

Strategic Evaluation on Performance of Kilifi County, Kenya

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Abstract: The study was guided by the following specific objective as to identify the influence of strategic evaluation on Performance of Kilifi County. The study used the following theories as resource-based view, goal setting theory, system theory, results-based theory. The study adopted a descriptive research design. The target Population was all county directors from all the 13 departments in of Kilifi County. Data collection instrument was structured questionnaire. Both primary and secondary data was collected. The researcher self-dropped and pick the duly filled questionnaires. Piloting was done to test the validity and reliability of data collection instrument. Data was organised, coded, edited to bring a meaning. Data was analysed and presented using the statistical package for social science SPSS version 29. Both descriptive and inferential statistics was done. Multiple regression was done to test the significant levels of one variable over the other. Analysis of variance was also be done. The finding will be of significant to the researchers, academicians, stakeholders and to the entire economy as a whole.

Keywords: strategic evaluation, descriptive research design, Data collection instrument, researchers, academicians, stakeholders, entire economy.

1. INTRODUCTION

The performance of county governments is often influenced by how effectively they plan and execute their developmental agendas. Strategic management enables counties to move from reactive, short-term administrative approaches to proactive, future-focused governance (Omondi, 2025). Through strategic planning, county leadership can identify priority areas—such as healthcare, infrastructure, education, and agriculture—and allocate budgets and personnel accordingly. This structured approach reduces redundancy, prevents misuse of public resources, and ensures that projects align with citizen needs and national development goals.

Globally, strategic management has been embraced as a critical driver of efficiency, responsiveness, and innovation in public sector governance, including at the sub-national or county levels (Massila et al., 2024). From developed nations to emerging economies, governments increasingly recognize that strategic management is not just a corporate concept but a necessary tool for enhancing public service delivery and citizen satisfaction. Countries such as Canada, the United States, and Sweden have adopted performance-based strategic planning models at the local government level, where counties or municipalities operate with clearly defined missions, measurable goals, and continuous performance evaluation mechanisms (AlQutob et al (2020). These global best practices emphasize participatory planning, data-driven decision-making, and adaptability to dynamic socio-economic challenges elements that directly influence performance outcomes (Ameen et al., 2020).

In countries like Rwanda and South Africa, decentralization reforms have been accompanied by the integration of strategic management frameworks to guide local government planning, budgeting, and implementation. These frameworks often draw on international models such as the Balanced Scorecard and Results-Based Management, adapted to suit local needs (Hassan, 2021). For example, local governments are encouraged to align their strategic objectives with national development visions and global agendas such as the UN Sustainable Development Goals (SDGs) (Cherian et al 2021). This alignment ensures coherence across governance levels while promoting transparency, accountability, and results-oriented development.

For county governments in developing countries, including Kenya, learning from global perspectives involves adopting strategic options such as public-private partnerships (PPPs), digital governance tools, and community-based planning models. These strategies have been used successfully elsewhere to enhance fiscal performance, streamline service delivery, and foster innovation. Additionally, global perspectives encourage counties to embrace strategic risk management, stakeholder engagement, and capacity development as integral parts of the strategic process. However, transferring global strategic management options to county governments is not without challenges. Differences in political structures, institutional maturity, and resource availability may limit direct application. Therefore, contextualization is crucial—counties must adapt these global models to local realities while maintaining the core principles of strategic thinking. International development organizations and donor agencies can play a role by providing technical support, training, and benchmarking tools to enhance local strategic capacity.

Strategy as practice perspective looks at strategy as something people do. Strategic practice is based on the common sense idea that we have to relate tactics to strategy and strategic goals. This involves asking what kind of choices organizations must make in order to be effective in the short term and at the same time take on this challenge (McKiernan, 2006).

Fuertes et al (2020) revealed that processes required to achieve organizational goals in order to confront the challenges of strategic management includes environmental analysis, strategy formulation, modern strategy implementation, and effective human resources management. Similar practices are applied through strategic planning.

