

Strategic Management Practices and Service Delivery in Public Institutions in Rwanda

A Case of National Land Centre

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A Research Project Submitted in Partial Fulfilment of the Requirement for the Award of Degree of Master of Business Administration (Strategic Management Option) of Mount Kenya University

DOI: 10.29322/IJSRP.11.01.2021.p10912
<http://dx.doi.org/10.29322/IJSRP.11.01.2021.p10912>

Abstract- The purpose of this study was to investigate the effect of strategic management practices on service delivery of the public institution in Rwanda and National Land Centre. The specific objectives were to determine the effect of strategic formulation practices on service delivery in National Land Centre, to examine the influence of strategic implementation practices on service delivery in National Land Centre, to assess the relationship in strategic evaluation, control practices and service delivery in National Land Centre. Methodology used here, research design mixed approach to facilitate the researcher to earn qualitative was drawn from literature and quantitative data from the field primary data and other review of secondary data. The target population; was composed of 116 employees in various categories which includes 6 senior management, 46 members of NLC, 24 district land officers and 30 sector land officers among the beneficiaries. The researcher used Yamane's formula to estimate the sample size of 90 for this study and the respondents randomly chosen from staffs and beneficiaries who have knowledge in strategy formulation, implementation and evaluation in relation to service delivery. Data collection instrument used was questionnaire. Findings were interpreted and presented according to specific objectives. The 91.1% results showed that strategic management practices had a significant positive impact on service delivery of the National Land Centre.

According to the research findings, the multiple implementations at the National Land Centre played a moderately positive role in shaping service delivery. The majority of respondents indicated that a performance target is the implementation strategy used in NLC. The strategic evaluation played the least role in the positive service delivery of the National Land Centre. The study concludes that a significant relationship exists between strategic formulation, implementation, evaluation and service delivery in National Land Centre. Therefore, the study recommends that to improve service quality, the National Land Centre should concentrate more on the importance of policy formulation, implementation and evaluation. Executives of state land centre need to follow strategic approaches to enhance service delivery. Mission and vision statements should be clearly formulated and communicated to staff members.

Index Terms- Service Delivery: Service delivery is the process of providing a service to customers or the internal clients of an

organization. It typically includes processes to design, develop, deploy and operate services. In many cases, service delivery also includes management of the contractual and financial aspects of service level agreements.

Strategic evaluation: The strategic evaluation consists of measuring the impact that has had the strategic planning, opening the possibility of taking the necessary corrective actions. This process serves the organizations for knowing and analysing if the proposed actions are really directing the company in the right direction.

Strategic formulation: this is the construction by an enterprise of its vision and mission, alongside the long and short term goals and objectives to be accomplished.

Strategic implementation: is critical to a company's success, addressing who, where, when, and how of reaching the desired goals and objectives. It focuses on the entire organization. Strategy implementation is the activities within a workplace or organisation designed to manage the activities associated with the delivery of a strategic plan.

Strategic Management Practices: Strategic management practices are a mixture of actions related to strategic analysis, formulation, and implementation and monitoring in order to achieve any desired objectives.

I. INTRODUCTION

This chapter represented the first chapter of the study. It articulates the background, statement of the problem, objectives of study, research questions, significance of the study, limitations of the study, scope of the study and organisation of study used in this research context.

1.1 Background of the Study

Globally, strategic management is necessary for managing activities in an organization through resource allocation choices to achieve its goals and objectives, offers a general path for the entire organization and contributes to consistency by including multiple operational tasks that relates to the final results of the organization (Pearce, 2013; Rothaermel, 2013). Hoskisson notes that the industrial organization (IO) is a picture that emphasizes industrial and competitive analysis as the primary basis for strategic

positioning and competitive advantage (Hoskinsson, 2015; Porter, 2019) and a resource-based approach (RBV) that stresses the ownership and use of specific and useful resources. The strategic positioning and resource based approaches are two distinct perspectives on how to achieve competitive advantages (Porter, 2010; Barney, 2011).

There is often a question of budgetary inadequacy for public service delivery in developing countries.

Where the gap between planned activities and availability of resources is typically enormous, a realistic strategic planning requires substantial financial commitment (Douglas, Hart 2013) and it will therefore be interesting to examine whether the government has actually allocated adequate resources to execute the strategic plans of the agencies.

The most consistent indicators of good management are a successful strategy formulation and the equally successful execution of the strategy (Haines, 2010). A research was carried out at the South African Police Service's top management level in the Free State Province of South Africa, to establish a realistic strategic management model as a framework to assist the South African Police Service in effectively implementing the strategic management system.

South Africa was in the midst of radical transformation, according to Shezi (2016). Government organizations need to rethink their approaches within this environment, update their systems, and adapt their management practices to predict frequent changes and respond proactively to anticipated demands. The South African Police Service, as an organisation, must then be able to transform itself to influence, predict and trigger rather than simply respond to the powers of the environment. Such a framework is established by the strategic planning system. It is a rational, systematic and objective approach to determine the South African Police Service's future direction.

Results of the South African Police Service' self-analysis of management capability suggest that the leadership of the Police Service has no common understanding of strategic planning and the systemic mechanism needed to implement it. Although the South African Police Service is trying to implement and enforce strategic management, a number of serious problems are found that need to be resolved first by the Service' top management to improve staff capacity before a strategic management phase can really be implemented.

In the East African region, Strategic governance is now a government-wide reform program. Following a considerable period of socio-economic reforms (started in 2016), the Tanzanian government launched a comprehensive reform of the public sector including the implementation of a strategic management requiring all public organizations to incorporate strategic management in their management system. In line with this policy mandate, it is expected that all public agencies should develop long-term strategic goals, strategy and the level of resources needed to achieve the goals defined. The basic idea behind this change was to reconcile public service provision with the financial implications associated with it. To this end, it is important for public entities to show what they are doing, how they are doing it, and with what financial implications. The implementation of strategic management in Tanzania is expected to be seen as traditional reform efforts whose progress does not depend solely on ' policy pronouncement,' but also on the context in which

changes are implemented, in a context marked by budgetary constraints and cultural opposition to change.

[Broadbent and Guthrie \(2010\)](#), defined the public sector and its domain with a focus on ownership and control and argue that the changing nature of the field has led to its re-naming to public services. "Public services" should be available for all members of the given society, supplied in an equitable fashion. The changes in the public sector that required a corresponding modification to their definition from public sector to public services was already in existence in 1992. In 1992 there was arguably an assumption that the public sector comprised the organisations providing services to the public that were publicly funded, owned and operated. Ownership and operation were crucial to the concept of the public sector. Public organisations must be managed in a prudent way to be able to achieve high levels of excellence in service delivery in order to meet and satisfy the increasing pressure put on it by citizens. Meier (2013) notes that in recent decades, the public sector has shifted focus towards results orientation approach.

As a way of meeting the increasing demand for better services, the Rwandan government introduced strategic management measures to improve on effectiveness and efficiency of services. This was used in system of Economy Development and Poverty Reduction Strategy. In Vision 2020 and in the Economic Development and Poverty Reduction Strategy (EDPRS), Rwanda's government has set its long and medium term goals and objectives for economic development and poverty reduction, as reported in the Rwanda Government Board's report (2012).

Land tenure and land management reforms were part of strategies to meet the objectives of the vision. This study describes that medium-term poverty reduction approaches have been developed and implemented for the implementation of Vision 2020. According to the International Monetary Fund (2013), estimates and forecasts of staff from MINICOFIN show that the Poverty Reduction Strategy Paper (PRSP) published from 2002 to 2007 and the new EDPRS covered the period from 2007 to 2012; comprised the land reforms which was an integral part of the planned transition, one that supports four of the six pillars of Vision 2020: As Rwanda Government Board (RGB) showed in the 2012 report; the first Pillar is Social Capital: Land Titles, and the legal status that goes with them, are key elements in the social capital development of modern economies.

Agricultural development is the second pillar: 90% of Rwandans employed in agriculture in 2000 this is projected to be reduced to 50% by 2020 by urban development and the formation of non-agricultural livelihoods. This method will be based on simple and efficient ways of changing land holdings and land use. The third pillar is the growth of the private sector: this will depend on access to land in many sectors. Equally important, investors will need to be able to move capital into and out of land as quickly and easily as they can adapt to markets and changing economic conditions; while the fourth is Development of Infrastructure: land is needed to build highways, bridges and other infrastructure.

New infrastructure concurrently drives growth and land use shifts. Land taxes lead to infrastructure development funding in many instances. The EDPRS report says that tenure reform will promote economic transition in the urban and rural sectors as well

as lead to economic development through: enabling all Rwandan people as individuals, companies or public bodies to freely and equally move their land resources and promoting land use changes to support development, while managing and directing the transition to ensure that benefits are equitably shared and the environment protected. Land is the common heritage of past, present and future generations. And it remains to be understood that justice, the legal principle of equality for all people, governs the rights to obtain land and property (International Monetary Fund (IMF) 2008-2012). Land administration is responsible for ensuring tenure protection. Planning land use and land information management are prerequisites for efficient and sustainable land management and land use as a source of economic growth and income.

The planning of land use shall take into account the strict security of vulnerable areas of national interest. Organizing human settlement and fostering land consolidation for economic and competitive trends shall require effective land use management. Organizing human settlement and fostering land consolidation for economic and competitive trends shall require effective land use management.

1.2 Problem Statement

The issues of poor land management and land-based household conflicts were intensified by incomparable population growth and land area in Rwanda. This created poverty and slowed the economic development of the country before the organic land law 2005 because the people had no right to exploit their land. According to Hajabakiga, (2010) and Bruce (2014) there was weak land use systems and management, weak policies, legislation and institutional framework, poor systems of land management and weak systems of land administration, gender imbalance in matters of land tenure, weak human, financial and material resources.

