

**THE CHALLENGES OF STRATEGIC PLAN IMPLEMENTATION AMONG  
CONSTITUTIONAL COMMISSIONS IN KENYA**

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## DECLARATION

This research project is my original work and has not been presented for a degree in any other university.

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**D61/81165/2015**

This research project has been submitted for examinations with my approval as the university supervisor.

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## **DEDICATION**

I dedicate this work to the Almighty God for his grace and blessings with which he has enabled me to come this far.

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## **ABBREVIATION AND ACRONYMS**

**IO** Industrial Organization

**SPSS** Statistical Package for Social Sciences

## ABSTRACT

There is enormous knowledge on strategic plans and strategic planning as put forward by various researchers. Several researchers have studied on the strategic planning practices of various organizations. Despite the fact that these research studies emphasize the importance of strategic plans and implementation, they do not adequately indicate the challenges of implementation of the strategic plans. The main purpose of the study was to determine the challenges of strategic plan implementation among Kenyan Constitutional Commissions and how these challenges can be allayed. This research was conducted through a census study. Population of study comprised of fourteen (14) Independent Constitutional Commissions of Kenya. The study collected primary data which was obtained via a semi-structured questionnaire. The response received was analyzed using descriptive statistics. The findings revealed the challenges that includes lack of proper communication, inadequate funding for the plans, political interference, implementation hindered by laid down procedures, lack of interdepartmental coordination, ever changing government policies, poor feedback mechanism on strategy implementation and poor organization culture. The study also identified the underlying issues that encompassed strategic plan among the various Constitutional Commissions. The study findings revealed the following: all the Constitutional Commissions that responded had a strategic plan; the strategic plan covered a period of five years; the adoption of the strategic plan process was influenced by formulation, implementation, monitoring and evaluation of strategic plan; department heads are involved in the decision making process. The study concluded that management of Constitutional Commissions should properly handle the above aspects of a strategic plan to ensure a successful achievement of its goals and objective. The study recommended that Kenyan Constitutional Commissions should ensure proper implementation of their strategic plans to achieve their goals by dealing with the challenges of strategic plan implementation through ensuring adequate funding for the plans, involving all staff in the implementation of plans, improving communication, putting flexible operational procedures, improving interdepartmental coordination, training and recruiting qualified staff, adaptation to the ever changing government policies and adoption of an organization culture that supports the organization's goals.

# CHAPTER ONE

## INTRODUCTION

This chapter contains the background of the study, a discussion on the concept of strategy, strategic planning and strategic plan implementation. It introduces the Constitutional Commissions in Kenya and their roles. This chapter also highlights the research problem, research objective and the value of the study.

### 1.1 Background of the Study

Organizations around the world are increasingly applying strategic planning in managing their organizations to gain competitive advantages that bring forth business effectiveness. Strategic planning creates an environment that is enabling for achievement and sustenance of a superior returns and performance overall (Johnson, Scholes & Whittington, 2014). The organization's focus and direction is determined by the provisions of a strategic plan. Specifications against which an organization decides what to do and how to do it best is also provided. Simply put, it is a method for creation and description of a better future in measurable terms and the selection of the best means to attain the desired results (Hines, 2014). As the strategies get entrenched within the organization an understanding of strategy implementation challenges is important if organizational effectiveness is to be achieved.

This study was anchored on the industrial organization (IO) theory Resource-based theory which states that firms should look at the resources within the company to gain competitive advantage. A firm's resources or strategic abilities should be imperfectly imitable, rare, non-substitutable and valuable. The resource-based theory hence provides a rationale for competitive strategic planning that enhances firm competitiveness. The industrial organization (IO) theory states that the fit between a

business strategy and its environment has considerable repercussions on its competitiveness. It further states that an understanding of aspects such as strategic planning in the operating environment; convergences in economic systems and technological facilitate the need for constant strategic planning in an organization. Government institutions in Kenya have been on the forefront of sourcing external consultants to aid in strategic planning. Formulating, executing and the evaluation of a Strategic plan unquestionably become a major activity in government institutions. In order to assess the level of success or otherwise of a government institution, its established strategic plans relative to the achievement of all those goals in all fronts of operations of the organization have to be determined. The mandate of independent Commissions is intended to bring about fundamental changes in the values and practices of state officials and the nature and objectives of the state. It is obvious that any institution is likely to face many obstacles to achieve these objects, given Kenya's political culture and practice hence the knowledge that this study seeks to fill.

### **1.1.1 Concept of Strategy**

In every organization, Strategy is a vital management tool. Strategy defines how an organization should function in order to achieve their objectives. Sloan (2015) states that strategies are very fundamental in gaining and sustaining of competitiveness in a world that is becoming ever more turbulent and characterized by fast-paced technological innovations, shifting political alliances and emerging economies. How organizations react to the competitive environment is influenced by strategic decisions. It is very substantial for independent Commissions to make strategic decisions and define strategy in terms of its functions and its relations to the environment (Obonyo, 2013).

Cetinkaya (2013) pointed out that strategy determines the organizations overall direction its vision, goals, ethical perspectives on the social environment and corporate identity as well as the range of its business. Hence strategies are concerned with the connection between the company and its environs. The manner in which organizations plan to respond describes strategy to its stakeholders as attempts to deliver on its mandate. According to Poister and Streib (2009) successful application of strategy by management of an organization requires the flow of feedback that is noteworthy from managers and employees concerning strategies viability and efficiency. The evaluation and control process entails having a comparison between desired performance and the actual performance and effects necessary changes that would ensure sustainable high performance.

### **1.1.2 Strategic Planning**

This is an organizational management process that systematically defines strategy or direction, focuses energy and resource, and analyzes and regulates the direction of the organization in response to a dynamic environment. This alludes to a systematic, previously documented process of making a handful of fundamental decision that an organization, seen as a corporate must get right in order to prosper over the next few years (Olsen, 2012). An efficient strategy planning enables an organization to know where it currently stands, determine where it is going, then determine where it wants to go and how it will get there (vision). Strategic planning process leads to the creation of organization strategy, diagnosis of the environment and competitive situation (Rumelt & Richard, 2011).

In strategic planning, there are various perspectives, models and approaches that can be. Issue based strategic planning, Conventional strategic planning, alignment model and organic strategic planning comprises the models of strategic planning. The most famous one is the conventional strategic planning that is suitable for firms with adequate resources for persuasion of very ambitious visions and goals, have external environment that are relatively stable. Organic strategic planning model is appropriate for firms with limited resources and little success with achieving ambitious goals. Alignment model of strategic planning ensures a strong positioning of the organization's internal with attaining an overall objective. Development of a strategic plan is dependent on the organization's culture, structure, size and complexity of the external environment.

For achievement and sustenance of superior overall performance and returns an enabling environment is attained by strategic planning (Johnson, Scholes and Whittington, 2012). The entire process of decision making and issues faced by the organization is taken into account in the process of strategic planning. The process of strategic planning according to Uvah (2015), is as fundamental as the actual plan and its execution. He went on to suggest a process of strategic planning that included Plan Design that deals with the stage of design in the exercise of strategic planning and should resolve such questions as who should be responsible for what? The next is formulation stage.

### **1.1.3 Strategic Plan Implementation**

According to Johnson, (2012) a strategic plan comprise a written down guide put to use by organizations so as to pair company objectives with the needs of a market place. The objectives of the company are defined and utilized to take advantage of the available business opportunities. The contents of a strategic plan are the following basic components: mission statement, strategies, vision, critical success factors, and actions for goals (Pearce & Robinson, 2007). Strategic plans become harder to articulate when everyone is allowed to participate in formulation. It calls for a selection of key participants like for instance in the management, target group, and the technical staffs.