Strategic management adoption consists of three basic elements, strategy formulation, implementation, evaluation and control (AlQutob et al (2020)). It is within these three elements that strategic management adoption are manifested and is also described as the strategic management process (Ameen et al., 2020). The concept of organizational performance is core to businesses because the major objective of businesses is to make profits. Alsyouf et al (2021) state that one of the important questions in business has been why some organizations succeed and why others fail and this has influenced a study on the drivers of organizational performance. Virtaneva et al (2021), asserts that for an organization to be successful it has to record high returns and identify performance drivers from the top to the bottom of the organization. Hassan and Jiang, (2021) highlight performance measurement as one of the tools which helps firms in monitoring performance, identifying the areas that need attention, enhancing motivation, improving communication and strengthening accountability.

Regionally, firm's performance requires strategic management adoption involving the art and science of formulating, implementing, and evaluating cross- functional decisions that enable an organization to achieve its objectives (Ekon & Bemnet, 2022;). According to Agrawal (2016), it is the formal process, or set of processes, used to determine the strategies (actions) for the organization. For organisational performance to be of quality, strategic management has to focus on many areas, including; the integration of management, marketing, finance/accounting, production/operations, research and development and computer information systems, hence; Strategy as practice for organisational performance perspective looks at strategy as something people do (AlDhaheri et al.,2023). Strategic practice is based on the common sense idea that we have to relate tactics to strategy and strategic goals (Nwanekezie, et al.,2022). This involves asking what kind of choices organizations must make in order to be effective in the short term and at the same time take on this challenge (Khalid et al., 2020). Slabbert, et al (2018) did a study on the role of Strategic management adoption on Organizational Performance of United Nations Development Programme in Mogadishu, Somalia. The findings revealed that there is a strong relationship between strategic management adoption and organisational performance.

Locally, strategic management adoption consists of four basic elements, strategic planning, implementation, evaluation and control (Yusuf et al.,2022). It is within these four elements that strategic management adoption are manifested and is also described as the strategic management process. Strategic leadership adoption is a component of strategic management adoption that involves provision of direction and leadership toward implementation of planned strategy. Strategy formulation is the development of long-range plans for the effective management of environmental opportunities and threats, in light of corporate strengths and weaknesses (Kanano, et al., 2021). It includes defining the corporate mission, specifying achievable objectives, developing strategies and setting policy guidelines.

Strategic evaluation is the process of assessing the effectiveness and success of an organization's strategies in achieving its objectives. It involves reviewing whether the chosen strategies are working as intended, identifying gaps or deviations, and making necessary adjustments. Strategic evaluation ensures that organizational activities remain aligned with goals, environmental changes, and long-term vision. Strategic evaluation makes managers to be in tune with what is required to

galvanize the whole processes in the firm for better achievement going forward. It is a process through which businesses learn how to define perspective by applying teamwork, critical thinking and continuous improvement (Kiaei, et al., 2016). It is a process that embeds the manner in which people think and rethink, evaluate, view, and conduct the future for themselves and others (Al-Qatamin & Esam, 2018). It contributes to broad, general, overarching concepts that focus the future direction of an organization based on anticipated environmental conditions (Goldman, 2016).

Nzuve and Nyaega (2012) opined that Performance management and improvement is at the heart of strategic management because a lot of strategic thinking is geared towards defining and measuring performance. Awino (2011) asserts that for an organization to be successful it has to record high returns and identify performance drivers from the top to the bottom of the organization.

Organizations create transformational leadership teams who have the knowledge, insight and experience to help organizations create a flexible, scalable and cost effective platform for delivering functional and business enabling processes (Kanano and Wanjira, 2021). Khalid and Nusari, (2020) indicate that improvement in Organisational performance is also informed by the need to grow and expand services, take advantage of opportunities or merely to implement new knowledge which can come up with action plans. In many developing countries, the issue of firms performance is a challenge that needs to be addressed given the low quality of service provision and the pressing needs of the poor (Besley and Ghatak, 2017). Khalid et al., (2020) supports this view when he states that local councils in Malaysia continue to face pressure to improve their firms. The increased level of education of the population has led to a more vocal and more discerning citizenry that expects better services and accountability from its local government. Moreover, rapid industrialization and urbanization of countries have created a challenging environment for the local government (Hunt, 2021).