Consequent to the long history of conflict since 1959 including the 1994 genocide resulting in multiple claims of ownership of land, an organization in charge of land, the National Land Centre wished to decrease the multitude of problems associated with land rights between households having close relationships: That was why the organic law determining land use and management in Rwanda was enacted in 2005, where organic land law stipulates that the land title is a document confirming the right of an individual to land which is regulated by written law and provided by the competent authorities in accordance with the law. National Land Centre considered strategies that could be used to well manage the citizens' lands at the same time satisfy populace in service delivery. For achieving these objectives NLC enacted the systematic land registration where citizens were sensitised to register their landed property.

This strategy was expected to help give citizens right to exploit their land and the institution can control the whole lands in the country and know if the lands are used well in order to benefit the people and the State in general. Despite the good service delivery by NLC, the citizens still complain. Therefore the researcher conducted a study to determine the degree to which NLC strategic management practices effected the provision of services to Rwandan people.

1.1 Objectives of Study

The study had both general and specific objectives.

1.3.1 General Objective

The purpose of this research was to assess the effect of strategic management practices on service delivery in public institutions in Rwanda using the National Land Centre as a case.

1.3.2 Specific Objectives

The ultimate objective can be reached by achieving the following specific objectives:

- (i) To determine the effect of strategic formulation practice on service delivery in National Land Centre.
- (ii) To examine the influence of strategic implementation practice on service delivery in National Land Centre.
- (iii) To assess the relationship in strategic evaluation; control practice on service delivery in National Land Centre.

1.4 Research Questions

The study was guided by these research questions:

- (i) What is the effect of strategic formulation practice on Service Delivery in National Land Centre?
- (ii) How does Strategic implementation practice influence service delivery in National Land Centre?
- (iii) Why should it be said that there is a relationship between Strategic evaluation and control practice and service delivery in National Land Centre?

1.5 Significance of the Study

This analysis will allow the author to develop the research skills and knowledge gained. While strategic management has been adopted as a method for enhancing service delivery, the study adds value to all public sector organizations in Rwanda. For social interest among the beneficial of public services; any change in strategic management planned in land registration to reduce conflict among people and multitude of challenges related to land rights and to know if it has been introduced on customer service delivery will be benefits for the entire population. Improvement of strategic management is used for political interest, and provision of public service would inspire the community to engage in policy implementation, and action will be taken on good governance. It is hoped that the research outcome would help improve service delivery.

1.6 Limitations of the Study

The major limitation of this study was the case of National Land Centre cannot be generalized to other public institutions.

1.7 Scope of the study

1.7.1 Concept of Scope

The research was conducted at the national land centre headquarters. The research concentrated on public implementation of strategic management practices and services delivery.

1.7.2 Content Scope

The content scope was limited and oriented to strategic management practices and service delivery in public institutions in Rwanda.

1.7.3 Geographical Scope

As geographical scope, this study was restricted to NLC. The researcher chose to work at the National Land Centre because it had ample knowledge on the service given to people in the field of land registration and land use relevant to strategic management practices. In addition to that, because of its easy accessibility, the researcher preferred to conduct research in NLC, making it easy for study-related data collection process.

1.7.4 Time Scope

The objective of the study is to assess the effect of strategic management practices and service delivery in public institution of National Land Centre and the study time scope was from its beginning in 2009 up to now.

1.8 Organisation of the Study

The research structured in five chapters; the first chapter is a general introduction, which includes background, the research problem, the objectives, the research questions, the significance of the study, and the limitations of the study and scope of the study. The second chapter is a review of related literature, including theoretical literature, empirical literature, critical review and research gap, theoretical framework, and conceptual framework. The third chapter explains the research methodology, which includes research design, target population, sample design, sample size, sample techniques, data collection method and Instruments, questionnaire, interview, data collection procedures, primary data, secondary data, reliability and validity, data analysis procedure and ethical consideration.

The fourth chapter describes research findings include the demographic characteristics of respondents, presentation of findings, correlation analysis, regression analysis and discussions. Whereas the summary, conclusions, recommendations and suggestions for further study were included in the fifth chapter.

REVIEW OF RELATED LITERATURE

2.0 introduction

This chapter review of the literature related to the different opinions that various writers have contributed to the subject. The researcher looks at the theoretical literature review which focused on the definition of key terms in the study, the empirical literature of various writers that have written about strategic management practices and service delivery offered by National Land Centre about the systematic land registration, the conceptual framework and the summary of the literature.

2.1 Theoretical literature

In this study, the theoretical orientation covered, resource-based theory, social relations theory, this theory explains the orientation of strategic management practices and service delivery. Therefore, before bringing in a remarkable distinction we opted to make a presentation of what other researchers have said before.

2.1.1 Concept of Strategic Management Practices

According to Mintzberg (2015) Strategic management is the art and science of formulating, executing and analyzing cross-functional decisions that will help an organization to achieve its goals. It is the process of specifying the goals of the organization, developing policies and plans for achieving these goals, and allocating resources for implementing policies and plans to achieve the goals of the organization. Therefore, strategic planning incorporates the strategies of a company's various functional areas to achieve organizational objectives. It is the highest level of administrative operation, typically established by the board and carried out by the chief executive (CEO) and executive team of the company. Strategic management provides the company with overall direction and is closely linked to the organizational studies sector. According to Lamb (2014), Strategic management is an ongoing process which analyses the markets and sectors in which the organization is involved, examines its competitors and sets targets and objectives for meeting both current and future competitors, and reviews each plan annually or periodically to assess how it has been implemented and whether it has been successful or need to be replaced by a new strategy to deal with changing circumstances, new technology, new competitors, a new economic climate or a new social, financial or political environment.

In contrast, Lamb said that strategic management is a field that deals with the major intended and emergent initiatives taken by general managers on behalf of owners, involving utilization of resources, to enhance the performance of firms in their external environments. It entails specifying the organization's mission, vision and objectives, developing policies and plans, often in terms of projects and programs, which are designed to achieve these objectives, and then allocating resources to implement the policies and plans, projects and programs. In the field of business administration it is useful to talk about strategic alignment between the organization and its environment or strategic consistency.

According to Arieu (2014), there is strategic consistency when the actions of an organization are consistent with the expectations of management, and these in turn are with the market and the context. According to Lynch (2015) Strategic management as a separate discipline has been brought about by three main forces, which are intense competition, globalization and information technology. These forces have prompted business managers to reorganize their ways of operations in order to use the opportunities in the business environment while coping with threats that come with these forces. The competitiveness of a nation/organization depends, according to Manguru (2011), on its ability to coordinate a micro-economic policy that increases productivity and efficiency in the management of its resources.

2.1.2 Service Delivery

Service delivery is about delivering your services as effectively as possible to the satisfaction and delight of the customer. Price of your services should only be about the "what" is being offered not about the "how" that service will be delivered. Efficient service delivery indicators are quality services, quick response and accountability as enumerated by Kotterman (2010). Quality service is when a delivered service confirms to the client's expectations. Use of quality by customers as one of the most

important dimensions to evaluate the service provided to them is relatively common.

Therefore it is one of the most important portals that service institutions have to introduce to achieve the satisfaction of these clients. This gives these institutions a competitive advantages and the ability to continue and survive and thus make profits Mugenda (2013). In today's world of intense competition, the key to sustainable competitive advantage lies in delivering quality service that will in turn satisfy the customer. Service delivery indicators measure precisely these three dimensions; provider ability, provider effort and availability of key inputs Schafer, (2018).

2.1.3 Understanding Strategic Management and Service delivery

The tactical comes first and foremost from the war literature. From the viewpoint of war, company started to be views. The business is a battle and competitors are viewed as the energy while the government makes and enforces the rules. This led to the antitrust legislation by the governments in order to provide a fair business competitive environment. The thought of business marketing warfare strategy was advanced by Philip Kotler (2013). Strategy comes from Greek strategos. "Stratos" means army; while ageing means to lead.

Strategy is the art of generalship. SunTsu: The Art of War: "Only a brilliant ruler and an excellent leader, who is able to conduct their intelligence with superiority and cleverness, is certain to achieve great results. This is the essence of strategy". Sun Tsu: said "The pinnacle of ability is to avoid the forces of the enemy without battle. The best approach is to attack the plan of the other; the best approach is to attack his alliances; the best approach is to attack his soldiers; the worst approach is to attack towns." The applicability of the principles of military strategy to business is still to be discovered.

2.1.4 Strategies for Customer Satisfaction

Kotler and Armstrong (2012) in Principles of Marketing emphasized that "building profitable customer relationship and managing demand means managing customer". A company demand comes from two groups: new customers and repeat customers. The traditional marketing theory and practice have focuses on attracting new customers and making sales. Today, however the emphasis is shifting beyond designing strategies to attract new customer and create transactions with them. A Company goes further to design strategies of retaining new customers and builds lasting relationship. Winning customer to succeed in today's competitive market place, companies must be customer centered. Win customers from other competitors by delivering greater value services. However before, undertaking the above strategy, a company must understand the needs and wants of customers. Thus, sound marketing requires a careful analysis of customers. According to the book of (IPAR) Institute of Policy Analysis and Research-Rwanda, customer satisfaction is critical to the success of any business, and a key challenge for any business is how to satisfy and retain customers.