Strategic plan implementation is part of Strategic management that is described as a concept about how to compete in an industry. It attains benefits for the organization through division of resources within a changing environment, to meet the market needs and to satisfy the expectations of stakeholders (Johnson, 2012). A set of decisions and actions leading to plan formulation and execution designed to attain an organization's goals is called strategic management (Pearce & Robinson, 1991). The action aspect of the process of strategic management via which strategy is a translated into action. Implementation of strategic narrows down to change management and the resistance that may occur as a result of change. The implementation process may involve significant changes in the organization structure, culture and systems (Pearce & Robinson, 1988).



The execution involves, motivating, controlling and balancing the power politics. (David, 2012). The impulsive nature of the environment makes strategy implementation harder difficult and composite (Harvey, 2012). Failure of implementation rate is over 65% in organizations (Mintzberg & Quin, 2014). Implementation challenges arise in organizations as a result of failure to match these elements to the strategies. Implementation unlike formulation permeates everyday life (Thompson and Strickland, 2003). Today's managers have to deal with challenges posed by the environment, thereby embracing the resulting strategic responses since change has become a permanent factor of organizational life (Rose & Lawtone, 2013).

#### **1.1.4 Constitutional Commissions in Kenya**

There are ten (10) Commissions established by Article 248 of the Constitution of Kenya, 2010, which are different from the Commissions under the 1969 constitution previously. These Commissions have a constitutional provision stating their independence from the other government arms and are supposed to be disconnected from the Executive, Parliament and Judiciary administratively and financially. The 10 Commissions are covering national issues on human rights, land, elections, salaries and benefits, appointments and disciplinary action for the police, public service, judiciary, parliament, teachers and allocation of revenue for counties. There are four other Commissions established by ordinary law but envisaged by the Constitution. These are on Gender and Equality Commission, the Commission on Administrative Justice, Ethics and Anti-Corruption Commission and the Human Rights Commission. These Commissions have the same constitutional independence as the other Commissions (Parliament.go.ke, 2017).

The functions of Commissions are strategic both to the people and public service of Kenya. Therefore, each needs to be independent of undue influence by other government bodies to discharge its functions whether oversight, protection of rights, strengthening national unity, appointments and dismissal of state officers who need to be protected against the whims and favoritism of politicians, ensuring independence of the electoral process, the integrity of the national and county financial systems, particularly of politicians, parliamentarians and bureaucrats. The proper discharge of their functions, which are primarily designed to remove political, ethnic or partisan control over the staffing and activities of state agencies, and to ensure their impartiality and fairness, requires absolute independence (Sihanya, 2011).

This independence is protected in various ways under the Constitution. Their members called Commissioners are responsible for the policy and decisions of the bodies, must satisfy the values criteria of Article 10. Chapter Six of the Constitution of Kenya, requires appointment to be on the basis of integrity, competence and suitability, and behavior marked by impartiality, selflessness and discipline. These Commissioners are responsible for the implementation of strategic plans and face challenges in the process. Commissions are supported by staff called the Secretariat that they appoint and are liable for day to day activities of the Commissions.

Factors that may adversely affect the independence of Commissions include how members are appointed. A common form of appointment is by the President setting up a selection panel and lists of candidates selected after interviews go to the National Assembly for approval hence subject to manipulation. Further, the Commission's budgetary allocation is done the National Treasury and is subject to approval by Parliament which leaves the institutions at the mercy of Parliament.

## **1.2 Research Problem**

Mainly, organizations formulate their strategies and roll them out for implementation. The nature of the commissions and independent offices is expected to bring forth strategic implementation challenges unique to the sector. The commissions are required to check presidential and public authority. The mandate of all commissions generally under Article 249 is protection of the people's sovereignty, secure observance of all organs of state of democratic values and principles and promotion of constitutionalism.

The specific constitutional powers bestowed upon the constitutional commissions were presidential or statutory powers assumed by the president under the 1969 constitution. They included powers to constitute and abolish offices in the public service, power to change administrative boundaries, power on allotment of revenue and financial and administrative powers over Parliament and the Judiciary. The mandate of independent bodies is intended to bring about fundamental changes in the values and practices of state officials and the nature and objectives of the state. It is also obvious that any institution is likely to face many obstacles to achieve these objects, given Kenya's political culture and practice hence the knowledge that this study seeks to fill.

Challenges facing strategy implementation has been researched on. Strategy implementation challenges facing the regional development authorities in Kenya, was for instance, surveyed by Arumonyang (2013). The study adopted descriptive research design. In collecting data, closed ended questionnaire were utilized. In determining the joint connection between independent and dependent variables, Multiple regression analysis was put to use.

Strategy implementation challenges at Kenya Wildlife Services Patrick (2012). The study was a case study and it used descriptive research design. Primary data was collected using questionnaires that were self-administered by the researcher and semi structured interviews. Both descriptive and inferential statistics were used for data analysis.

Martha (2012) challenges faced in implementation of strategy at the ministry of road and public works in Kenya. The methodology of research was a descriptive research design and a case study. To collect data, an interview guide was utilized. Collected data was analyzed using content analysis. Njoki (2013) challenges faced in implementation of strategy at Oxfam great Britain-Kenya. Descriptive research design and a case study was adopted. To collect data, an interview guide was utilized. Collected data was analyzed using content analysis.

Ochanda (2015) has looked at the challenges facing firms in strategy implementation at Kenya Industrial Estates being a sample of a state corporation. The research was conducted through a case study. In-depth interviews were used in primary data collection. A conceptual and qualitative content analysis was the best-suited method for data analysis. From this pool of knowledge it is evident there is still a need to further studies since strategy implementation challenges are specific to organizations. No study has been done on the challenges of strategy implementation in Constitutional Commissions in Kenya hence the knowledge gap and the research question: what were the challenges to strategic plan implementation among Constitutional Commissions in Kenya?

### **1.3 Research Objective**

This study aimed at determining the challenges of strategic plan implementation among Constitutional Commissions in Kenya.

### **1.4 Value of the Study**

The findings of this study will benefit management teams in Constitutional Commissions and other organizations. They will draw lessons on the challenges of strategy implementation. This will enable the management overcome the challenges so as to achieve success. It will improve the understanding of strategic management process from formulation to implementation. Further, the study will be of great benefit to government policy makers. This is because more insight will be provided on the challenges of strategy implementation in Constitutional Commissions.

Policy makers are usually informed by research findings that attempt to explain a phenomenon or address an existing knowledge gap. The findings and recommendations of this study will augment efficiency of policy decisions made by policy makers since policy decisions are supported by actual research findings. The Government of Kenya and other industry policy makers were able to make informed policy adjustments either in terms of policy changes, structural adjustments or even reviewing its policies.

The findings of this study will be important to researchers and scholars in the future as the information will shape the basis of their literature review, establishment of knowledge gaps and proving a guide towards a particular school of thought. From the analysis of all research studies carried out in Kenya, there is insufficient research work done. This has created a gap that should be filled up by current and future business scholars and researchers.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter contains a review of literature on strategic plan implementation as presented by various researchers. The chapter contains a theoretical review under which the industrial organization theory and the resource based theory theories are discussed. The chapter also contains a look into the strategic plan implementation process and the challenges arising in strategic plan implementation.