The world is increasingly getting complex, and so are organizations. With multiple dynamic and competing factors coming into play, there is need to put in place effective strategic management plan to meet modern management challenges (Alukonya, 2021). To compete successfully in this environment, organizations continually need to improve their performance by reducing cost, innovating products and processes and improving quality, productivity and speed to market (Bryson et al., 2022). Proper strategic management adoption should provide a platform for all relevant stakeholders in project identification, timely and adequate absorption of development funds to implementation of planned projects and programs (Chungyas, et al., 2022).

A number of studies on strategic management adoption in various organizations have been carried out in the past. On the international front (Almansoori, et al., 2023) who studied on influence of strategic management adoption in governments in Europe using a correlational research design noted that change is needed when environmental conditions change. In Africa the Rwandese Association of Local Government Authorities (RALGA) in 2010 reported on the factors affecting Performance in local governments. However, it did not empirically examine the strategies that can be adopted to improve Performance in local authorities. Locally a study by Njau (2001) on challenges of strategy implementation concluded that whereas some firms realized the need to change their strategy due to change in the competitive environment, they lacked finances and managerial empowerment to do so. This study therefore sought to identify the influence of strategic evaluation adoption on performance of Kilifi County, Kenya

2. STRATEGIC EVALUATION ON ORGANISATIONAL PERFORMANCE

Organizations, regardless of size, strive to remain competitive on a constant basis in order to stay in business and prosper (Al Saadi, & Al Mahasina, 2021). However, owing to the dynamic and tumultuous business climate, a competitive organization may fall well short of its aims, goals, and objectives. Adani et al., (2021) avers that all business entities encounter dynamic and sometimes complex situations occasioned by huge discontinuities that take place in a typical business environment. In such a constantly changing environment, organizations require a strategic look at issues. Capturing this, Sial et al., 2023 and Kaphale 2023) opine that the changes in the market call for an innovative thinking technique to be able to successfully navigate through the market hurdles. This brings to the fore the concept of strategic evaluation. The study by Abdalla (2015), argues that more than ever organizations need to achieve the very best training and performance improvement possible. Today's competitive environment requires a workforce that cannot only learn quickly, but that can rapidly and consistently transform new learning into enhanced individual, team, and organizational performance. The source finds that thoughtful, efficient, and constructive evaluation is at the heart of continuous improvement and is vital to unlocking the desperately needed potential of learning for performance improvement.

Similar sentiments are shared in Chepkwony (2016) where it is argued that when the evaluation is held as sacred in an organization. The two studies agree on the fact that there is always the feeling that an individual needs to perform when there is a prospective evaluation than when there is none. For this reason, it is believed in both cases that strategy evaluation impacts performance as it drives up the urge to perform highly and impress during evaluation. However, the effect of evaluation can be separated into two aspects of formative and summative assessment (Xiao et al. 2022). Its findings suggested that strategic summative evaluations provide a method for verifying the efficiency and effectiveness of organizational strategies, as well as a way to determine whether the strategy being implemented is moving the business toward its intended strategic objectives.

The evaluations were also found to help in establishing when and what actions are necessary to align business performance with the targets. In Yuliansyah, Rammal, and Rose (2016), summative evaluations are lauded for their comprehensiveness in establishing performance. The argument presented therein is that it is rather impossible for an evaluation to thoroughly measure performance accurately unless the period has come to an end. While this may be true to some extent, other studies have also opined that there are periodical criteria that are used and do not require for the end of a financial period for them to be valid.