2.2 Empirical Review

This section reviews the existing empirical reviews on the effects of strategic management practices used and service delivery. The existing literatures were reviewed according to

specific objectives of the study. This helps the research to identify the research gap filled by the presented study findings. Strategic management practices are a combination of actions relating to strategic analysis, formulation, and implementation and monitoring in order to achieve some desired goals, (Hanasini, 2016). Service delivery in the other hand is the act of providing service to customer (Cambridge university press, 2017). Organisations or institutions in either the Private or Public sector use strategic management practices as a tool for developing and improving their performance Nartisa (2012).

In USA and India, according to Kumar, Rakesh (2013) Strategic management has entered the business field during 1980s in a systematic way replacing the earlier approach of ad hoc strategy formulation and its implementation. With increased complexity of managing business organisations in the face of intense global competition, strategic management concept was adopted by Western countries, particularly the USA. Also in India, David (2013) said this notion was introduced by associates and subsidiaries of multinationals operating in the country. It is a method for setting strategic objectives, establishing plan and policy to achieve those goals, allocating resources, and reviewing the strategy. Strategic planning, according to Almari, (2019) is the process of formulating, executing and reviewing strategies. While there was considerable admiration of the system from some quarters, there were many who believed that it was not in tune with Indian context, particularly the social and environmental context of Indian business.

Lufonyo (2013) studied the effect on service delivery in Tanzania of management and public sector reforms. There is a variety of literature that supports improving service delivery by using operational management practices. Flynn (2011) defined the provision of public service as a service provided by local government, civil service and other legislative agencies formed by the government. The study concluded that the degree and effect of operational management practices and improvements on service delivery.

In Rwanda, according the report of RGB (2017) optimizing service delivery and achieving quality standards in service delivery systems can be accomplished by adopting a public sector strategic management model that takes into account the ambiguity and environmental uncertainty that characterizes public sector organizations. The research establishes a positive relationship between the degree to which strategic management practices are used and the quality of service Delivery of quality service to people is one of the Government of Rwanda's main goals in the sense of the decentralization process that has begun since 2000. The service sector contributes significantly to national development and thus to the achievement of Rwanda's goal to become a service-led economy and a middle-income country by 2020.

In order to bridge the gap between the current status and the target of 90% of citizens' satisfaction with service delivery by 2024, the Government of Rwanda came up with different initiatives to guide service delivery improvements. These include among others; the development of the national service delivery policy, the citizens' charters, the monitoring of service delivery by the Rwanda Governance Board (RGB), its advisory role to the Government on how to continually improve it as per Law

N°56/2016 of 16/12/2016 establishing RGB, and national service delivery campaigns (Yombi and Nk'uwikorera).

2.2.1. Strategic Formulation Practice on Service Delivery

Strategy formulation refers to the assessment of the external and internal environment and integrating the results into goals and strategies (Daft, 2006). Globally, it is defined as the developed phase of long-term plans for the effective management of environmental opportunities and threats on the principle of companies' strengths and weaknesses (Huiru, 2011). Strategy formulation has been widely examined and studied by numerous researchers and found that results differ from one organization to another and be faced with quite a lot of challenges (Njiru, 2014). Julian (2013) presented approaches for the formulation strategy to improve the performance of organisations in Kenya (A Ameen, Alfasali, Gazem, & Isaac, 2020; Ali Ameen & Ahmad, 2011, 2012; Ali Ameen, Al-Ali, Alshibami, & Isaac, 2019; Ali Ameen, Almari, & Isaac, 2019). The experimental findings suggested that the strategy of formulation has directly played a role in the organisational performance of the government units and associated institutions involved in the research (Al-Obthani & Ameen, 2019b; Alfasali).

The research also discovered that there is a distinction between the outcomes and methodologies for measurement of the effectiveness of formulation strategy and performance of the organisation, which substantiates the case that selection of the suitable methodology for measuring correlation between adoption strategy and performance of the organisation, must be carried out with prudence (Al-Gamrh, B., Ku Ismail, and Alquhaif, 2020; B. Al-Gamrh, Ku Ismail, & Al-Dhamari, 2018). This agrees with numerous studies that found that strategy formulation has a positive relationship with strategy formulation and impacts organizational performance.

2.2.2 Strategic Implementation Practice on Service Delivery

Smart Government represents an advanced environment where people and other members of the society can avail opportunities, participate and communicate in any location with the identifiable connected device. The smart government presents the opportunity for citizen engagement in a user-centered manner. GilGarcia et al (2016) point out that smart government fundamentally aims at making services and operation citizen-centric since the involvement of users is key for the success of innovation. According to Gil-Garcia et al (2016), citizen-centricity of smart government simply means that it needs to pay more attention to public value.

Thus, rather than focusing solely on efficiency, focusing is also directed towards generating value for citizens. The smart government, therefore, presents opportunities for engagement and collective decision-making. Moreover, another key objectives of smart government involves the enhancement of public sector services, networked government, efficiency, simpler procedures, higher citizen participation, as well as offering the public higher value through their services.

The government of UAE has taken these key objectives into account in its current smart government initiatives. Systems accountability, therefore, remains a key component of the UAE smart government Framework and this needs to be examined for efficiency. Finally, Smart government is instrumental to the

success of a knowledge economy and this remains a key part of UAE Vision 2021. As the UAE government aims to build a competitive knowledge economy, attention needs to be paid to the smart government and its potential to push the UAE government closer to the achievement of its vision. As mentioned by WAM (2015), a highly effective public sector knowledge management system will be key in achieving the goal of a highly competitive knowledge economy.

2.2.3 Strategic Evaluation; Control Practice on Service Delivery

For an organization struggling with the question of what matters most to its clients in an era of decreasing resources, evaluation might explore what goals or definitions of success their clientele tend to have, and to what extent their services match those goals and definitions. For example, the first author completed a project that focused on goals within the civil protection order process (Cattaneo & Dunn, 2013). Absence of the empowerment framework, one might evaluate the effectiveness of protection orders by evaluating their impact on safety or arrest rates. The Empowerment Process Model broadens this perspective by orienting the evaluator toward petitioners' personal goals, which include other priorities in addition to safety.

2.3 Critical Review and Research Gap identification

This section reviewed critically the existing theoretical and empirical review on strategic management practices use and service delivery. This section was divided into critical analysis and the identification of research gap found existing literature.

2.3.1 Critical Review

According to Mintzberg, H (2010), Strategic management is the art and science of formulating, executing and analyzing cross-functional decisions that will help an organization to achieve its goals. It is the method of defining the goals of the organization, creating policies and plans for achieving these goals, and allocating resources for implementing policies and plans to achieve the goals of the organization. The study found that management practices and reforms had positive results, despite the challenges, with the study concluding that strategic management practices are necessary for improving service delivery.

For improving service delivery in the public sector according to Scott Johnson (2017) while the goal of this article is simply to talk about some of the challenges that are often seen for organizations or individuals focused on improving service delivery in the public sector, we don't want to leave you feeling like there's no hope. All of these challenges can be overcome, and many social service organizations are managing these complexities in a successful manner.

One of the most important keys to this is addressing the [organizational component](#). Through strong, evidence based case management practices, organizations can become the most efficient and effective version of themselves, ease some of the burden on their employees and service providers, and have attractive looking results grounded in data to show to their funders.

2.3.2 Research Gap Identification

Although previous research have conducted studies on direct relationship between strategic management practices use and service delivery, they did not show different methods of participation can influence service delivery through using of strategic management practices. In Rwanda context, strategic management played and is still playing a significant and core role in the implementation of service delivery. This study will not only look at the use of this trick should guide people to achieve goals but will look at the same time how people adopt this formulation, implementation and evaluation related with quality service, accountability and quick response which can help people to get on development and economic in the country about service delivered in registration their land.

2.4 Theoretical framework

According to Bayat (2007), note that a theoretical framework is the application of a set of concepts drawn from one and the same theory to offer an explanation of an event or shed some light on a particular research problem. Various theories have been advanced to justify the relationship between strategic management practices and quality service delivery. These theories explain the benefits of strategic management to various parties ranging from the public sector to the economy and highlight evidence that this kind of strategic management theories is greatly beneficial to various in public institution. The theories which advanced this research and enhanced understanding amongst public services were: resource based view theory, strategic fit theory and SWOT analysis theory.

2.4.1 Resource Based View Theory

The theory was first formulated by Wernerfelt (1984) and later reviewed by other authors who explained how tangible and intangible resources affect Crook's success (2013). The theory states that when an organization utilizes its specific resources to drive all of the organization's fields, David (2009) is able to perform better. The theory of resource-based views magnifies the value of internal resources within the enterprise and the use of these resources in formulating strategy for achieving sustainable benefit in Schroeder's (2014) service delivery. According to the RBV, in its external setting, an organization's internal resources determine the strategic option it makes in competing. This is in line with the influence of strategic management activities on the service delivery of a business. The RBV is closer to a service delivery entity to identify and analyze staff resources and strategic planning processes that will help the company establish long-term strategy goals and priorities. Barney and Wright (2010) seek to connect the core human capital resources and the levels of skills and abilities that employees bring in order to better explain the balance of resources and expertise.

For this reason, as reported by Senge (2010), there is a clear connection between the strategic staff competence of an organization and that of learning and development processes recognized at the level of service delivery, human resources play a crucial role in the achievement and success of the core objectives of a business. The success of a business, whether short-term or long-term, can be determined by the utilization of resources and skills deemed valuable and uncommon, offering a greater profit and providing leverage for the achievement of the strategic objectives of Barney (2011).

