

**EFFECT OF INTERNAL ENVIRONMENT ON FORMULATION OF STRATEGIC
PLANS IN PUBLIC SECONDARY SCHOOLS IN NYANDARUA WEST, KENYA**

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ABSTRACT

A Strategic Plan is a road map for any organization to achieve its long term goals. Majority of schools in Nyandarua West do not have well formulated Strategic Plans despite the Ministry of Educations directive in 2006. This study sought to establish why formulation of Strategic Plans has not been properly done in many Public Secondary Schools in the region. The study was guided by the following objectives; to determine the effects of availability of finance, leadership style, organizational culture and management attitude and skills on formulation of Strategic Plans. The research was based on Michael Porter's "Five Forces Model" used to analyze the competitive advantage of an enterprise. A survey research design was used in the study, A target population of 372 which included the Parent/Teachers Associations (PTA) members, the Board of Management (BOM), Principals and Teachers was used. A sample population of 112 respondents was obtained using stratified random sampling and purposive sampling from PTA, Teachers, BOM and Principals from a cluster of schools in two zones, purposively selected. The research instruments used were questionnaires and interviews. Questionnaires were administered through a drop and pick later methods to teachers and members of BOM/PTA. Interviews were conducted on Principals or their Deputies and the chairpersons of BOM/PTA. Data was analyzed and presented through the frequency distribution tables, pie chart, regression analysis, correlations coefficients and percentages. Statistical model showed that Formulation of Strategic Plans= 1.622(Constant) +0.334(Leadership Style) + 0.134(Availability of Finance) + 0.94(Management Attitudes and Skills)+0.64(Organization Culture) + error term. This implied that management attitudes and skills had the highest influence, then organization culture followed by leadership style while availability of finance had the least influence. Some specific findings were that good management was important in formulation of Strategic Plans that and funds are not available to enhance the process of formulating Strategic Plans. Schools did not embrace Strategic Planning. Leaders did not allow participation of all stakeholders in Strategic Planning process. The study recommended that management should provide guidelines and encourage all stakeholders to participate in formulation of Strategic Plans by ensuring that they get the required skills through seminars and workshops. Funds should be provided to enable formulation of Strategic Plans and schools culture should embrace Strategic Planning. These finding will be used by both the public and the private sector to enhance formulation of good Strategic Plans in order to improve their efficiency and enhance service delivery.