#### **2.2 Theoretical Review**

One of the most important debates in management is that of strategic planning. The issues of strategic plans and their implementation have become important in ensuring organizations enjoy smooth operations and achieve their goals. Several researchers have developed theories on the subject and this study will rely on the industrial organization theory and the resource based theory theories. The industrial organization theory states that the fit between a business strategy and its environment has significant implications on its competitiveness. This theory explains the importance of analyzing the business environment and then creating best fitting strategic plans in order to promote competitiveness. How firm's competitive advantage can arise from its resources is explained by the resource based theory explains that a. This theory explains the importance of identifying the firm's most important resources and guarding them to gain and sustain a competitive edge.

### **2.2.1 Industrial Organization Theory**

The industrial organization (IO) theory states that the fit between a business strategy and its environment has significant implications on its competitiveness (Shy, 1995).

The industrial organization (IO) theory argues that an understanding of what contributes to the success of businesses in a constantly changing environment affects competitiveness. These factors include strategic planning in the operating environment; convergences in economic systems and technological strategic planning which facilitate the need for constant strategic planning in an organization.

According to this theory, a firm's environment is important and thus the firm should be alert to the environmental changes surrounding it. Changes in the environment are important in formulating strategies for competitive advantage. It is the changes in the environment that necessitate strategic plans. This theory concentrates on the external environment (Belleflamme & Peitz, 2010).

Strategic plans are necessary to aid Constitutional Commissions in Kenya, in smooth operation and meeting their constitutional mandate. The formulation of these strategic plans according to this theory should factor in the state and changes in the environment. The consideration of all the external environment factors will aid in smooth implementation and give positive result through enabling the Commissions achieve their goals.

### **2.2.2 Resource Based Theory**

The resource based theory of competitive advantage is a prominent research body within the field of strategic management was named by Birger Wernerfelt in his article “A Resource-Based View of the Firm” (1984). However, the origins of the resource based theory can be traced back to earlier research. Components of the theory can be found in works by Coaste (1937), Selznick (1957), Penrose (1959), Stigler (1961), Chandler (1962, 1977) and Williamson (1975) where stress is put on the value of resources and its effects on performance of the firm. Two publications by Barney in which he talked about markets of strategic factor and the role of expectations closely followed Wernerfelt’s initial article and although not referencing Wernerfelt directly, the statements he made vividly visible seen the resource-based framework as later developed by Barney (1991). Other researchers have strengthened this theory while others have offered criticism.

The suggestion of the resource-based theory is that firms can earn super normal profits if they have superior resources which are important, rare, inimitable and non-substitutable. A firm’s competitive advantage lies solely on the implementation of the valuable resources at the disposal of the firm. This is the primary principle of the resource based view. The primary principle used by resource based view (Asad, 2012). The presumption of this theory is that sustainable competitive advantage is the desired outcome of the managerial effort within the firm. In order to build this sustainable competitive advantage a firm needs to start by identifying and classifying its key potential resources.



In these resources should lie the potential to generate value and they should also not be easily imitated or substituted by rivals. After the identification and classification of resources, firms should then identify their capabilities and determine what they should do more effectively than rivals. Firms should then evaluate the potential of generating rent of resources and abilities regarding their sustainable competitive advantage and their returns' appropriability of potential. It is important that firms identify resource gaps and invest in replenishing and upgrading their resource base.

While the industrial organization theory considered the forces in the industry, external to a firm, as the only determinants to be considered in building a sustainable competitive advantage, the resource-based theory expanded this to look at resources at the firm's disposal. These resources have been termed 'routines', 'core competences' and 'core skills' (Ferdinand, Graca, Antonacopoulou, & Easterby-Smith, 2004). Although this theory shifts strategy to firms' internal characteristics, by identifying its unique resources and how they may have been created, it can be considered a static theory (Priem & Butler, 2001) since it does not deal with the crucial issue of creation of future how. The resource based theory therefore does not account for dynamic markets.

This theory explains the importance of strategic plans that consider the resources in the Commissions that are valuable, rare, inimitable and non-substitutable. Strategic planning should therefore, analyze the Constitutional Commission's resources and identifying those that possess the above qualities. This will ensure more viable strategic plans and aid in alleviation of challenges in strategic plan implementation.

### **2.3 Strategic Plan Implementation Process**

The implementation of a strategic plan is the most important phase in strategic management since it is the action feature of the process of strategic management through which transformation of strategy into action takes place. David (2012) noted that, the execution of strategic plans involves motivation, control and balancing of the power politics. For effective strategic plan implementation the aspects of strategy, structure and behavior are important (Brinkschroder, 2014).

The aspect of strategy involves formulation and planning, and strategic consensus. In structure, of importance are cross-functional coordination, allotment of resource, management control, and communication. Under the behavior aspect, the dedication of the workforce, leadership by managers and the cultural context are important. In the strategic plan implementation process, it is important to incorporate each aspect in order to effectively bring the strategic plan that is on paper to life. The process of strategic plan implementation therefore involves:

Keeping the strategic plan moving which entails getting senior leadership visibly behind the plan. This should serve to show the supportiveness of the organization in executing the strategic plan and will prevent it from becoming just a shelf document. While the top management controls the progress of the plan and even intervenes for example through resource allocation, space for creativity by the employees should be allowed. (Brinkschroder, 2014).

Resource allocation where proper allocation of the necessary resources is an important part of the process of plan implementation. People, according to Brinkschroder (2014) are a key strategic resource; therefore important for organizations to efficiently utilize their employees' skills at the right places. Part of the process of strategic plan implementation is therefore to allocate tasks to employees best suited for them.

Communication and engagement of people which ensures sharing the plan within and outside the organization is part of the process. Multiple formats that are adapted to the audience should be used; brochures, the Website and detailed action plans. These need to be updated from time to time to reflect the implementation process. It is also important to engage more people since strategic plan implementation involves introduction of change (Sterling, 2003). The strategies have to be reviewed and weighted in order to determine the best place to start. This order is influenced by opportunities for quick successes, by logical ordering of strategies that depend on actions completed in earlier strategies, or by an annual cycle of activities (Office of planning and institutional assessment, 2009).

Setting milestones within the plan since in each strategic plan are different initiatives. For each, the person responsible for what activity, when it will be started and when it will be completed are important to note. It is also important to determine the expected results of each milestone in order to accomplish the final result. This will aid in assessing the plan progress and to determine when adjustments need to be made (Raps, 2015).

Linking the plan to daily activities since effective implementation of a strategic plan can only be achieved when the plan is incorporated into daily firm activities. For progress in plan implementation, the plan needs to be kept visible by integrating it into daily routines. Learning from the past during the implementation of the strategic plan, monitoring of trends and the environment is done. The approaches used in the implementation are tracked, those that worked well and those that need refinement are distinguished (Raps, 2015).

## **2.4 Strategic Plan Implementation Challenges**

Strategic plan implementation permeates everyday life in the organization. It comes with its own challenges as has been evidenced by other researchers in the past. Challenges are likely to occur in all the important aspects of the implementation process; strategy, structure and behavior. Failure to ensure involvement of all people in the process, lack of innovation freedom for the employees, mismanagement by senior management or lack of proper leadership and lack of proper coordination of involved departments are sighted as some of the reasons that derail strategic plan implementation (Brinkschroder, 2014).

Wessel (1993) notes that most barriers to strategy implementation fall into either one of these categories: many conflicting priorities, dysfunctional top teams, a top down management style, poor communication, inter-functional conflicts and inadequate management development. Whereas these can be addressed, there are increased possibilities of successful strategy implementation. Creativity is hindered by too much control, which is an essential resource to organizations.

