quality of services to the public.

The study has come up with a conclusion that the formulation of strategic plans has a significant contribution in the enhancement of service delivery. Planning organisations with clear strategic goals, extensive environmental scanning, a focus on national development priorities and an inclusion of stakeholders are more likely to have better service delivery results.

The study finds that the most influential strategic planning practice impacting service delivery is strategic plan implementation. Success of strategic plans hinges on sufficient resource allocation, good communication and leadership support, and coordinated implementation efforts. Organisations that can effectively break down strategic plans into programs and projects that can be acted upon deliver services in a more efficient, timely and quality manner.

Overall, the study demonstrates that monitoring and evaluation are essential tools for improving service delivery, as they help to ensure accountability, track performance, and drive continuous improvement. Good monitoring and evaluation systems help to detect implementation problems, track the progress toward strategic goals and take timely corrective actions.

The study finds that stakeholder engagement contributes positively to service delivery through being able to increase transparency, collaboration, ownership and responsiveness. Employee, community, contractor, county government and other stakeholder involvement enhances decision making and helps to achieve strategic initiatives.

Recommendations

Structured stakeholder engagement mechanisms should be made part of the management of state corporations in formulating strategic plans. This should involve meetings with employees, road users, county governments, development partners, contractors and local communities to ensure that the strategic priorities are those of the stakeholders.

Adequate financial, human and technical resources should be made available to support the implementation of strategic objectives by the government and organizational leadership. To minimize project delays and maximize efficiency in service delivery, funding flows and efficient budgeting practices are key. State businesses should implement a continuous management training system and performance accountability system to foster management skills.

The State corporations should improve their monitoring and evaluation systems, through the establishment of a full-scale measuring framework indicating performance, targets and reporting. This will allow for the timely monitoring of project performance and progress towards achieving strategic goals. Organizations need to invest in modern digital monitoring and evaluation platforms that offer real-time project performance data.

The State Department for Roads and the state corporations under it should establish formal stakeholder engagement policies to write a clear process for stakeholder identification, consultation, participation, and feedback during the entire stakeholder engagement process. There is a need to enhance public engagement in project planning, project implementation, and project evaluation processes.

State corporations should be constantly evaluating the needs and expectations of the road users and include customer feedback as part of planning and operations. This will improve responsiveness, accessibility and user satisfaction. Organizations should consider implementing a performance management system that incorporates performance goals for employees with the outcomes of service delivery.

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