2.4.2 Strategic fit theory

This theory, also known as best-fit strategic management or strategic decision theory, describes why strategic management strategies are not uniformly viewed. Wright and Snell (2005) suggest that the execution of strategic management methods depends on the public institution's service delivery, corporate strategy and culture. Furthermore, the advocates of this theory notice that strategic management techniques can only be more successful if they are correctly combined with real service delivery in the understanding of public agencies and the community. The principle of strategic fit elaborates on the importance of ensuring that strategic management methods are accurate for service delivery factors such as community, external environments and organizational processes. Strategic management activities must take into account the particular criteria of both the public institution's service delivery system and its stakeholders.

The theory of strategic fit is also called the theory of systemic contingency, which describes the principle that there is no one or only right way to run organizations, but regardless of the situation and circumstance the organization is facing, organizations should always build management strategy (Donaldson & Luo, 2010). Little (2010) states that in order to survive and succeed, the world often raised such demands that forced the company to come up with productivity and creativity in its operations.

According to Cutler (2016), this eventually led the management of the business to follow a plan for the company that somehow represented the world and was part of a managerial declaration of the company's goals given the company's competitive advantage and that was NLC's output. In that theory, Donaldson (2013) explains that when executives made decisions about NLC's results, they often considered all aspects of the current situation and took action on those aspects that were important to the circumstances at hand. It further said that, depending on the situation at hand, the managers took whatever management decision, including NLC results.

2.4.4 SWOT Analysis Theory

SWOT Analysis is a useful technique for understanding your Strengths and Weaknesses, and for identifying both the Opportunities open to you and the Threats you face. This is related with public institution as NLC charges to manage land registration services given citizens. According to Emet Gürel (2017) Analysis is a tool used for strategic planning and strategic management in organizations. It can be used effectively to build organizational strategy and competitive strategy. In accordance with the System Approach, organizations are wholes that are in interaction with their environments and consist of various sub-systems. In this sense, an organization exists in two environments, one being in itself and the other being outside. It is a necessity to analyse these environments for strategic management practices.

This process of examining the organization and its environment is termed SWOT Analysis. "SWOT Analysis is a simple but powerful tool for sizing up an organization's resource capabilities and deficiencies, its market opportunities, and the external threats to its future" (Thompson 2014). The acronym SWOT stands for 'strengths', 'weakness', 'opportunities' and 'threats'. The SWOT Analysis, also referred to as 'SWOT Matrix', can also be formulated as 'TOWS Analysis' or 'TOWS

Matrix'. SWOT Analysis is a strategic planning framework used in evaluation of an organization, a plan, a project or a business activity. SWOT Analysis is therefore a significant tool for situation analysis that helps the managers to identify organizational and environmental factors. SWOT Analysis has two dimensions: Internal and external. Internal dimension includes organizational factors, also strengths and weaknesses, external dimension includes environmental factors, also opportunities and threats.

According to Tanya and David 2015 also said that A SWOT analysis evaluates the internal strengths and weaknesses, and the external opportunities and threats in an organization's environment. The internal analysis identifies resources, capabilities, core competencies and competitive advantages, using a functional approach to review finance, management, infrastructure, procurement, production, distribution, marketing, reputational factors and innovation.

2.5 Conceptual Framework

Conceptual framework includes the independent and dependent variables. An independent variable is a variable being changed in an experiment that is directly caused by the person making the experiment and a dependent variable is that being observed that means that is what is being measured and what is being affected during an experiment. The level of strategic management practices is independent variable and service delivery is dependent on both because it depends on the effective usage of strategic management practices.

However, it should be noted that not only strategic management practices and service delivery but, other factors such as government policies and Institution capability and stakeholders'good will play a key role in enabling the linkage between the independent and dependent variables.

following attributes: quality service, accountability and quick response. The conceptual model shows also the moderating or intervening variables which are others factors that may have an effect on both independent and dependent variables which includes government policies and institutional capability.

2.6 Summary

This research project reviewed literature related to the effect of strategic management practices and service delivery in one public institutions of Rwanda called National Land Centre. The researcher reviewed the past studies in relation to the study variables and the gaps left out by the past studies are identified. The conceptual framework studies strategic management practices as independent variable and service delivery as dependent variable.

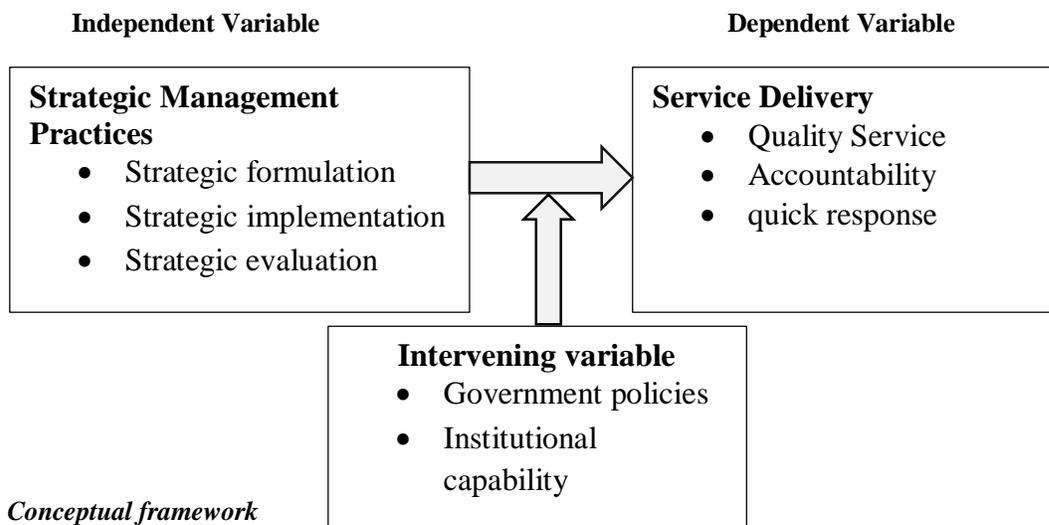


Figure 2. 1 Conceptual framework
Source: Researcher, 2020

The Figure 2.1 indicates the relationship between independent variables under the study: Strategic Management practices has the attributes as strategic formulation, strategic implementation, and strategic evaluation. The study also conceptualized on dependent variable, service delivery with the

II. RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes how the study was organized. It contains the research design, target population, sample size, sampling technique which was used, sampling procedure, data collection instruments and procedure, the validity and reliability, the data analysis procedures and ethical consideration of work. According to the Magazine Literacy Research Methodologies: LRM (2010); determine that research methodology is taught as a supporting subject in several ways in many an academic discipline at various levels by people committed to a variety of research paradigms. Though paradigms vary in their contents and substance, their broad approach to inquiry, in the author's opinion, is similar.

3.1 Research Design

This study used mixed approach to facilitate the researcher to earn qualitative was drawn from literature and quantitative data from the field primary data and other review of secondary data. Creswell (2014) regards research designs as plans and procedures for research that span the decisions from broad assumptions to detailed methods of data collection and analysis. The research design contains clear objectives, sources of data to be collected, the constraints of the study and ethical issues. Researcher need to illustrate the effects of strategic management practices and service delivery in Rwanda's public institutions, particularly at the National Land Centre. The research design adopted was descriptive research design that employed coefficient of correlation for effect size $-r$ and multiple regression for influence and relationship

$$Y = \beta_0 + \beta_1 + \beta_2 + \beta_3 + \dots + \epsilon$$

3.2 Target Population

According to [Gouache \(2012\)](#), the target population can be defined as the totality of person or objects with which a study is concerned also a population is any group of people, organizations, objects or events about which you want to draw conclusions (Richard, 2015). The target population was composed of 116 in various categories, senior management were 6 with members of NLC were 46 and the beneficiaries like districts land officers were 24 with sectors land officers 30. The total number of target population was 116 people.

3.3 Sample Design

3.3.1 Sample Size

Researcher used sample size from the target population to carry out this analysis. The researcher used Yamane's formula to estimate this sample size from population.

$$n = \frac{N}{1 + N*(e)^2}$$

Where the sample size is n , and N is the total population while e is a sampling error. If $e=0.05$, $N=116$ then sample size n is 90 senior manager with employees and other beneficiaries using the above equation.

$$n = \frac{116}{1 + 116*(0.05)^2} = 90$$

Where n =sample size

N = number of population

e = significant error term (0.05)

This calculation illustrates how to calculate the sample size with an accuracy standard of 5%. The simple size of 116 target

population of those NLC beneficiaries that this research considered as respondents are calculated as follows.

$$n = \frac{116}{1 + 116*(0.05)^2} = \frac{116}{1.29} = 90$$

Therefore, the sample size was 90 beneficiaries and members of National Land Centre. The sample size is proportionally calculated by different categories of beneficiaries and members of NLC institution. In this regards table 3.1 show categories of respondents and their proportional sample size.

Table3. 1 Proportional sample size basing on categories of respondent

Category	Target Population	Sample size
Leaders of headquarter	6	4
Districts land officers	24	19
Sectors Land officers	40	31
All staff of NLC	46	36
Total	116	90

Source: Researcher, 2020

Total of sample size multiple some one of target population divided total of target population. Example $\frac{90*6}{116} = 4$; $\frac{90*24}{116} = 18.62=19$; $\frac{90*40}{116}=31$; $\frac{90*46}{116} = 35.68 = 36$. This is explanation shows how sample size was found.

3.3.2 Sampling Techniques

The study applied the simple random sampling method to select respondents from samples size. The respondents were randomly chosen from staffs and beneficiaries who have skills to know the strategy to formulate, implement and evaluate on service delivery. Systematic random sampling where you calculate sampling fraction equal sample size divide population size. The division of the target population was grouped into smaller subgroups as strata according to their responsibilities. Stratified random sampling population is divided according to some relevant variable and cluster sampling means population is divided according to some naturally occurring variable.

3.4 Data Collection Method and Instruments

The researcher used the following research data collection instrument: Questionnaire. Direct interview and Document review.