Crittenden et al. (2008) cites migration management as the missing link in many organizations; thus inability to convert strategy into coherent and lasting action. The study also noted that lack of a formal process to manage five key challenges associated with implementation. By creating and using properly the clear statements of the desired future identity and by having sequential interrelated paths of action programs that are oriented towards learning and adaptation, organizations have been able to overcome challenges related to conventional approaches in implementation of strategy.

Getz et al (2009) attributes implementation challenges to lack of a formal process to manage five key challenges associated with implementation. They put it that there is need to synchronize long-term objectives with short-term objectives which are required for action planning. They go on to say that it is crucial for management to distinguish between strategic fit and what needs to be done next so that the right actions are undertaken. The study findings also revealed that inadequate training of employees hinders strategy implementation process.

King'ori (2010) studied the challenges of strategy implementation among the local pharmaceutical importers and distributor firms in Kenya and concluded that the critical workforce in implementation was not involved in the planning process and vice versa. The study further noted that communication of the strategies was not well done hence resulted in resistance to change impeding implementation. Lack of proper training of the workforce, lack of administrative support and lack of clear guidelines also contributed to a flawed implementation process (Sterling, 2003).

Dandira (2011) notes that the biggest challenge in strategic plan implementation is that the workers who are supposed to apply the strategic plans lack important information about the strategic plan itself and concludes there is a missing link between formulation and execution stages. He goes on to say that implementers need to be well trained and equipped to execute the strategy. He further argues that if workers are not well informed they may have no reason to make the implementation a success or fight the competition.

Myrna (2012) puts it that most organizations fail to successfully implement their strategic plans due to four reasons namely: mishandling people who do not execute as asked, dejecting personal motivation and ownership, losing focus in the face of every day operational needs, and not accepting how the real world works. The study concludes that people should not be mismanaged; the leader should dig deeper to the root cause of non-implementation. Further, the leader should begin to sell the strategy to the people as he helps them understand the need for change.

Myrna goes further to say that implementation begins with engagement of hearts and souls in a well-organized manner where the leader seeks to develop consensus on where they are, where they want to be and how they will get there. In essence, the leader buys in the entire team by consensus building. Failure to identify and recognize achievements also acts as negative. Leaders need to accept how the real world works and overcome the shortcomings like drafts which delay implementation and should be replaced with versions, and also eliminate words like action dates with suspense dates to ensure the team is proactive (Myrna, 2012).

The fundamental strategic resource according to Lorange (1998) is human resource. For that reason, it is crucial for organizations to efficiently utilize the employees' skills at the right places. It is the management's challenge to assign them to the tasks where they will be most useful and also coordinate and integrate activities and functions of the employees participating, Pryor et al. It is necessary to choose the right people for the right responsibility as a part of formulation and planning written in Strategy implementation. It is vital not to throw away important knowledge due to wrong allocation (Lorange, 1998).

It is necessary to involve management in monitoring of the direction and reviewing of the process. This may intercede where the objective's view is lost or where there might be need for reallocation of resources. According to Lorange (1998), some new strategy activities should be discarded during early stages to preserve resources for "where they have potential major payoffs".

## **2.5 Summary of Literature Review and Gaps**

The chapter introduced the theoretical framework that guides the relevance of the study variables that is the challenges of plan implementation. The study covered the industrial organization (IO) and resource based theories. The strategy implementation process requires motivation, control and balancing of the power politics. The commitment of the workforce, leadership by managers and the cultural context are also important.

A review of the relevant literature has brought out varied views and mixed results in respect to the objectives of the study from the writers. The scholars found the challenges of strategy implementation to include: many conflicting priorities, dysfunctional top teams, top down management style, poor communication, inter-functional conflicts and inadequate management development. Whereas these can be addressed, there are increased possibilities of successful strategy implementation, too much control, migration management, not involving critical workforce in implementation, lack of proper training of the workforce, lack of administrative support and lack of clear guidelines.

From the studies, it is apparent that challenges to strategic plan implementation may be specific to individual organizations or Industries based on their internal resources and environment. From the mentioned studies there exists a research gap since none of the researchers conducted a study with respect to Constitutional Commissions in Kenya. This creates a necessity to undertake a study on the challenges of strategic plan implementation among Constitutional Commissions in Kenya.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the research methodology. It entails the research design which points out cross sectional survey research design as the appropriate method of study; the population of the study included all the Constitutional Commissions in Kenya. Data collection involved semi-structured questionnaire and procedures, data analysis procedures to identify the challenges of strategy plan implementation among Constitutional Commissions in Kenya.

#### **3.2 Research Design**

The methodology used to achieve the study objectives is termed as research design. This study adopted cross sectional survey research design. This design aims at describing or defining a subject by creating a profile of Constitutional Commissions in Kenya. According to Cooper and Schindler (2003) this is done through data collection and tabulation of the frequencies on research variables or their interaction

The cross sectional survey design was deemed to be appropriate because it was used to describe relevant aspects of a phenomenon of interest in a particular situation at a particular point in time. In this case, the relevant aspects are challenges of strategic plan implementation. The survey design is more appropriate because it enabled the researcher to collect data from many study units for comparison purposes.

### **3.3 Population of the Study**

Population constitutes the entire group of individuals or objects from which the study seeks to generalize its findings (Fox & Bayat, 2007). The population of the study was all the fourteen (14) Independent Constitutional Commissions of Kenya for the study. Every unit from this population was regarded and respective data of their characteristics compiled.

A census study was applicable for this study since the researcher aimed to use it in collection of data from all the Constitutional Commissions in Kenya to identify the challenges of strategic plan implementation. The target respondents were employees of the Commissions. Constitutional Commissions in Kenya are relatively few in number and therefore it was more convenient to do a census study.

### **3.4 Data Collection**

In order to comprehensively study the challenges of strategic plan implementation among Constitutional Commissions in Kenya and to make valid conclusions, primary data was utilized. Primary data was obtained via a semi-structured questionnaire. The target respondents were compliance officers or their equivalents in all the Constitution Commissions in Kenya which involved a total of 14 respondents. The study settled on the mentioned as respondents as these are deemed to play a major role in implementing the strategic plan.

The questionnaires were self-administered by the researcher so as to clarify any issues that were not clear to the respondents. The questionnaire was divided into three sections. Section (A) captured information about general characteristics of the organization and the respondents; Section B: Strategic plan; Section (C) captured management perception on the challenges facing strategy plan implementation.

### **3.5 Data Analysis**

The data collected was analyzed using descriptive statistics. The questionnaires were edited for completeness, consistency and accuracy, once data was collected. In order to do away with discrepancies, data was cleaned before performing final analysis. The data was then categorized in terms of similarity and then tabulated. To facilitate statistical analysis, the responses were coded into numerical form.

Means, percentages and frequency distributions descriptive statistics measures were utilized to describe the responses. These measures were put to use given that they are good methods of presenting study findings. Presentation of the results was done on tables, pie charts and bar graphs. The examined data was then summarized and analyzed using statistical package for social sciences (SPSS). The data output was then analyzed by use of frequencies, bar chart, pie charts, percentages and mean.

## **CHAPTER FOUR**

### **DATA ANALYSIS, RESULTS AND DISCUSSION**

#### **4.1 Introduction**

This chapter focuses on data analysis, results and discussion of the findings of the data collected for the study. The study sought to determine the challenges of strategic plan implementation among Constitutional Commissions in Kenya. This chapter indicates the descriptive statistics of the variables under study.

#### **4.2 Presentation of the Findings**

Various aspects of background information were collected from the individual Independent Constitutional Commissions. The aspects included the name of the organization, job title of the respondents, the number of years of Commission's operation, age of the commission and continuous length of service of the commissions' employees. All aspects were analyzed and all the result findings presented.

