



# **Strategic Planning and Management for Counties**

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Counties



# Scope of the Presentation

- Introduction and Background;
- Reform Strategies and Public Service Efficiency;
- Strategic Planning and Management;
- Strategic Planning Process;



# Expectation by End of Presentation

- Participants will have capacity to constructively participate in the development/review of the strategic plan/Integrated Plan



# Introduction and Background

- In early 2000, public service did not have:
  1. A clearly articulated mission;
  2. A shared vision;
  3. A clear strategic direction;



# Introduction and Background contd...

4. None of the ministries had a strategic plan;
5. Only a handful of state Corps and TIs had SPs, while all the then 175 LAs didn't have strategic plans;
6. Good Corporate Governance and Strategic Planning was regarded as a purely private sector affair;
7. Determination of performance was largely based on processes and activities.



# Introduction and Background contd...

8. There was inefficient exploitation, wastage and sometimes non-utilization of resources;
9. Economy was growing at a paltry 0.4%;
10. Public Sector had become a drain on the Exchequer for financial support;
11. Public trust was eroded;
12. Unresponsive service delivery culture;



# Reform Strategies contd...

Govt. therefore introduced the following initiatives:

- a. Development of 5-year strategic plan ► ERSWEC ► Kenya Vision 2030 (MTP I & II);
- b. Public institutions to develop strategic plans linked to the 5-year Vision 2030;
- c. Empowerment of citizens to demand excellent service as an entitlement;
- d. Systems to enhance public service ***efficiency***;



# How Do We Create Public Service Efficiency?

- By developing a competitive strategy,
- Thro' strategic planning and management,
- By effective change management,