Chenhall (2005) opines that strategic evaluations begin by establishing a performance target according to business objectives. This performance target includes both qualitative and quantitative performance benchmarks to which the individual and organizational performance is compared to actual. Qualitative benchmarks are subjective factors such as skills, competencies, and flexibility. Quantitative benchmarks include "hard facts" such as net profit, earnings per share of stock or staff turnover rates.

In the study by Goodwin and Wright (2001), strategic evaluations are observed to work under the assumption that because the business environment is dynamic, variances will commonly exist between ideal and actual performance. Regular strategic evaluations provide an objective, effective way for a business to evaluate, analyse and modify performance expectations. A favourable variance can tell a business what it's doing right and confirm it's on the right track while a negative variance can be a signal that the performance of management and staff needs to change. With such information, Bunnefeld, Hoshino, and Milner-Gulland (2011) advise that business is well positioned to work towards the improvement of performance to match or surpass expectations.

Additionally, the source suggests that summative evaluations ought to be about measuring performance concerning the standards set at the beginning of a period. To make evaluations effective in influencing future performance, it is vital for management to consider revising goals at the end of a season if there is a need to do so. The purpose is to make goals both challenging and realistic (Tayler, 2010). Baker, Collier and Jayaraman (2017) argue that when summative strategic evaluations pinpoint areas where the business did meeting strategic objectives, corrective actions can attempt to solve the problem in future periods. A good example cited in the source is if a business establishes strategic technical goals are not achieved because staff do not have up-to-date qualifications, the business can design training programs that bring skill sets in line with technical objectives.

Pérez-López, Moreno-Romero and Barkemeyer (2015) argue that if a business discovers the business object itself is out of line – such as unrealistic goals – it can take steps to change the objective and bring it to the line with real-life potential. Summative evaluation role in organizational performance was the subject of investigation in Alidrisi and Mohamed (2012) where it was established that it creates the feeling of responsibility among management and staff of a firm. Previous strategy evaluations also provide guidance and directions that are to be followed in subsequent periods for better performance.

Summative evaluations in business are also said to be beneficial in positively influencing performance because they seek to reveal the deficiencies that have caused an aspect to fail. This kind of evaluation is both forward-looking and also considering historical information. According to Bhattacharyya and Cummings (2015), its purpose is always to look for better ways of achieving organizational goals. It does not matter whether goals have been achieved or not; summative evaluations must still present recommendations for better practices in the future nevertheless.

2.1 Performance of Kilifi County

With successful strategic management adoption means that the organisations will be able to achieve its objectives in a timely and in competitiveness since it is concerned with the overall productivity in an organization in terms of stock turnover, customers, profitability and market share (Shahzad et al., 2020). The concept of organizational performance is core to

businesses because the major objective of businesses is to make profits. Dastmalchian et al., (2020) state that one of the important questions in business has been why some organizations succeed and why others fail and this has influenced a study on the drivers of organizational performance.

Organizational performance is concerned with the overall productivity in an organization in terms of stock turnover, customers, profitability and market share (Liang et al, 2022). The concept of organizational performance is core to businesses because the major objective of businesses is to make profits. Iravo et. al., (2013) state that one of the important questions in business has been why some organizations succeed and why others fail and this has influenced a study on the drivers of organizational performance. Namada, (2022) views performance as a formula for the assessment of the functioning of an organization under certain parameters such as productivity, employee' morale and effectiveness. Nzuve and Nyaega (2012) opined that Performance management and improvement is at the heart of strategic management because a lot of strategic thinking is geared towards defining and measuring performance. Awino (2011) asserts that for an organization to be successful it has to record high returns and identify performance drivers from the top to the bottom of the organization. Kamariotou & Kitsios, (2022). identified three approaches to performance in an organization which are the goal approach, which states that an organization pursues definite identifiable goals. This approach describes performance in terms of the attainment of these goals (Liang et al, 2022). The second approach is the systems resource approach which defines performance as a relationship between an organization and its environment (Dastmalchian et al., 2020). This concept defines performance according to an organization's ability to secure the limited and valued resources in the environment (Namada, 2022). The third approach is the process perspective which defines performance in terms of the behaviour of the human resource of an organization (Waiganjo et. al., 2012). Kiragu (2005) highlights performance in terms of four perspectives which are the financial, customer, internal processes and innovativeness. The financial perspective identifies the key financial drivers of enhancing performance which are profit margin, asset turnover, leverage, cash flow, and working capital (Odhuno and Wadongo, 2010).