##### **4.2.1 Response Rate**

A total of 14 questionnaires were issued to compliance departmental heads or equivalents in the 14 Independent Constitutional Commissions. A total of 11 respondents from Independent Constitutional Commissions duly filled the questionnaires. A size large enough to draw inference for the entire population. The study recorded a response rate of 78.6 percent which was valid enough for data analysis and presentation. Table 1 illustrates the response rate.

**Table 1: Response Rate**

<b>Respondents</b>	<b>Frequency</b>	<b>Percent (%)</b>
Target Population	14	100
Response Rate	11	78.6

**Source:** Research data (2017)

The targeted population of study was 14 Independent Constitutional Commissions of Kenya. However, the researcher was only able to duly administer the filling of questionnaires from 11 Independent Constitutional Commissions. This number represented 78.6% of the target population. A response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent (Mugenda, 2003). Based on the assertion, the response rate was considered to be good.

#### **4.2.2 Job Title**

The study focused on Compliance or equivalent departmental heads in the Constitutional Commissions in Kenya. The researcher requested the respondents to state the positions they occupy in their respective Commissions in the questionnaire.

Table 2 illustrates the response from the respondents.

**Table 2: Job Title of Respondents**

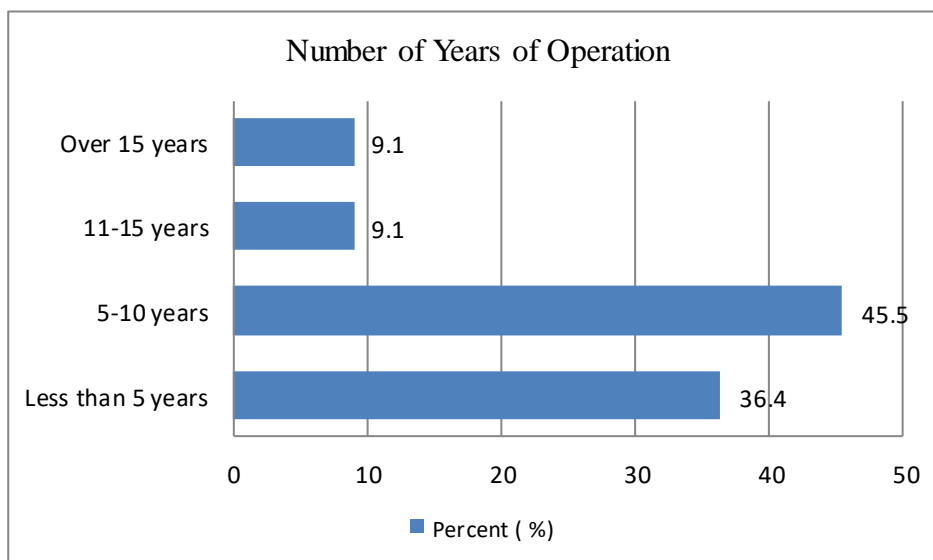
<b>Job Title</b>	<b>Frequency</b>	<b>Percent (%)</b>
Senior Communication Officer	1	9.1
Senior Human Resource	2	18.2
Deputy Director Compliance	2	18.2
Research Officer	2	18.2
Director	2	18.2
Compliance officer	2	9.1
Total	11	100

**Source:** Research data (2017)

Table 2 indicates the titles of employees that responded. Where 18.2% each occupied senior human resource, deputy director compliance, and research officer and director positions respectively. An equal number of persons accounting to 9.1% each occupied senior communication officer and compliance officer vacancies respectively.

### 4.2.3 Number of Years of Operation

One of the factors that the researcher desired to know was the number of years of existence of each Commission. As such, the respondents were requested to state the number of years within which their respective Commissions have been in operation. The response were as presented in figure 1.



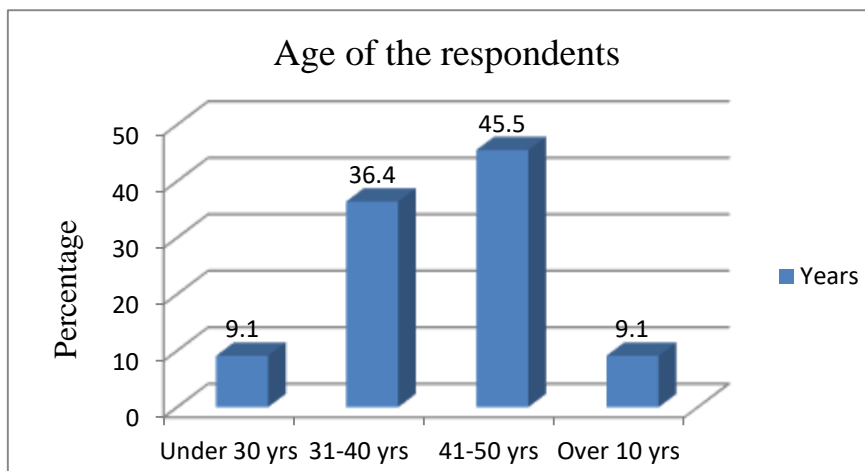
**Figure 1: Numbers of Years of Operation**

**Source:** Research data (2017)

Figure 1 outlines the number of years of operations of the Commissions. It indicates that 45.5% of the Commissions had been operational between 5-10 years, 36.4 % of the Commissions had existed for less than 5 years. Finally, 9.1% of Commissions each had operated for 11- 15 years and over 15 years respectively, since inception.

#### 4.2.4 Age of the Respondents

Age of respondents is one of the most important background information that any study should seek to determine in order to assess possible years of experience of the respondents. The study classified age of the respondents into 4 categories, that is, under 30 years, 31 – 40 years, 41 –50 years, and over 50 years. The respondents were requested to specify their age bracket. Figure 2 indicates the respondent’s responses.



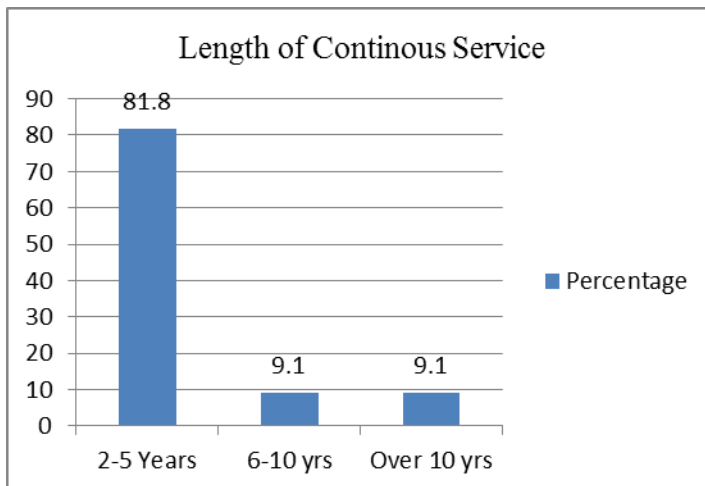
**Figure 2: Age of the respondents**

**Source:** Research data (2017)

The bar graph illustrates that a majority of the respondents 45.5% that responded to the questionnaire had an age ranging from 41-50 years. This was closely followed by respondents that had an age between 31-40 years accounting for 36.4 % of the response. The respondents under the age of 30 years and over 50 years each represented 9.1% of the respondents.

### 4.2.5 Length of Continuous Service

The length of service of employees in a commission would inform their role in the implementation strategy. Thus, the study did seek to establish the length of continuous service of employees in the commissions. Respondents were requested to specify their duration of service in the Commissions. The responses were as presented in figure 3.