***So what is:***

- ***Strategy?***
- ***Strategic planning?***
- ***Strategic management?***



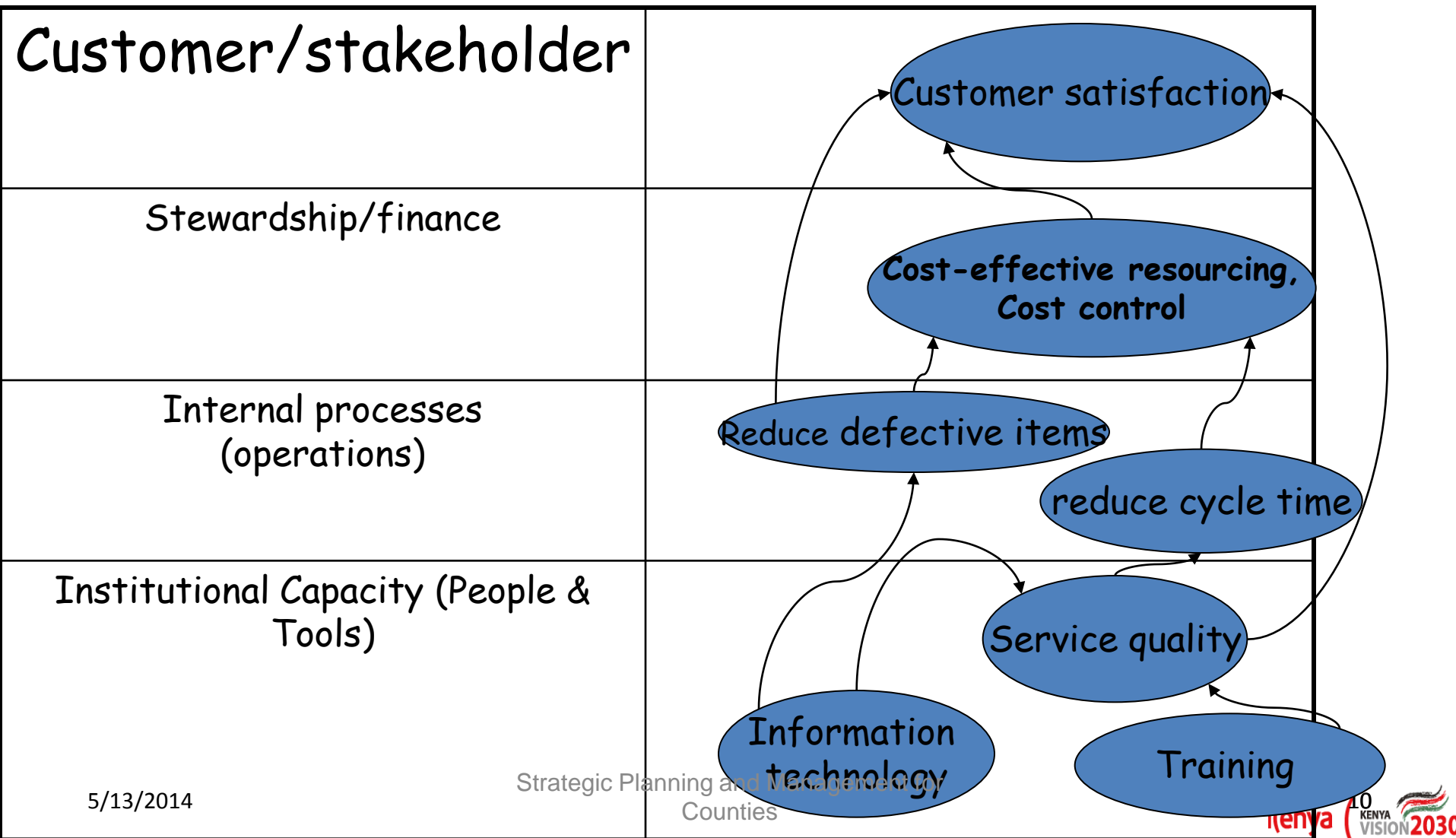


# What is Strategy?

- Strategies are the **means**, the *ways*, the **hows**, **whos** and the **methods** by which agencies accomplish their objectives.
- It's a **plan of action** that realizes competitive advantage;
- Approach or **game plan/plan of competition**;



# Strategy is a plan of how an agency creates value on key perspectives





# What is Strategic Planning?

→ Action-oriented process by which an agency envisions the future and develops goals, strategies and action plans for realizing the vision.

- Process encompasses the short, medium and long term views.
- Provides the road map to direct the future course of an agency.

*Therefore provides the strategic direction.*



# What is Strategic Management?

- ❑ Strategic Management is the process of:
  - Planning;
  - Directing/leading;
  - Organizing; and
  - Controlling an institution's strategy or strategic plan- related decisions and actions.



# Strategic Management contd...

- System for establishing and communicating an organization's vision, mission and strategy.
- Process of aligning day-to-day work to the strategy.
- Informs strategic decision making process.



# *The Strategic Planning Process:*

- Developing appropriate vision and mission
- Assessing → situational and external environment
- Developing Appropriate Strategy
- Developing Strategic Objectives
- Mapping strategy
- Developing Strategic Initiatives (activities/programs/projects)



## *The Strategic Planning Process contd...*

- Cascading of Strategic Intent
- Determining performance indicators/measures
- Evaluating & reporting performance