3.4.1 Questionnaire

The study used the simple random sampling method. The respondents were randomly chosen from people who benefited and helped the researcher to access primary data through semi-administered structured questionnaire with mainly closed.

3.4.2 Interview

The researcher also used interview guide to get some information from the respondents of this study about strategic management practices and service delivery in public institution in Rwanda.

3.4.3 Data collection procedure

In this study, the primary data were collected using questionnaire and interview guide while secondary data was collected from journals, annual report and internet to accumulative a comprehensive report on the effect of strategic management practices and service delivery.

3.4.4 Primary Data

A questionnaire was used because it is easy to manage and easy to analyze data from it, and interview was conducted to collect data from experts of deliver services who responded to the questions related the service delivery in public institutions and role of quality service was effect at strategic implementation in NLC. Primary data is the specific information collected by the person who is doing the research. It can be obtained through clinical trials, case studies, true experiments and randomized controlled studies. This information can be analyzed by other experts who may decide to test the validity of the data by repeating the same experiments.

3.4.5 Secondary Data

Source of data for this study was gathered from National Land Centre administrative direction, website of NLC, Institute of Policy Analysis and Research Rwanda, Website of RDB, books, journals, some libraries and Internet were used as source of secondary data. The data to be obtained contain both qualitative and quantitative.

3.4.6 Reliability and Validity

According to Israr Ahmad (2018). The reliability shows that all measure have high reliability value which is ranging from 0.72 to 0.95. It means that Cronbach's alpha value of 0.60 is considered an average reliability, while a coefficient of 0.70 (Higher value) shows the higher reliability standard of the instruments (Sekaran and Bougie, 2010). After pilot testing, the results of the reliability test shows the Cronbach's alpha value for the respective examined construct are all above 0.70. Consequently, although the given threshold value of Cronbach's alpha is 0.70. It can be concluded that all the construct of technical, managerial, entrepreneurial, and business skills are reliable, and therefore, there was no need to remove any item form given instruments.

Reliability was used to assess the research instrument's material validity test. The test was performed to see if the questionnaire is understandable by respondents at the same stage, if the questions are arranged in such a way as to elicit the same answer. These were carefully checked by the researcher before distribution of the questionnaires to see if the collected data was relevant to the subject. To see whether it would be easy for respondents to understand, the questionnaire was pre-tested. In order to assess the construct validity of the research instrument, the researcher obtained expert opinion on the independent variable constructs and how they contribute to the delivery of services. This data was gathered from the Service supervisor and top management who have a wider view of the company.

3.5 Data Analysis Procedure

According to Orony (2016), data analysis is a stepwise process that allows a researcher to organize important data. This improves the efficient assessment and interpretation of the results in an attempt to draw appropriate, fair and correct conclusions. Due to its availability at the time of study, this was achieved using SPSS version 20.

The researcher used content analysis methodology to analyse data. This involved arranging as well as sorting and coding the collected data into groups. The procedure allows for identification and interpretation of meanings and responses.

In order to improve understanding, this approach also helps researchers to categorize it into distinctive themes and patterns. Besides narration, the analysed research findings were presented in frequency tables and percentages. This was to make it easier for items to be correlated and summarized and to provide a framework for different statistical computations. In this study, Strategic Management Practices X represents the independent variables and service delivery Y, the dependent variables. The regression equation was;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where Y = Service delivery,

$\beta_0, \beta_1, \beta_2, \beta_3$ are regression to be estimated,

X_1 is strategic formulation

X_2 is organizational implementation

X_3 is strategic evaluation.

3.6 Ethical consideration

The author remained truthful and confidential about the study to be done when carrying out the work. The author ensured that the views of the respondents were kept as private as possible, and were only used for academic purposes.

4.0 RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This chapter focuses on research findings and discussion of findings obtained from data collected. Data is hereby presented in line with the methodology of the study described in chapter three while the discussion is guided by the results of the study. In this chapter the study presented the results from the field in this section. The questionnaires were administered to respondents on the basis of their understanding by asking them to fill in their data. The survey data was used during the study's analysis and conclusion.

4.1 demographic characteristics of respondents

In order to obtain accurate information, the researcher considered biodata of respondents such as level of education, role and experience held by the respondent in the NLC, and kept the study while discussing and interpreting the results.

Table 4. 1 Descriptive estimates of respondents' biodata

Biodata		Frequency	Percent
Education Level	PhD	7	7.8
	Masters	35	38.9
	Bachelor	48	53.3
Position	Leaders of headquarter	3	3.3
	Districts land officers	30	33.3
	Sectors land officers	30	33.3
	All staff of NLC	27	30.0
Experience	More than one year	68	75.6
	One year	16	17.8
	Less than one year	6	6.7
Total		90	90

Source: primary data, 2020

CHAPTER FOUR: The findings indicate that a big number are bachelors 48 equal (53.8%) of respondents, masters are 35 (38.9%) of respondents while PhD are 7(7.8%) of respondents. About position the findings indicate that the big number respondents are employees of districts and sectors like Districts land officers are 30(33.33%) and Sectors land officers are 30(33.33%) of respondents, all staff of NLC are 27(30%) of respondents while leaders of headquarter are 3(3.3%) of respondents. The findings again indicate that the big number has experience about practices on service delivery in public institution of NLC, more than one year are 68(75.6%) of respondents, one year are 16(17.8%) of respondents while less than one year only are 6(6.7%) of respondents. All categories are in this table, even the level of education or position and experience showed that they have adequate skills to understand the value of service delivery through strategic management practices in NLC, and ability to

clarify the well-delivered service to their customers in an institution.

4.2 Presentation of findings

CHAPTER FOUR: This subsection presents the information from questionnaire and interview guide about the descriptive statistics respondents about their views on the effects strategic formulation practice on service delivery in National Land Centre, the influence of strategic implementation practice on service delivery in National Land Centre availability in public institution in Rwanda, and the relationship in strategic evaluation, control practice on service delivery in NLC.

4.2.1 The effect of strategic formulation practice on service delivery in National Land Centre.

Table 4. 2 Were vision and mission statements in existence earlier before strategic formulation in NLC?

	Frequency	Percent	Valid Percent	Cumulative Percent
No	70	77.8	77.8	77.8
Yes	20	22.2	22.2	100.0
Total	90	100.0	100.0	

Source: primary data, 2020

CHAPTER FOUR: The results in table 4.2 indicates that 70(77.8%) of respondents disagree that vision and mission had been established earlier before strategic formulation while 20 (22.2%) accept that the vision and mission statement had been established earlier before strategic formulation in National Land

Centre. This implies that NLC formulated the vision and mission statements when they incorporated strategic management practices into the organization.

Table 4. 3 Strategic choices used on sensitization to register land as property were sufficient and active in NLC?

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Sufficient	79	87.8	87.8	87.8
Sufficient	8	8.9	8.9	96.7
No Sufficient	3	3.3	3.3	100.0
Total	90	100.0	100.0	

Source: primary data, 2020

CHAPTER FOUR: The results in table 4.3 indicates that 79 (87.8%) of respondents accepted the strategic choices used on sensitization to register land as property were very sufficient, 8(8.9%) of respondents show the strategic choices were sufficient

while 3(3.3%) of respondents asserted that it was not sufficient because before receiving their certificates of their lands, were told to provide land taxation. The strategic choices were understandable in National Land Centre and were active.

Table 4. 4 To what extent are you satisfied with the service delivery of NLC?

	Frequency	Percent	Valid Percent	Cumulative Percent
High extent	71	78.9	78.9	78.9
Low extent	17	18.9	18.9	97.8
Neutral	2	2.2	2.2	100.0
Total	90	100.0	100.0	

Source: primary data, 2020

The results in table 4.4 indicates that 71(78.9%) of respondents were great extent and accept that the customers were satisfied in period of land week, 17(18.9%) of respondent were small extent while 2(2.2%) of respondents were neutral about satisfaction of customers in period of land week. In general the big number asserted that customers were served by NLC in land week and level of satisfaction was high.

4.4.1 Regression analysis between strategic management practices and quality services

Regression analysis between strategic management practices and quality services regression analysis among predictors such as quality service formulation, execution and evaluation.

Table 4. 4 model summary of strategic formulation practice on service delivery

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.114 ^a	.013	-.021	.523

a. Predictors: (Constant), Evaluation, Formulation, Implementation

Source: Primary Data, 2020

According to the results in table 4.14 the r .114 coefficient indicates that predictors have a strong positive relationship with service quality. The .013 r square determination coefficient shows that 1.3 percent of quality service variability is clarified by the predictors. Based on the results, therefore, indices of strategic management activities and other interventions such as consistency, assessment, formulation and execution lead to NLC improvement of 1.3 percent.

Table 4. 5 Analysis of Variance (ANOVA) of strategic formulation practice on service delivery

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	.308	3	.103	.376	.771 ^b
Residual	23.481	86	.273		
Total	23.789	89			

a. Dependent Variable: Quality Service

b. Predictors: (Constant), Evaluation, Formulation, Implementation

Source: Primary Data, 2020

The table 4.15. It suggests that strategic management practices and quality services have a positive significance relationship with.771 sig value, which is greater than 0.05 at 95 percent significance level, the critical value. Therefore, in predicting the correlation between strategic management activities and quality services as an NLC test, the model is statistically important.