**Figure 3: Length of Continuous Service**

**Source:** Research data (2017)

The figure 3 illustrates the length of continuous service of the respondents who participated. It shows that 81.8 % had a continuous length of service of between the 2-5 years. Those with 6-10 years of continuous experience represented 9.1% which was also similar to that of over 10 years of employee continuous experience.

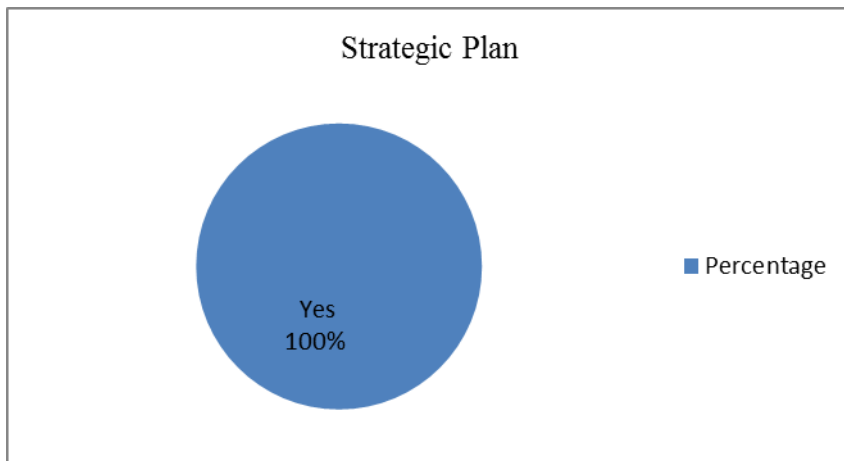
### 4.3 Strategic Plan

Under this section the researcher sought to understand the underlying issues that encompassed the strategic plans of the various commissions. Among the issues the study did seek to determine included: whether a commission had a strategic plan. If it did what was the time frame and adoption process of the plan. Were the departmental heads involved in the decision making process and how?



### 4.3.1 Strategic Plan for the Commission

The researcher wanted to know if the various Commissions did have strategic plans. Consequently, the respondents were requested to state if their respective Commissions had a strategic plan. The responses were as presented in figure 4.



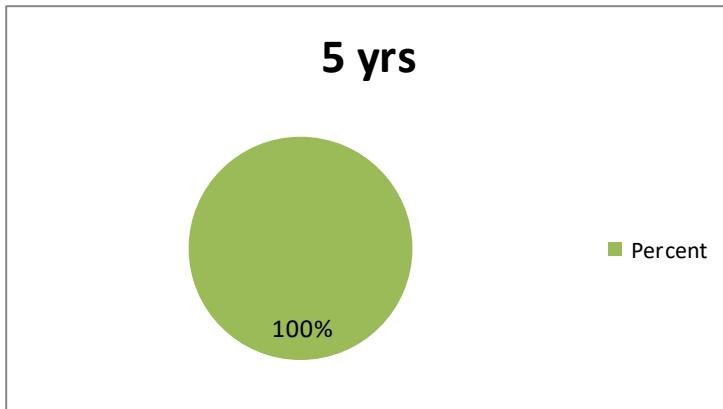
**Figure 4: Strategic plan for the Commission**

**Source:** Research data (2017)

Through evaluating if the Commissions had strategic plans, all respondents agreed that they had. This represented 100% of the respondents. Figure 4 illustrates that all the respondent Commissions had a strategic plan.

### 4.3.2 Time Frame for the Strategic Plan

The study sought to establish the time frame for the strategic plans in the various commissions. The respondents were requested to state the time frame for the strategic plans of their respective Commissions. The respondent's responses were as shown in figure 5.



**Figure 5: Time Frame for the Strategic Plan**

**Source:** Research data (2017)

Having a time frame for strategic plans ensures that the plans are achieved in a specific period of time. All the respondents in the Commissions accounting to 100% said that they did have a five year time plan for their strategic plans as shown in figure 5. Time frame enables the Commissions review their plans.

### **4.3.3 Adoption of the Strategic Plan Process**

In order to understand the adoption of the strategic plan process the research employed a likert scale on the questionnaire. The likert scale was divided on a 5 point scale, where: 1=Very low 2= Low 3=Moderate 4= High 5= Very high. The respondents were requested to indicate the adoption of the strategic plan process in their Commissions according to the likert rating scale. The responses were as shown in table 3.

**Table 3: Adoption of the Strategic plan Process**

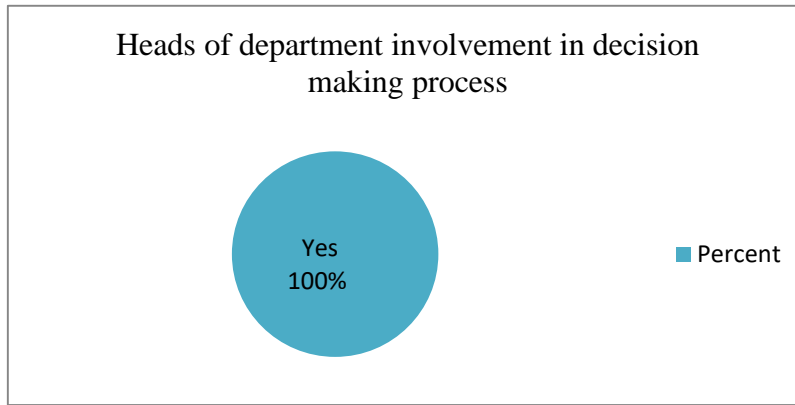
<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Std.</b>
			<b>Deviation</b>
Formulation of strategic plan	11	4	0.6325
Monitoring and evaluation of strategic plan	11	3.91	0.8312
Implementation of strategic plan	11	3.91	0.9439

**Source:** Research data (2017)

The respondents were asked to rate some statements involved with the adoption of the strategic plan process. The respondents agreed to a high extend ( $3.91 \leq \text{mean} \leq 4$ ) that adoption of the strategic plan process was influenced by formulation of the strategic plan with a mean of 4 and standard deviation of 0.6325, monitoring and evaluation of strategic plan with a mean of 3.91 and standard deviation of 0.8312 and implementation of strategic plan with a mean of 3.91 and standard deviation of 0.9439.

#### **4.3.4 Involvement of Departmental Heads in Decision Making Process**

The departmental heads play key roles in decision making. The study sought to find out the involvement of departmental heads in decision making. Consequently, the respondents were requested to state whether the departmental heads are involved in decision making within their Commissions. The responses are illustrated in Figure 6.



**Figure 6: Involvement of department heads in decision making process.**

**Source:** Research data (2017)

Figure 6 indicates the involvement of departmental heads in decision making process. Upon enquiry, all the respondents agreed that departmental heads were involved in the decision making process. This accounted for 100% of the respondents.

#### **4.3.5 Level of Involvement of Departmental Heads in Decision Making Process**

To establish the level of involvement of departmental heads in the decision making process the questionnaire employed a likert scale. The scale was divided to a 5 point scale, where 1= Very low 2= Low 3= Moderate 4= High 5= Very high. The respondents were requested to indicate the level at which they are involved in the decision making process within their Commissions. The responses were as shown in table 4.