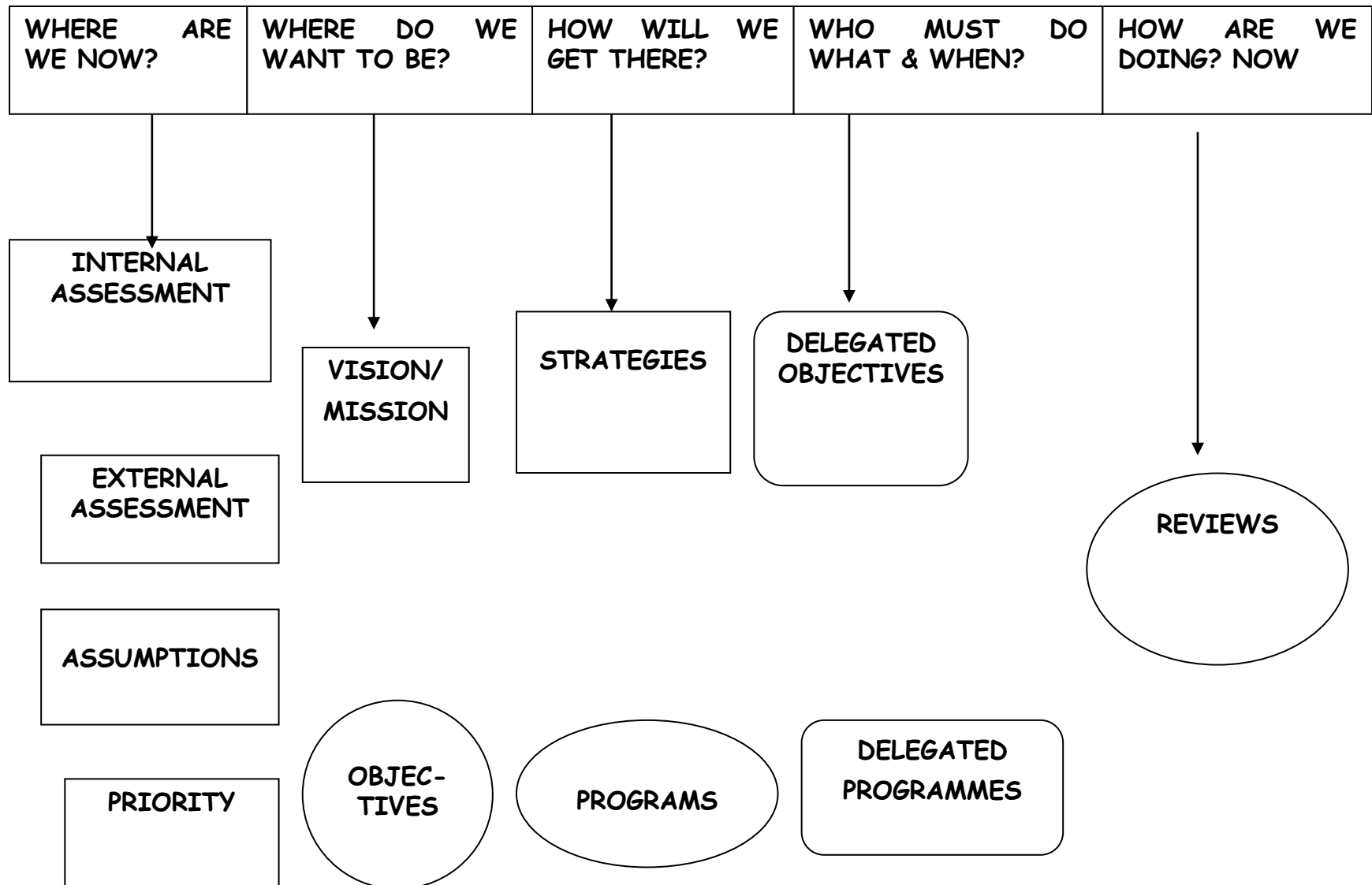
# The Logic of Strategic Planning







# The Strategic Planning Process Flow





# A: WHERE ARE WE NOW?

This entails carrying out:

- *internal assessment*, and
- *external assessment*

of all factors that impact on or relate to the performance of the agency.



## *Internal Assessment*

Involves dimensions which determine the areas of strengths, weaknesses and barriers to success.

These dimensions are:-

i. Organizational Dimensions

- ☐ Corporate culture
- ☐ Organizational Structure
- ☐ Operating Systems
- ☐ Caliber of employees & HR capacity
- ☐ Management practices



# *Internal Assessment...contd*

## (ii) Operational Dimensions

- ☐ cost efficiency
- ☐ financial structure
- ☐ technology
- ☐ innovation/new products
- ☐ market segments/performance
- ☐ asset condition/productivity



# *Internal Assessment...contd*

## **(iii) Resource base**

- tangible assets
- intangible assets
- organizational capabilities



# External Assessment

External Environment comprises factors that originate beyond agency's operating situation.

- (i) Political Factors
- (ii) Economic Factors
- (iii) Social Factors
- (iv) Technological Factors
- (v) Legal Factors
- (vi) Ecological Factors



# SWOT Analysis

Comprehensive internal & external analysis assists in carrying out SWOT analysis.