Fwaya (2006) views performance as a formula for the assessment of the functioning of an organization under certain parameters such as productivity, employee' morale and effectiveness. Nzuve and Nyaega (2012) opined that Performance management and improvement is at the heart of strategic management because a lot of strategic thinking is geared towards defining and measuring performance. Awino (2011) asserts that for an organization to be successful it has to record high returns and identify performance drivers from the top to the bottom of the organization.

Odhiambo (2009) states that the first approach describes performance in terms of the attainment of these goals. The second approach is the systems resource approach which defines performance as a relationship between an organization and its environment. This concept defines performance according to an organization's ability to secure the limited and valued resources in the environment. The third approach is the process perspective which defines performance in terms of the behaviour of the human resource of an organization (Waiganjo et. al., 2012).

Kiragu (2005) highlights performance in terms of four perspectives which are the financial, customer, internal processes and innovativeness. The financial perspective identifies the key financial drivers of enhancing performance which are profit margin, asset turnover, leverage, cash flow, and working capital (Odhuno and Wadongo, 2010). The customer focus describes performance in terms of brand image, customer satisfaction, and customer retention and customer profitability. Internal processes involve the efficiency of all the systems in the organization while innovativeness is concerned with the ease with which a firm is able to adapt to changing conditions.

3. METHOD

This study adopted a descriptive research design. Thus, the target population for the study was comprised of 45 heads of departments in the county government of Kilifi. Since the study population was small, the study worked with entire population which is census. Data collection instrument was questionnaire and other information relevant to the study. A structured questionnaire was administered to the respondents. The Primary data collection instruments was mainly research questionnaires. The Secondary data collection instruments was bank journals, county government statements and information. The researcher took a letter from the School of business in JKUAT. Piloting was done to test the validity and reliability of the data collection instrument. The data was reduced, organized, coded, edited, classified using a table and analyzed to bring out the meaning under each of the factors. Ezzy (2002) defines coding in thematic analysis as the process of identifying themes or concepts that are in the data. The objective here is to construct a systematic account of what has

been recorded, and by so doing construct a theory around the problem statement. According to Cooper and Schindler (2011), descriptive analysis involves a process of transforming a mass of raw data into tables, charts that are a vital part of making sense of the data. Once data is collected, it was be crosschecked and verified for errors, completeness and consistency. It was then be coded, entered and analysed descriptively using IBM Statistical Package for Social Sciences (SSPS version 29). Pearson correlation analysis was used to test the relationship between variables in the study hypotheses. ANOVA multiple linear regression analysis was adopted computed to determine the statistical relationship between the independent variable and the dependent. The multiple linear regressions model was as follows; $Y = \beta_0 + \beta_1 X_1 + \varepsilon$

Where: Y = Performance of Kilifi County, β_0 = Intercept or constant value, β_i = partial regression coefficient ($i = 1$), X_1 = Strategic Evaluation, ε = Error

Analyzed data was presented descriptively using tables and graphs.

4. DISCUSSIONS

Strategy evaluation is a critical tool for managers to understand reasons behind failures and success of certain objectives, performance standard and/or any other performance indicator (Strydom, 2011). In this sense, evaluation is used as strategic learning tool and has continued to to play a role in strategy formulation and implementation. Literature on strategy evaluation has proposed several approaches to strategy evaluation exercise The fourth specific objective of the study was to identify the influence of strategic evaluation adoption on Performance of Kilifi County. The respondents were requested to indicate their level of agreement on various statements relating to the influence of strategic evaluation adoption on Performance of Kilifi County. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 4. 1.