**Table 4: The Level of involvement of departmental heads in decision making process**

<b>Strategic Plan process</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Implementation of strategic plan	11	4.55	0.52223
Formulation of strategic plan	11	4.45	0.52223
Monitoring and Evaluation of strategic plan	11	4.09	0.70065

**Source:** Research data (2017)

The respondents were asked to rate some of the aspects that they felt their departmental heads were involved in when it came to decision making. The respondents acknowledged that to a very high extend (mean  $\geq 4.45$ ) that implementation of strategic plan with a mean of 4.55 and standard deviation of 0.52223 and formulation of strategic plan with a mean of 4.45 and standard deviation of 0.52223 were key levels in which their departmental heads were involved in decision making process. The respondents also agreed to a high extend ( $4 \leq \text{mean} \leq 4.09$ ) that Monitoring and evaluation of strategic plan is the other major way in which departmental heads were involved in decision making process.

#### **4.4 Challenges of Implementing Strategic Plan**

In this part of the study the researcher sought to determine the major impediments in the implementation of the individual strategic plans in each Commission. There were several challenges identified. These challenges were then listed in the questionnaire that the respondents were required to fill.

##### **4.4.1 Challenges Facing Implementation of the Strategic Plan**

In order establish the challenges that the various commissions face in the implementation of the strategic plans the study employed a likert scale to rate the challenges they are likely to encounter. The likert scale was divided into five points, where 1= Not at all 2= Little extent 3= Moderate extent 4= Great extent 5= Very great extent. The respondents were requested to indicate the level at which each of the listed challenges affects their respective Commission. The responses were as shown in table 5.

**Table 5: Challenges facing implementation of the strategic plan**

<b>Challenges of Implementation</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Inadequate funding for the plans	11	3.455	1.44
Lack of proper communication	11	2.909	0.831
Political interference	11	2.909	1.375
Implementation hindered by laid down procedures	11	2.818	0.874
Lack of interdepartmental coordination	11	2.818	1.168
Ever changing government policies	11	2.727	1.191
Poor feedback mechanism on strategy implementation	11	2.636	0.674
Poor organization culture	11	2.546	1.214
Lack of understanding by employees of what is expected in the implementation process	11	2.455	1.293
Lack of team work by employees	11	2.364	1.12
Inadequate time allocation for implementation	11	2.364	1.629
Lack of proper leadership	11	2.273	1.104
Resistance to change by staff	11	2.273	1.104
Community interference with implementation	11	2.182	1.328
Failure in prioritizing strategies	11	2.091	0.944
Lack of trained personnel to implement strategic plan	11	1.818	0.874
Misallocation of funds	11	1.818	0.874
Lack of machines	11	1.818	0.874
Poor remuneration of staff	11	1.636	0.924
Corruption by management	11	1.273	0.647

**Source:** Research data (2017)

The respondents were asked to rate some of the challenges that they felt affected the implementation of strategic plans in their commissions. Their responses was as shown in the table 5. Each of the various means has its own interpretation while the standard deviations imply how far-fetched the challenge is away from the mean. Usually the smaller the standard deviation the closer the concept is towards the mean and vice versa.

Some of the respondents agreed to a great extent ( $3.45 \leq \text{mean} \leq 4$ ) that inadequate funding for plans with a mean of 3.4545 and standard deviation of 1.4397 was one the major challenges they encountered. The respondents also acknowledged to moderate extent ( $2.45 \leq \text{mean} \leq 2.90$ ) that political interference with a mean of 2.9091 and standard deviation of 1.3751, lack of proper communication with a mean of 2.9091 and standard deviation of 0.83121, lack of interdepartmental coordination with a mean of 2.8182 and standard deviation of 1.16775. Further, implementation hindered by laid down procedures with a mean of 2.8182 and standard deviation of 0.87386, Ever changing government policies with a mean of 2.7273 and standard deviation of 1.19087, poor organization culture with a mean of 2.5455 and standard deviation of 1.21356 and lack of understanding by employees of what is expected in the implementation process with a mean of 2.4545 and standard deviation of 1.29334.

The respondents agreed to a little extend ( $1.6364 \leq \text{mean} \leq 2.3636$ ) that the challenges they faced in the implementation included lack of team work with a mean of 2.3636 and standard deviation of 1.12006. Inadequate time allocation for implementation with a mean of 2.3636 and standard deviation of 1.62928. They agreed to resistance to change by staff with a mean of 2.2727 and standard deviation of 1.10371.

The respondents cited community interference with implementation with 2.1818 and standard deviation of 1.32802, failure in prioritizing strategies with a mean of 2.0909 and standard deviation of 0.94388, misallocation of funds with a mean of 1.8182 and standard deviation of 0.87386. They also indicated lack of machines with a mean of 1.8182 and standard deviation of 0.87386, lack of trained personnel to implement strategic plan with a mean of 1.8182 and standard deviation of 0.87386 and poor remuneration of staff with a mean of 1.6364 and standard deviation of 0.92442. Other respondents also stated that not at all ( $1 \leq \text{mean} \leq 1.27$ ) was corruption by management on the major challenges they faced with a mean of 1.2727 and standard deviation of 1.10371.

#### **4.4.2 Other Challenges**

Apart from the challenges listed in the questionnaire it was most likely there other challenges that impacts on challenges of strategic plan implementation. The researcher therefore requested the respondents to specify other challenges that were not listed in the questionnaire but affects their Commissions. The responses were as shown in table 6.

**Table 6: Other Challenges**

Other Challenges	Percent(%)
Apathy by the public towards the fight against corruption	16.7
Complex interdependence across various department internally and externally with other stakeholders	16.7
Employees turn over leading to poor implementation	16.7
Over expectation from customers	16.7
Competition for functions by related organization	16.7

**Source:** Research data (2017)



Table 6 illustrates the other challenges provided by respondents. An equal number of respondents 16.7 % each stated that the other challenges in the implementation of strategic plans in Commissions were: apathy by the public towards the fight against corruption, complex interdependence with both internal and external stakeholders. The respondents also listed employees turn over leading to poor implementation, over expectation from customers and competition for functions by related organization.

#### **4.5 Discussion of the Findings**

Several factors were found to pose as a challenge of strategic plan implementation among Constitution Commission in Kenya. The factors found are both in the internal and external environment for instance. The external factors include: political interference, community interference with implementation, ever changing government policies among others. These factors are part of the external environment over which the Commissions have no direct control and yet they affect the Commission's ability to implement their plans. Therefore, the Commissions have to have to conform to the requirements of these factors in order to successful achieve their goals thus being competitive. This is line with Industrial Organization Theory which focuses on the fit between the strategies of a business and its external environment to gain a competitive edge and suggests that the changes in the environment affects a business. These findings confirm that Industrial Organization theory was relevant to the study.

Other challenges found by the study included inadequate time allocation for implementation, resistance to change by staff, staff turnover due to poor remuneration and poor communication. These challenges points to internal environment of Constitutional Commissions. The internal environment is concerned with internal capabilities and competencies of an organization. These factors are within the control

of individual Commissions and therefore, it is up to each and every Commission to adequately build its internal abilities and capabilities to achieve its goals. However, the findings indicate that most Commissions are still in the process of building their internal abilities and capabilities. This findings supports Resource Based Theory which focuses on the internal resources which enables an organization to be competitive or achieve its set goals as is the case for Constitutional Commissions in Kenya. Going by the findings, it is evident that the Constitutional Commissions of Kenya have not fully identified their capabilities. These findings confirm that the Resources Based Theory was relevant to the study

The study findings are consistent with previous studies conducted on the challenges of strategic plan implementation among Constitutional Commissions in Kenya. Just like Sterling (2003) and Kingori (2010) found that lack of proper training of workforce impacts on strategy implementation. This study found that lack of trained personnel poses a challenge to strategic implementation.