***But What is SWOT Analysis?***

**Strengths** - controllable internal areas of excellence

**Weaknesses** - controllable internal disadvantages

**Opportunities** - external possibilities for success

**Threats** - uncontrollable external negatives



# SWOT ANALYSIS contd...

## Organizational Strengths

- Areas that facilitate improvement of business processes.

## Organizational Weaknesses

- Areas where improvement is necessary to increase business growth.

## Organizational Opportunities

- New markets, Technological innovations

## Organizational Threats

- War





# Conducting SWOT analysis

	STRENGTHS	WEAKNESSES
Internal	<p>What do you do well?</p> <p>What unique resources can you draw on?</p> <p>What do others see as your strengths?</p>	<p>What could you improve?</p> <p>Where do you have fewer resources than others?</p> <p>What do others see as your weaknesses?</p>
	OPPORTUNITIES	THREATS
External	<p>What good opportunities are open to you?</p> <p>What trends could you take advantage of?</p> <p>How can you turn your strengths into opportunities?</p>	<p>What trends could harm you?</p> <p>What are competitors doing?</p> <p>What threats do your weaknesses expose you to?</p>



# B: WHERE DO WE WANT TO BE?

This is the critical stage which forms the foundation of a strategic plan.

- *What is the reason for our being?*
- *Where/what do we want to be?*
- *Involves formulating Vision & Mission*



# Developing an Agency's Mission/Vision

**MISSION** → what is our purpose/reason for being?

A mission statement defines:

- the business purpose/reason for existence.
- A source of energy and inspiration that provides the goal;
- A communication tool to build support and to mobilize resources



# Developing an Agency's Mission/Vision contd...

**VISION** → what is our picture of the future?

- a vision clarifies the purpose for the existence of an org;
- indicates where the org. wishes to be in the future;
- the ideal future positioning envisaged by the org;
- Provides forward direction.



# A Mission/Vision should be:

- Brief
- Memorable
- Imply future improvement/change
- Clear time frame
- Realistic
- Inspire action

The life expectancy of mission/vision should be based upon the rate of change in the operating environment.



# Sample Mission Statements

## Mission:

- To provide quality university education and training and to embody the aspirations of the Kenyan people and the global community through creation, preservation, integration, transmission and utilization of knowledge.
- To avail sufficient quality certified seed competitively through R&D to the satisfaction of stakeholders.
- *Mission Statement for County Government of...??*



# Sample Vision Statements

## Vision:

- A world-class university committed to scholarly excellence.
- Safe, efficient and reliable nuclear technology for electricity generation.
- The leading supplier of top quality seed in Africa.
- Vision Statement of County Government of...??



# C: How Do We Get There?

Refers to ways and means of getting to "Where we want to be". It therefore requires:

- clear understanding of the agency's ***strategic goals and objectives***; and
- actual formulation of the ***strategies and programs*** to achieve the goals.





# How Do We Get There?

## Contd...

### hard issues

- developing strategy
- strategy mapping
- strategic initiatives/objectives/themes/results

### soft issues

- developing core values
- building stakeholder support
- developing customer focus
- change management planning
- cascading the strategic intent



# Strategic Objectives

- ❑ Strategic objectives are *what an organization commits itself to accomplish in the long term.*
- ❑ Are *components of strategy.*
- ❑ Are *the continuous improvement activities* that must be carried out to achieve strategic results.
- A comprehensive SWOT analysis can be used to identify strategies and develop strategic objectives



# Strategic Objectives for County Government of ....?

- 1.
- 2.
- 3.
- 4.