From the results, the respondents agreed that organizational strategic evaluation includes the shared beliefs, norms and values within the business. This is supported by a mean of 4.353 (std. dv = 0.822). In addition, as shown by a mean of 3.845 (std. dv = 0.764), the respondents agreed that for a strategy within an organization to develop and be implemented successfully, it must fully align with the county's policies. Further, the respondents agreed that periodic monitoring and evaluation must be established within an organization to support and establish an organizational culture that embraces the organization's strategy over time. This is shown by a mean of 3.894 (std. dv = 0.695). With a mean of 3.735 (std. dv = 0.874), the respondents agreed that to make evaluations effective in influencing future performance, it is vital for management to consider revising goals at the end of a season if there is a need to do so. Further, with a mean of 3.795 (std. dv = 0.767), the respondents agreed that frequent evaluations requires managers to think beyond routine procedures in order to concentrate on intended long-term strategic business purposes. The respondents respectively agreed that Strategic evaluation adoption enhances organizational performance. This is shown by a mean of 3.588 (std. dv = 0.878).

Table 4.1: Influence of Strategic Evaluation Adoption on Performance of Kilifi County.

	Mean	Std. Deviation
Organizational strategic evaluation includes the shared beliefs, norms and values within the business	4.353	0.822
For a strategy within an organization to develop and be implemented successfully, it must fully align with the county's policies	3.845	0.764
Periodic monitoring and evaluation must be established within an organization to support and establish an organizational culture that embraces the organization's strategy over time	3.914	0.715
To make evaluations effective in influencing future performance, it is vital for management to consider revising goals at the end of a season if there is a need to do so	3.845	0.984
Frequent evaluations requires managers to think beyond routine procedures in order to concentrate on intended long-term strategic business purposes	3.815	0.877
Strategic evaluation adoption enhances organizational performance	3.698	0.988
Aggregate	3.702	0.878

4.1. Performance of Kilifi County, Kenya.

Performance management is simply the attainment of set goals and objectives through efficient, effective and economic use of resources. The respondents were requested to indicate their level of agreement on various statements relating to the effect of Performance of Kilifi County. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in table 4.2.

From the results, the respondents agreed that with successful strategic management adoption means that the firms will be able to achieve its objectives in a timely and in competitiveness since it is concerned with the overall productivity in an organization in terms of stock turnover, customers, profitability and market shares. This is supported by a mean of 4.281 (std. dv = 0.957). In addition, as shown by a mean of 3.978 (std. dv = 0.841), the respondents agreed that A suitable strategies should assist the management team to achieve high performance in the organization. This is shown by a mean of 3.823 (std. dv = 0.752). The respondents also agreed that Inclusion of stakeholders in the top management team only enhances firm performance if it brings about a long-term orientation among management. This is shown by a mean of 3.812 (std. dv = 0.843). With a mean of 3.743 (std. dv = 0.925), the respondents agreed that Organizational performance should relate to how successfully an organized group of people with a particular purpose of commitment perform a function to achieve great results measured in terms of the value delivered to customers. The respondent also agreed that the concept of organizational performance is core to businesses because the major objective of businesses is to make profits through customer satisfaction e.t.c. This is shown by a mean of 3.961 (std. dv = 0.911).

Table 4.2: Performance of Kilifi County, Kenya.