Lack of proper communication, implementation hindered by laid down procedures, poor organization culture and lack of understanding by employees of what is expected in the implementation process. Finally, lack of interdepartmental coordination, implementation hindered by laid down procedures poses as a challenge too. These factors supports Wessel (1993) study.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

A summary of the results, conclusions and recommendations are presented in this chapter. The results are summarized in line with the objective of the research which was to determine the challenges of strategic plan implementation among Constitutional Commissions in Kenya. The findings have been discussed relative to the questionnaire aspects which were on; demographic data, strategic plan and the challenges of strategic plan implementation among Constitutional Commissions in Kenya.

#### **5.2 Summary of the Findings**

The objective of the study was to determine the challenges of strategic plan implementation among Constitutional Commissions in Kenya. The findings reveal the following challenges that affect strategic plan implementation: lack of proper communication, inadequate funding for the plans, political interference, complicated and inflexible laid down procedures, lack of interdepartmental coordination. Other findings cites ever changing government policies, poor feedback mechanism on strategy implementation and poor organization culture.

The study also identified the underlying issues that encompassed strategic plan among the various Constitutional Commissions. The study findings revealed that all the Constitutional Commissions that responded had a strategic plan and the plan covered a period of five years. The adoption of the strategic plan process was influenced by formulation, monitoring and evaluation and implementation of strategic plan and department heads are involved in the decision making process.

### **5.3 Conclusion**

The following conclusions were made based on the summary of the findings: The underlying issues that encompassed the strategic plans of the various commissions. Each commission indicated that they had a five year strategic plan. Adoption of the strategic plan process was influenced by formulation and monitoring of the strategic plan. The main challenges that faced the implementation of the strategic plan at the commission was mentioned to be inadequate funding for the plans, lack of proper communication, political interference, implementation hindered by laid down procedures, lack of interdepartmental coordination, ever changing government policies, poor feedback mechanism on strategy implementation and poor organization culture.

With regard to the above factors, management of Constitutional Commissions should properly handle factors affecting strategic plan to ensure a successful achievement of its goals and objective. These factors include inadequate funding for the plans, lack of proper communication, political interference, implementation hindered by laid down procedures, lack of interdepartmental coordination. Other issues to be taken care of are: ever changing government policies, poor feedback mechanism on strategy implementation and poor organization culture.

### **5.4 Limitations of the Study**

The study faced the following limitations: Time available was short hence constrained the depth as well as the scope of the study. More time would have provided more information on challenges facing implementation of strategic plans. Getting feedback from the respondents provided a challenge. Some respondents were biased since they feared disclosing the weaknesses of their commissions.

The research met respondents who were unwilling to divulge details they perceived to be private. In order to resolve the issue, this study guaranteed the respondents of anonymity measures under which their information would be handled. The research also guaranteed the respondents that the all captured details would be used in confidence and only for scholarly objectives.

## **5.5 Recommendations**

This research suggests that Constitutional Commissions should ensure proper implementation of strategic plan to ensure that objectives and goals are achieved. Successful implementation of the strategic plan would involve dealing with the challenges by ensuring adequate funding for the plans, improving on communication, operating independently from politics, institute flexible laid down procedures. Further, the Commissions should improve interdepartmental coordination, adaptation to the ever changing government policies, and adopt an organization culture that fits the organization's objectives.

The Constitutional Commissions should therefore, ensure that the implementation of the strategic plan is free from government interference. The government through the National Treasury should adequately fund and release funds in time. Adequate communication from the top management to the subordinates should be done to ensure the organization is moving in the right direction.

## **5.6 Suggestions for Further Research**

The study determined the challenges of strategic plan implementation among Constitutional Commissions in Kenya. The challenges of strategy implementation include inadequate funding for the plans, lack of proper communication, political interference, implementation hindered by laid down procedures. Others impediments are: lack of interdepartmental coordination, ever changing government policies, poor feedback mechanism on strategy implementation and poor organization culture.

Further research may be conducted on State Corporations, Ministries and other Government departments in Kenya because this research concentrated on Constitutional Commissions in Kenya. The study has revealed the major challenges influencing the implementation of strategic plan among the Constitutional Commissions in Kenya. Therefore, an area for further research is presented on the response strategies adopted by the Constitutional Commissions.

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## APPENDICES

### Appendix I: Letter of Introduction



**UNIVERSITY OF NAIROBI**  
**SCHOOL OF BUSINESS**

Telephone: 020-2059162  
Telegrams: "Varsity", Nairobi  
Telex: 22095 Varsity

P.O. Box 30197  
Nairobi, Kenya

DATE 30/09/2017

**TO WHOM IT MAY CONCERN**

The bearer of this letter George De'Souza Amuthi  
Registration No. D61/81165/2015

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.



**PATRICK NYABUTO**  
**SENIOR ADMINISTRATIVE ASSISTANT**  
**SCHOOL OF BUSINESS**

## **Appendix II: Research Questionnaire**

This questionnaire seeks to establish the challenges of strategic plan implementation among constitutional commissions in Kenya. The information that will be collected will be exclusively for academic purposes and will be confidential. Your valued assistance in completing this questionnaire will be highly appreciated.

Please tick appropriately in the provided spaces.

### **SECTION A: BACKGROUND INFORMATION**

1. Name of the organization (optional) .....

2. Please indicate here your job title .....

3. How many years has the Commission been in operation? .....

4. Age bracket

Under 30 years ( )

31-40 years ( )

41-50 years ( )

Over 50 years ( )

5. Length of continuous service within the organization

Less than two years ( )

2-5 years ( )

6-10 years ( )

Over 10 years ( )

### **SECTION B: STRATEGIC PLAN**

6. Do you have a Strategic Plan for the Commission? (Please tick appropriately)

Yes ( )

No ( )

7. What is the time frame for your Strategic Plan? (Please tick appropriately)

1yr

2yrs

3yrs

5yrs

Over 5yrs

8. How do you rate the adoption of the strategic plan process? Please rate on a 5 point scale, where: 1=Very low 2= Low 3=Moderate 4= High 5= Very high

<b>Strategic plan process</b>	1	2	3	4	5
Formulation of strategic plan					
Implementation of strategic plan					
Monitoring and Evaluation of strategic plan					

8a). Have the departmental heads ever been involved in decision making process?

(Please tick appropriately)

Yes  No

8b). If Yes at what level have they been involved? Please rate on a 5 point scale,

where 1= Very low 2= Low 3= Moderate 4= High 5= Very high

<b>Strategic plan process</b>	1	2	3	4	5
Formulation of strategic plan					
Implementation of strategic plan					
Monitoring and Evaluation of strategic plan					

**PART C: CHALLENGES OF IMPLEMENTING STRATEGIC PLAN**

9.) To what extent have you experienced the following challenges during strategy Implementation? Please rate on a 5 – 1 point scale, where 1= Not at all 2= Little extent 3= Moderate extent 4= Great extent 5= Very great extent

<b>Challenges of implementation</b>	1	2	3	4	5
Lack of team work by the employees					
Poor organization culture					
Lack of proper leadership					
Inadequate time allocation for implementation					
Resistance to change by staff					
Lack of trained personnel to implement strategic plan					
Inadequate funding for the plans					
Implementation hindered by laid down procedures					
Poor feedback mechanism on strategy implementation					
Lack of interdepartmental coordination					
Lack of proper communication					
Failure in prioritizing strategies					
Misallocation of funds					
Lack of understanding by employees of what is expected in the implementation process					
Corruption by management					
Lack of machines					
Poor remuneration of staff					
Community interference with implementation					
Political interference					
Ever changing Government policies					

Other challenges (specify) .....

.....

.....

.....

.....

## Appendix III: Plagiarism Report

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