# Core Values

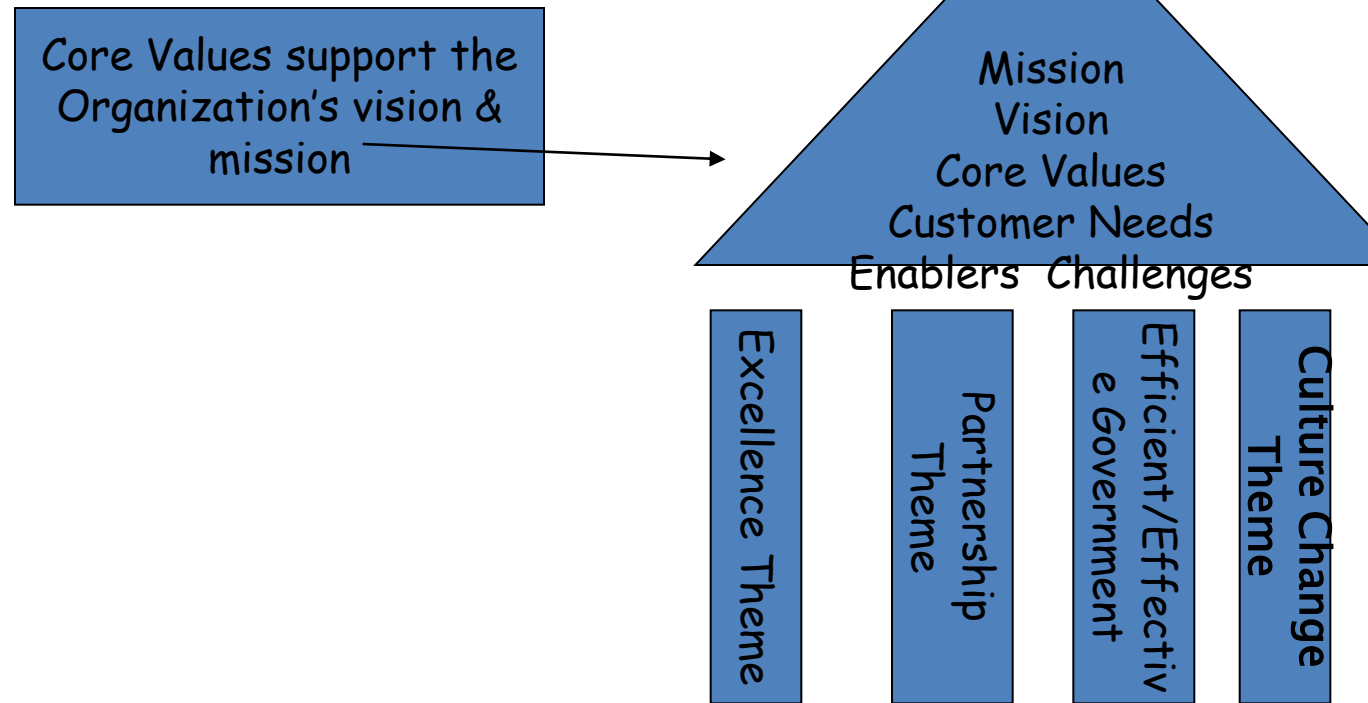
- *Guiding principles; what we believe in; the ideals, principles & philosophy at the core of an agency that leads to realization of the Mission and Vision, eg,*

- *Professionalism*
- *Integrity*
- *Service excellence*
- *Selflessness*
- *Dedication*
- *Commitment*
- *etc*

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# Core Values → identifying Core Values



- Core Values must support the vision and help clarify the mission
- Core Values should be embedded in the vision and mission and be values that all can relate to.



# Change Management Planning

- An organization's ability to learn and to rapidly translate that learning into action is the ultimate competitive advantage that aids realization of the Mission and Vision.
- Change is about people.



# Change Management Planning contd...

- ▶ To thrive, an organization must be able to create value and competitive advantage from the political, economic, social, technological, legal and ecological and constraints (PESTLE).
- ▶ Organizations must be able to respond to changes driven by PESTLE to remain competitive.
- ▶ Organizational change is a planned effort to improve an agency's capacity and thereby improve its effectiveness.