Table 4. 6 Coefficients of strategic formulation practice on service delivery

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
1 (Constant)	1.008	.471			2.140	.035
Formulation	.111	.133	.090		.838	.404
Implementation	.104	.195	.057		.531	.596
Evaluation	.033	.087	.041		.383	.703

a. Dependent Variable: Quality Service

Source: Primary Data, 2020

The findings in table 4.16 it shows that strategic management practices measurements show a positive coefficient enhancing NLC’s effect. As shown by the P-value, the progression coefficient demonstrates a meaningful relationship where all the measured values are greater than 0.05. Therefore, there is a constructive and critical relationship between quality service and strategic management practice assessment. The regression analysis model, $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$, therefore, is based on the coefficient, so the equation becomes $Y = 1.008 + .111 \beta_1 + .104 \beta_2 + .033 \beta_3 + \epsilon$. This equation represents a positive significant relationship between strategic management practices' indicator measures and quality services as an NLC test.

The first objective of establishing a relationship between NLC evaluation and quality services has a positive and significant relationship ($b=.111$ and $p=.404$), the second objective of establishing a positive and significant relationship between NLC implementation and quality service ($b=.104$ and $p=.596$), and the third objective of establishing a relationship between formulation and quality service.

4.2.2 The influence of Strategic Implementation Practice on Service Delivery in National Land Centre.

Table 4. 7 Descriptive statistics about implementation methodology used

	Frequency	Percent	Valid Percent	Cumulative Percent
Performance target	82	91.1	91.1	91.1
Social cultural process	8	8.9	8.9	100.0
Total	90	100.0	100.0	

Source: primary data, 2020

The results in table 4.5 indicates that 82 (91.1%) of respondents showed that performance target in NLC was used in methodology of implementation, 8 (8.9%) of respondents said that used the social cultural process. The big number of respondents asserted methodology of implementation used in NLC is performance target.

Table 4. 8 Descriptive statistic on effectiveness of strategy implementation in NLC

	Frequency	Percent	Valid Percent	Cumulative Percent
Customer satisfaction	47	52.2	52.2	52.2
Efficiency	33	36.7	36.7	88.9
Knowledge and innovation	3	3.3	3.3	92.2
Staff motivation	7	7.8	7.8	100.0
Total	90	100.0	100.0	

Source: primary data, 2020

The results in table 4.6 indicates that 47 (52.2%) of respondents showed that customer satisfaction in NLC was used in effectiveness of strategy implementation, 33(36.7%) of respondents proved effectiveness of strategy implementation was efficiency, 7(7.8%) of respondents said staff motivation was important as influence of the strategic implementation used in NLC when 3(3.3%) of respondents accepted that knowledge and innovation used as influence of the strategic implantation. The big number of respondents asserted that the customer satisfaction had influence of the strategic implementation in NLC.

Table 4. 9 Descriptive statistic on responsibilities of leaders in NLC is effective

	Frequency	Percent	Valid Percent	Cumulative Percent
High effective	65	72.2	72.2	72.2
Effective	21	23.3	23.3	95.6
Moderate	4	4.4	4.4	100.0
Total	90	100.0	100.0	

Source: primary data, 2020

The results in table 4.7 indicates that 65 (72.2%) of respondents accepted that the leadership skills in NLC is effective on level of high effective, 21(23.3%) of respondents proved was effective, 4(4.4%) of respondents only were moderate leadership skills in NLC is effective. In general the big number asserted that influence of strategic implementation on leadership skills in NLC is high effective.

4.4.2 Regression analysis between strategic management practice and accountability

The regression analysis between strategic management practices and accountability, finds regression analysis between prediction such as Evaluation, Formulation, Implementation with accountability.

Table 4. 10 Mode summary of strategic implementation practice on service Delivery

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.084 ^a	.007	-.028	.273

a. Predictors: (Constant), Evaluation, Formulation, Implementation

Source: Primary Data, 2020

According to the results in table 4.17. The R coefficient. 084 indicates that predictors have a major positive accountability relationship. The coefficient of determination .007 R square reveals that the predictors explain 2.8% of variability in accountability. Therefore, based on results, strategic management practice metrics and other measures such as continuous, evaluation, formulation and implementation contribute to 2.8% progress in NLC.

Table 4. 11 Analysis of Variance (ANOVAa) of strategic implementation practice on service delivery

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.046	3	.015	.204	.893 ^b
	Residual	6.410	86	.075		
	Total	6.456	89			

a. Dependent Variable: Accountability

b. Predictors: (Constant), Evaluation, Formulation, Implementation

Source: Primary Data, 2020

The table 4.18.indicates that there is positive significance relationship between strategic management practices and accountability with .893 sig. value which is greater than 0.05 the critical value at 95% significance level. Therefore, in predicting the correlation between strategic management practices and accountability as a measure of NLC, the model is statistically important.

Table 4. 12 Coefficients of strategic implementation practice on service delivery

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	1.037	.246			4.212	.000
	Formulation	-.036	.069	-.056		-.517	.607
	Implementation	.049	.102	.053		.484	.629
	Evaluation	-.012	.046	-.029		-.268	.789

a. Dependent Variable: Accountability

Source: Primary Data, 2020

The findings in table 4.19 reveals that measures of strategic management practices show a positive coefficient enhancing impact of NLC. As shown by the P-value, the progression coefficient demonstrates a meaningful relationship where all the measured values are greater than 0.05 level. Therefore, there is a constructive and critical relationship between quality service and strategic management practice assessment. Based on the coefficient, the regression analysis model, $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$, therefore, the equation becomes. $Y = 1.037 + .036\beta_1 + .049\beta_2 + .012\beta_3 + \epsilon$, this equation reflects positive significant relationship between predictor measures of strategic management practices and accountability as measure of NLC.

The first objective of establishing relationship between evaluation and quality services of NLC has a positive and significant relationship ($b = .036$ and $p = .607$), the second objective of establishing relationship between implementation and quality service of NLC has positive and significant relationship ($b = .049$ and $p = .629$), and the third objective of establishing relationship formulation and quality service of NLC has a positive and significant relationship ($b = .012$ and $p = .789$).

4.2.3 The relationship in strategic evaluation, control practice on service delivery in National Land Centre.

Table 4. 13 Descriptive statistic on attitude of employees in evaluation used

	Frequency	Percent	Valid Percent	Cumulative Percent
Excellent	51	56.7	56.7	56.7
Fair	32	35.6	35.6	92.2
Good	7	7.8	7.8	100.0
Total	90	100.0	100.0	

Source: primary data, 2020

The results in table 4.8 indicates that 51 (56.7%) of respondents accepted that the attitude of employees on evaluation used in NLC was Excellent, 32(35.6%) of respondents proved evaluation was in NLC the employees accepted on level of fair, while 7(7.8%) of respondents only their attitude about evaluation used in NLC asserted that evaluation was good. The high level of respondents asserted evaluation was excellent.

Table 4. 14 Descriptive of resources allocated to strategy evaluation used if were enough

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	74	82.2	82.2	82.2
	No	16	17.8	17.8	100.0
	Total	90	100.0	100.0	

Source: primary data, 2020

The results in table 4.9 indicates that 74 (82.2%) of respondents showed that the resources allocated to strategy evaluation used in NLC were enough, 16(17.8%) of respondents not accept that low materials used in strategy evaluation to NLC were enough, although there are someone not accept enough of resources allocated to strategy evaluation the big number accept it.

Table 4. 15 Descriptive statistic about corrective actions in NLC when strategic initiative are failing or could be improved

	Frequency	Percent	Valid Percent	Cumulative Percent
Change strategy	57	63.3	63.3	63.3
Give motivation staff	33	36.7	36.7	100.0
Total	90	100.0	100.0	

Source: primary data, 2020

The results in table 4.10 indicates that 57(63.3%) of respondents asserted that NLC change strategy for achieving its objectives, 33(36.7%) of respondents said that National Land Centre try to give motivation staff in order the institution could be improved. The majorities asserted if corrective actions of strategic initiatives are failing or could be improved in NLC, it has been changed strategy.

4.2.3 Regression analysis between information and strategic management practice and quick response

Regression analysis between strategic management practices and transparency finds regression analysis between forecasts such as evaluation, formulation and rapid response execution.

Table 4. 16 Mode summary in strategic evaluation, control practice on service delivery

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.062 ^a	.004	-.031	.914

a. Predictors: (Constant), Evaluation, Formulation, Implementation

Source: Primary Data, 2020

According to the results in table 4.20. The R coefficient .062 indicates that with rapid response, predictors have a strong positive relationship. The coefficient of determination .004 r square reveals that the predictors explain 3.1% of variability in accountability. Thus, on the basis of results, strategic management practice metrics and other interventions such as consistency, assessment, formulation and implementation contribute to 3.1% of NLC development.

Table 4. 17 Analysis of Variance (ANOVAa) in strategic evaluation, control Practice on service delivery

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.273	3	.091	.109	.955 ^b
	Residual	71.827	86	.835		
	Total	72.100	89			

a. Dependent Variable: Quick Response

b. Predictors: (Constant), Evaluation, Formulation, Implementation

Source: Primary Data, 2020

The table 4.21. It shows that with .955 sig, there is a positive relationship of significance between strategic management activities and rapid response. The critical value at a significance level of 95 % is greater than 0.05. Therefore, in predicting the relationship between strategic management activities and fast response as a measure of NLC, the model is statistically important.

Table 4. 18 Coefficients in strategic evaluation, control practice on service delivery

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.069	.824		2.511	.014
	Formulation	-.129	.232	-.060	-.557	.579
	Implementation	-.018	.341	-.006	-.054	.957
	Evaluation	.018	.153	.013	.119	.906

a. Dependent Variable: Quick Response

Source: Primary Data, 2020

The findings in table 4.22 Reveals that strategic management practices tests show a positive coefficient of improving NLC's effect. As shown by the P-value, the regression coefficient demonstrates a meaningful relationship where all the measured values are greater than 0.05 level. Therefore, the relationship between rapid response and the measurement of strategic management activities is positive and significant. Based on the coefficient, the regression analysis model, $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$, therefore, the equation becomes. $Y = 2.069 + .129\beta_1 + .018\beta_2 + .018\beta_3 + \epsilon$, this equation reflects positive significant relationship between predictor measures of strategic management practices and quick response as measure of NLC.