	Mean	Std. Deviation
With successful strategic management adoption means that the firms will be able to achieve its objectives in a timely and in competitiveness since it is concerned with the overall productivity in an organization in terms of stock turnover, customers, profitability and market share	4.281	0.957
A suitable strategies should assist the management team to achieve high performance in the organization	3.978	0.841
Inclusion of stakeholders in the top management team only enhances firm performance if it brings about a long-term orientation among management	3.823	0.752
For a firm to be successful it has to record high returns and identify performance drivers from the top to the bottom of the organization	3.812	0.843
Organizational performance should relate to how successfully an organized group of people with a particular purpose of commitment perform a function to achieve great results measured in terms of the value delivered to customers.	3.743	0.925
The concept of organizational performance is core to businesses because the major objective of businesses is to make profits through customer satisfaction e.t.c	3.961	0.911
Aggregate	3.997	0.841

4.2 Inferential Statistics

Inferential statistics in the current study focused on correlation and regression analysis. Correlation analysis was used to determine the strength of the relationship while regression analysis was used to determine the relationship between dependent variable (Performance of Kilifi County, Kenya and the independent variable (strategic evaluation adoption).

4.2.1 Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (strategic evaluation adoption) and the dependent variable (Performance of Kilifi County, Kenya) dependent variable. Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients. The current study employed Taylor (2018) correlation coefficient ratings where by 0.80 to 1.00 depicts a very strong relationship, 0.60 to 0.79 depicts strong, 0.40 to 0.59 depicts moderate, 0.20 to 0.39 depicts weak.

Table 4.3: Correlation Coefficients

	Performance of Kilifi County		strategic evaluation adoption	
Pearson Correlation	1			
Performance of Kilifi County Sig. (2-tailed)				
N	39			
Pearson Correlation	.944**		1	
strategic evaluation adoption Sig. (2-tailed)	.000			
N	39		39	

The results also revealed that there was a very strong relationship between strategic evaluation adoption and Performance of Kilifi County ($r = 0.944$, p value = 0.000). The relationship was significant since the p value 0.000 was less than 0.05 (significant level).

4.2.2 Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (strategic evaluation adoption) and the dependent variable (Performance of Kilifi County).

Table 4.4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.899	.731	.726	.324122

a. Predictors: (Constant), strategic evaluation adoption

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r -squared for the relationship between the independent variables and the dependent variable was 0.731. This implied that 73.1% of the variation in the dependent variable (Performance of Kilifi County) could be explained by independent variables (strategic evaluation adoption).

Table 4.5: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.351	1	3.241	42.17	.000 ^b
	Residual	6.471	38	.039		
	Total	39.722	39			

a. Dependent Variable: Performance of Kilifi County

b. Predictors: (Constant), strategic evaluation adoption

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 42.17 while the F critical was 2.013. The p value was 0.000. Since the F -calculated was greater than the F -critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of strategic evaluation adoption on Performance of Kilifi County.

Table 4.6: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.559	0.032		4.434	0.000
	strategic evaluation adoption	0.733	0.094	0.524	4.123	0.000

a Dependent Variable: Performance of Kilifi County.

The regression model was as follows:

$$Y = 0.559 + 0.733X_4 + \varepsilon$$

The results revealed that strategic evaluation adoption has significant effect on Performance of Kilifi County. ($\beta_1=0.733$, p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05.

5. CONCLUSIONS AND RECOMMENDATIONS

The specific objective of the study was to identify the influence of strategic evaluation adoption on Performance of Kilifi County. The finding showed that organizational strategic evaluation includes the shared beliefs, norms and values within the business and that for a strategy within an organization to develop and be implemented successfully, it must fully align with the county's policies. Further, the findings indicated that periodic monitoring and evaluation must be established within an organization to support and establish an organizational culture that embraces the organization's strategy over time and that to make evaluations effective in influencing future performance, it is vital for management to consider revising goals at the end of a season if there is a need to do so. The findings also showed that frequent evaluations requires managers to think beyond routine procedures in order to concentrate on intended long-term strategic business purposes and that strategic evaluation adoption enhances organizational performance.

Based on the findings, the study concluded that strategic evaluation adoption has significant effect on Performance of Kilifi County. ($\beta_1=0.733$, p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05.

The study came up with the following recommendations; the management of the county government should fully align with the county's policies to have periodic monitoring and evaluation established within an organization to support and establish an organizational culture that embraces the organization's strategy over time. The county government should consider revising goals at the end of a season if there is a need to do so for effective evaluations.

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