# THE EIGHT STEPS PROCESS OF CREATING MAJOR CHANGE

1. Establishing a sense of urgency
2. Creating the guiding coalition
3. Developing a vision and strategy
4. Communicating the change vision
5. Empowering Broad-Based Action
6. Generating Short-Term wins
7. Consolidating gains and producing more change
8. Anchoring new approaches in the org. culture





# D: WHO MUST DO WHAT & WHEN?

⇒ This involves *delegation* of objectives and programs/activities.

- ❑ Implementation of strategic plan begins when mgt delegates overall strategic objectives, program objectives, and action steps to work units and individuals
- ❑ Individuals are provided with the skills, power, resources, and authority to fulfill them.



# Delegation cont...

Delegation takes place at 2 main levels:

- overall strategic objectives , or parts of them, become the responsibility of the units and individuals most capable of carrying them out;
- responsibility for program action plans or key action steps goes to functional departments, teams or individuals



# Delegation cont...

- Every key objective and step in a strategic action plan becomes part of someone's personal objectives.
- Key responsibility of management is to  $\therefore$  identify the handful of "leverage" work units and individuals who will be charged with achieving strategic objectives and implementing programs.



## E: HOW ARE WE DOING?

This involves *accountability and periodic review* of the Strategic Plan.

Organizations need to:

- a) Review strategic plans and objectives.  
Review of the SP is an on-going process, both formal and informal, that should take place at every level.
- b) Hold **accountable** all those responsible for carrying out programs and meeting objectives.



# Accountability and Review

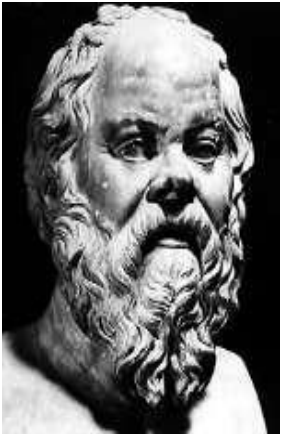
- Timely reviews allow organizations to:
  - take corrective action when plans are heading off track;
  - change priorities as the external environment and the internal situation change; and
  - reallocate financial, human and other resources as necessary.



# What you need to be...

46

*Socrates*



Ask the right  
Questions...

*Max Weber*



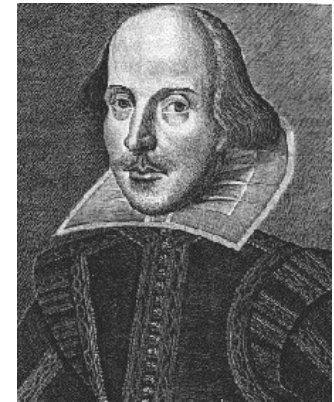
Do your  
homework...

*Machiavelli*



And make it  
Happen....

*Shakespeare*



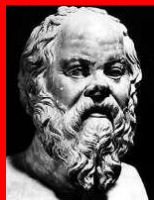
With the art of  
Communication...



# What you need to be: Socrates

47

## ASKING ENDURING QUESTIONS



- What do my members want?
- What do we need to achieve?
- Why should we do this?
- Who should be involved?
- Where are the key decisions taken?
- How are the decisions taken?
- With which audiences should we also be engaged?
- When should we do this?
- And how?



## What you need to be: Max Weber

48

### HOMEWORK: RESEARCH AND ANALYSIS



- Understand the internal organisation
- Identify threats and opportunities...
- And work through options
- Know the crucial actors...
- And in which arenas they operate
- Follow the dossiers and issues...
- Tracking time and phase in process
- And understand the methods of engagement...
- And which 'languages' and codes to use





## What you need to be: Machiavelli

49

AND MAKE  
IT HAPPEN



- Your internal organization
- Choosing the strategy
- Determining the targets
- Making relations and building networks
- Forming ad-hoc coalitions
- Bargaining
- Agenda-building
- Lobbying



## What you need to be: Shakespeare

50

### COMMUNICATE



- Crafting messages and communication tools
- Keeping members informed
- Frequently reviewing progress and evaluating strategy
- Sharing successes
- Discussing opportunities and challenges



# What you need to know

51

## THE FOUR 'P's'

- Powers
- Process
- Policy
- People



- “Now that you know  
–What to do?”

**Thank you’**