The first target of establishing a relationship between NLC evaluation and quality services has a positive and significant relationship (b=.129 and p=.579), the second goal of establishing a relationship between NLC implementation and quick response has a positive and significant relationship (b=.018 and p=.957), and the third goal of establishing relationship evaluation and quick response.

4.2.4 The correction analysis between Strategic Management Practices

The correction analysis between measures of Strategic Management Practices determines the relationship between strategic formulation, strategic implementation and strategic evaluation.

Table 4. 19 Correlations Analysis between Strategic Management Practices

		Strategic formulation	Strategic implementation	Strategic evaluation
Strategic formulation?	Pearson Correlation	1	.021	.033
	Sig. (2-tailed)		.845	.760
	N	90	90	90
Strategic implementation	Pearson Correlation	.021	1	-.128
	Sig. (2-tailed)	.845		.229
	N	90	90	90
Strategic evaluation	Pearson Correlation	.033	-.128	1
	Sig. (2-tailed)	.760	.229	
	N	90	90	90

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data, 2020

The results in table 4.11 revealed there is positive correlation between strategic formulation and strategic implementation ($p=.021$ and $sig=.845$) at 0.01 level of significance, there is also positive correlation between strategic formulation and strategic evaluation and other strategic implementation and strategic evaluation ($P=.033$ and $sig=.760$) and ($p=-.128$ and $sig=.229$ at 0.01 level of significance respectively. The findings in table 4.11 prove that indicators of strategic management practices are all related to each other with stronger correlation.

4.2.5 Correlation analysis between measures of service delivery

The analysis of relationship between measures of service delivery includes quality service, accountability and quick response

Table 4. 20 Correlations Analysis between Strategic Management practices

		Quality Service	Accountability	Quick Response
Quality service	Pearson Correlation	1	.010	-.104
	Sig. (2-tailed)		.926	.330
	N	90	90	90
Accountability	Pearson Correlation	.010	1	-.153
	Sig. (2-tailed)	.926		.150
	N	90	90	90
Quick Response	Pearson Correlation	-.104	-.153	1
	Sig. (2-tailed)	.330	.150	
	N	90	90	90

** Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data, 2020

The results in table 4.12 revealed there is positive correlation between quality service and accountability ($p=.010$ and $sig=.926$) at 0.01 level of significance, there is also positive correlation between quality service, and quick response ($-.104$ and $sig=.330$) also accountability and quick response ($p=-.153$ and $sig=.150$) at 0.01 level of significance respectively. The findings in table 4.12 prove that indicators of service delivery in National Land Centre institution are all related to each other with stronger correlation to each other. The analysis shows the correlation between strategic management practices and service delivery. The indicators are strategic formulation, strategic implementation, strategic evaluation, service delivery, accountability and quick response.

Table 4. 21 Correlations Analysis between Strategic Management Practices and Service Delivery

		Strategic formulation	Strategic impleme Ntation	Strategic evaluation	Quality service	Account Ability	Quick response
Strategic formulation	Pearson Correlation	1	0.021	0.033	0.092	-0.055	-0.06
	Sig.(2-tailed)		0.845	0.76	0.386	0.604	0.576
	N	90	90	90	90	90	90
Strategic implementation	Pearson Correlation	0.021	1	-0.128	0.054	0.055	-0.009
	Sig.(2-tailed)	0.845		0.229	0.613	0.606	0.935
	N	90	90	90	90	90	90
Strategic evaluation	Pearson Correlation	0.033	-0.128	1	0.037	-0.038	0.012
	Sig.(2-tailed)	0.76	0.229		0.729	0.725	0.913
	N	90	90	90	90	90	90
Quality service	Pearson Correlation	0.092	0.054	0.037	1	0.01	-0.104
	Sig.(2-tailed)	0.386	0.613	0.729		0.926	0.33
	N	90	90	90	90	90	90
Accountability	Pearson Correlation	-0.055	0.055	-0.038	0.01	1	-0.153
	Sig.(2-tailed)	0.604	0.606	0.725	0.926		0.15
	N	90	90	90	90	90	90
Quick response	Pearson Correlation	-0.06	-0.009	0.012	0.104	-0.153	1
	Sig. (2-tailed)	0.576	0.935	0.913	0.33	0.15	
	N	90	90	90	90	90	90

** Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data, 2020

The results in table 4.13 revealed there is positive correction between strategic formulation and quality service (p=.092 and sig=0.386), strategic formulation and accountability (p=-0.055 and sig=0.604), strategic formulation and quick response (p=-0.06 and sig=0.576), strategic implementation and quality service(p=0.054 and sig=0.613), strategic implementation and accountability (p=0.055and sig=0.606), strategic implementation and quick response(p=-0.009 and sig=0.935), strategic evaluation and quality service (p=0.037 and sig=0.729), strategic evaluation and accountability (p=-0.038 and sig=0.725), strategic evaluation and quick response (p=-0.012 and sig=0.913) at 0.01 level of significance respectively.

There is also positive correlation between quality service and strategic formulation (p=0.092 and sig=0.386), quality service and strategic implementation (p=0.054 and sig=0.613), quality service and strategic evaluation (p=0.037 and sig=0.729), quality service and accountability (p= 0.01 and sig=0.926), quality service and quick response (p=-0.104 and sig=0.33), accountability and strategic formulation (p=-0.055 and sig=0.604), accountability and strategic implementation (p=0.055 and sig=0.606), accountability and strategic evaluation (p=-0.038 and sig=0.725), accountability and quality service (p=0.01 and sig=0.926), accountability and quick response (p=-0.153 and sig=0.15), quick response and strategic formulation (p=-0.06 and sig=0.576), quick response and strategic implementation (p=-0.009 and sig=0.935), quick response and strategic evaluation (p=0.012 and sig=0.913), quick response and quality service (p=-0.104 and sig=0.33), quick response and accountability (p=-0.153 and sig=0.15) at 0.01 level of significance respectively. The above results indicate that

indicators of strategic management practices and service delivery are connected to a stronger correlation between them.

4.3 Discussion of Key Results

The first objective was to determine the effect of strategic formulation practice on service delivery in National Land Centre. The highest number of respondents disagree because vision and mission had not been established earlier before strategic formulation. This implies that National Land Centre formulated the vision and mission statements when they incorporated strategic management practices into the organization.

About strategic choices used on sensitization to register land as property, respondents were happy because they received their land certificates in short time; but there were other respondents were not satisfied because they were charged some amount of money before receiving their certificates of lands. In general, the strategic choices were understandable in National Land Centre and were active. About knowing if citizens were satisfied with the service delivery by National Land Centre in period of land week the respondents were great extent and accept it. In general, the big number asserted that citizens were served by National Land Centre in land week and level of satisfaction was high.

The second objective was to examine the influence of strategic implementation practice on service delivery in National Land Centre. After discussion on different methodology used for implementing those methodologies, the big number of

respondents asserted methodology of implementation used in National Land Centre is performance target. The statistic on effectiveness of strategy implementation in National Land Centre, the big number of respondents asserted that the customer satisfaction had influence of the strategic implementation in National Land Centre; while the statistic on responsibilities of leaders in National Land Centre is effective. Then, the big number asserted that influence of strategic implementation on leadership skills in National Land Centre is high effective.

The third objective was to assess the relationship in strategic evaluation; control practice on service delivery in National Land Centre. The statistic on attitude of employees in evaluation used describes the different responses except the high level of respondents asserted evaluation was excellent. Descriptive of resources allocated to strategy evaluation used if were enough, the majorities respondents responded that resources allocated to strategy evaluation used in strategy evaluation to National Land Centre were enough, although there is someone not accept enough of resources allocated to strategy evaluation so the big number accept it. Descriptive statistic about corrective actions in National Land Centre when strategic initiative is failing or could be improved; the majorities asserted if corrective actions of strategic initiatives are failing or could be improved in National Land Centre, it has been changed strategy.

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The findings from chapter four were presented in a coherent summary form in this section, conclusions drawn and suggestions taken in line with the study's research variables and objectives. There are also suggestions for further work in the section. The purpose of the study was to examine the contribution of the National Land Centre's strategic management practices to service delivery.

5.1 Summary of Findings

The summary of findings is a piece of information that is discovered during an official examination of a problem, situation, or the conclusions they come to as the result of some research some.

5.1.1 The effects of Strategic Formulation Practice on Service Delivery in National Land Centre.

The results in table 4.2 indicates that 70(77.8%) of respondents are not agree that vision and mission had been established earlier for helping strategic formulation while 20 (22.2%) are accept that the vision and mission statement had been established earlier in the cycle help the strategic formulation in National Land Centre. The results in table 4.3 indicates that 79 (87.8%) of respondents accepted the strategic choices were very sufficient, 8(8.9%) of respondents show the strategic choices are sufficient while 3(3.3%) of respondents asserted that there no sufficient. The results in table 4.4 indicates that 71(78.9%) of respondents were great extent and accept that the customers were satisfied in period of land week, 17(18.9%) of respondent were

small extent while 2(2.2%) of respondents were neutral about satisfaction of customers in period of land week.

5.1.2 The influence of Strategic Implementation Practice on Service Deliver in National Land Centre.

The results in table 4.5 indicates that 82 (91.1%) of respondents showed that performance target in NLC was used in methodology of implementation, 8 (8.9%) of respondents said that used the social cultural process. The results in table 4.6 indicates that 47 (52.2%) of respondents showed that customer satisfaction in NLC was used in as effectiveness of strategy implementation, 33(36.7%) of respondents proved effectiveness of strategy implementation was efficiency, 7(7.8%) of respondents said staff motivation was important as influence of the strategic implementation used in NLC when 3(3.3%) of respondents accepted that knowledge and innovation used as influence of the strategic implantation. The results in table 4.7 indicates that 65 (72.2%) of respondents accepted that the leadership skills in NLC is effective on level of high effective, 21(23.3%) of respondents proved was effective, 4(4.4%) of respondents only were moderate leadership skills in National Land Centre is effective.

5.1.3 The relationship in Strategic Evaluation; Control Practice on Service Delivery in National Land Centre.

The results in table 4.8 indicates that 51 (56.7%) of respondents accepted that the attitude of employees on evaluation used in NLC was Excellent, 32(35.6%) of respondents proved evaluation was in NLC the employees accepted on level of fair, while 7(7.8%) of respondents only their attitude about evaluation used in NLC asserted that evaluation was good. The results in table 4.9 indicates that 74 (82.2%) of respondents showed that the resources allocated to strategy evaluation used in NLC were enough, 16(17.8%) of respondents not accept that low materials used in strategy evaluation to NLC were enough, although there are someone not accept enough of resources allocated to strategy evaluation the big number accept it. The results in table 4.10 indicates that 57(63.3%) of respondents asserted that NLC change strategy for achieving its objectives, 33(36.7%) of respondents said that National Land Centre try to give motivation staff in order the institution could be improved.

5.2 Conclusion

In conclusion, in an organization that wants to achieve its goals and objectives that facilitate the economic and development of the country, strategic management practices on service delivery are paramount, based on the purpose of the study with a detailed account of the reviewed literature and findings on this analysis. The general objective of this study was to assess the impact of strategic management practices on service delivery in National Land Centre. The strategic formulation practice, strategic implementation practice and strategic evaluation, control practice were the independent variables. The findings showed that strategic management practices at the National Land Centre had a major positive effect on service delivery. The following outcomes were deduced based on the goals. Based on research findings, one of the respondents suggested that the strategic formulation in the National Land Centre would be simple to support if the vision and mission statement were previously defined in the National Land Centre. While many respondents agree that the vision and mission

statement were established earlier in the cycle, in the National Land Centre, the strategic formulation must be strengthened.

According to the research findings, the multiple implementation at the National Land Centre played a moderately positive role in shaping service delivery. The vast number of participants indicated that a performance target is the implementation strategy used in NLC.

The strategic assessment and control practice played the least role in the positive service delivery partnership of the National Land Centre on the basis of the research findings. The high level of assessment claimed by the respondents was excellent.

5.3 Recommendations

The study objective was to determine strategic management practices and service delivery in National Land Centre and their effect on service delivery. Mission and vision statements demonstrate what the institution's ultimate objective is and what they are doing, which should be communicated to staff members during the execution of the plan. Based on the goals concluded, the following recommendations have been made:

5.3.1 Recommendation to government

To conduct field research to assess the effects of strategic formulation practice on the Government of Rwanda's delivery of services. In developing initiatives for productive learning and full service delivery, county government executives should support delegation and lead from the front. Monitor practices of strategic management practices on service delivery by the Government of

Rwanda to carry out field research to determine the relationship in strategic evaluation.

5.3.2 Recommendation to National Land Centre

National Land centre have to prepare exceptional training should be based on specific tasks and roles as opposed to general trainings which rarely yield much, To carry out field research to analyse the degree to which the organizational environment influences the service delivery of the National Land Centre. Sound human resource policy that includes capacity building and employee motivation.

5.3.3 Recommendation to Campus

Strategic public service planning includes in campus for encourage students to use it whatever they work. To conduct field research to establish the extent to which implementation of strategic management practices influences the service delivery to different institutions such as public institutions of the Government of Rwanda.

5.4 Suggestions for Further Study

In other service-oriented institutions, a similar study could be conducted to compare findings. Nonetheless, the author suggests the following areas for further analysis based on the previous hypothesis of this study's findings; work environment survey in public institutions and work-related quality service and how it affects the job performance of public institutions.

APPENDICES
APPENDIX I: INTRODUCTION LETTER

Mount Kenya University



INSTITUTE OF POST GRADUATE STUDIES & RESEARCH

INTRODUCTION LETTER

REF: MKU04/PGS&R/0205/2019

16th October, 2019

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: UWANYIRIGIRA JEANNE D'ARC-MBA/2017/76335

This is to confirm that the above named person is a bonafide student of Mount Kenya University Rwanda.

She is currently carrying out research work to enable her complete her **Master in Business Administration (Strategic Management Option) Degree Program**. The title of her research is: **STRATEGIC MANAGEMENT PRACTICES AND SERVICE DELIVERY IN**

PUBLIC INSTITUTION IN RWANDA.

A CASE STUDY OF NATIONAL LAND CENTRE

The information received will be confidential and for academic purposes only.

Any assistance accorded to her to complete this study will be highly appreciated.

Thank you.


Alice Kituyi Kwake (PhD)
Ag. DIRECTOR INSTITUTE OF POST GRADUATE STUDIES & RESEARCH



Questionnaire for NLC staff

Instructions: This questionnaire seeks to establish the strategic management practices and service delivery in Public Institution in Rwanda, the case of National Land Centre.

I assure you that your answers would be kept completely confidential and used for academic purposes only. Kindly answer all the questions by ticking or filling in the spaces provided.

Tick / fill the appropriate answer in the blank boxes/ spaces respectively.

Section A: Profile of respondents

Tick the appropriate response

1. Education Level respondents

- a) Bachelor’s degree
- b) Master of Degree
- c) PhD degree

2. Position respondents

- a) Leaders of headquarter
- b) Districts land officers
- c) Sectors Land officers
- d) All staff of NLC

3. Experience respondents

- a) Less than one year
- b) One year

Section B: Effect of strategic formulation practice on service delivery in National Land Centre.

6. Do you think it would have been helpful for the strategic formulation if the vision and mission statement would have been established earlier in the process?

- a) Yes
- b) No

7. Do you assume that the strategic knowledge choices for registering land as property were based on a sufficient understanding of the organization in which the National

Land Centre was active?

- a) Very sufficient
- b) Sufficient
- c) No sufficient

8. Does the strategy clearly define which kind of customers were served in land week by NLC and which level was satisfied?

- a) Great extent
- b) Small extent
- c) Neutral

On a scale of Strongly Agree = 4; Agree = 3; Strongly Disagree = 2; Disagree = 1.

Please tick appropriately

Statement	SA4	A3	SD4	D2
Establishment of vision and mission statement affects service delivery				
Strategic knowledge choices for registering land affect service delivery				

Kind of customers were served in land week by NLC affects service delivery				
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Section C: Influence of strategic implementation practice on service delivery in National Land Centre.

9. Which approach have you adopted in implementing strategy in your institution?

- a) Planning process
- b) Performance target
- c) Social cultural process

10. Indicate how you rate the effectiveness of strategy implementation practices in your institution performance?

- a) Customer satisfaction
- b) Knowledge and innovation
- c) Staff motivation

11. How effective does of leadership skills ensure strategic implementation?

- a) Highly effective
- b) Effective
- c) Moderate

On a scale of Strongly Agree = 4; Agree = 3; Strongly Disagree = 2; Disagree = 1.

Please tick appropriately

Statement	SA4	A3	SD4	D2
Performance aim approach used affects service delivery				
Implementation practices in institution affects service delivery				
Strategic implementation by leadership skills affects service delivery				

Section D: The relationship in strategic evaluation, control practice on service delivery in National Land Centre.

12. What is the attitude of employees when evaluating the strategies used on service delivery?

- a) Excellent
- b) Fair
- c) Good

13. Are adequate resources dedicated to the assessment and control of strategy to know if the provided services are successful?

- a) Agree
- b) Disagree

14. How does the institution recognize corrective actions when strategic initiatives fail or could be improved?

On a scale of Strongly Agree = D Agree = C; Strongly Disagree = B; Disagree = A.

Please tick appropriately

Statement	SAD	AC	SDB	DA
Attitude of employees affects service delivery				
Assessment and control affect service delivery				
Corrective actions affect service delivery				

INTERVIEW GUIDE

APPENDIX II: INTERVIEW GUIDE

The following question are supposed to be answered by the leaders of National Land Centre

1. Do you assume that your clients are happy with the offer?
2. What is strategy do you use to know if the customers are satisfied with the service offered by your institution?
3. After citizens' statements you get some time that tell you the tax is on land title is more than their sources what do you have your strategy to minimize those claims?

4. How long would it take to successfully fix or overcome land problems?
5. At what point does the public feel pleased with the delivery of services you offer?

Thank you for your kind cooperation

ACKNOWLEDGEMENT

I would like to thank all those who made this worthwhile undertaking easier to understand. First of all, my sincere gratitude to the Almighty God. In general, I am grateful to my parents for their supporting role in my life. I can't forget my children who promised to wait for me until I got home late at night because of my college.

Once again, my supervisors, Dr. Eugenia Nkechi Irechukwu and CPA Osiemo Kengere, share my heartfelt gratitude. During the long and demanding journey, their informed guidance and encouragement kept me focused. My master's studies at the University of Mount Kenya were truly a transnational experience with their support. They are so blessed by God.

I am paying tribute to the Lord Almighty God I believe and will lead my mind and refresh my health.

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