

**CHALLENGES FACING KENYA PRISONS IN IMPLEMENTING
REFORM STRATEGIES**

BY

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DECLARATION

This research project is my original work and has not been presented for the award of any degree in any University. No part of this project may be reproduced for whatever purpose without the prior consent of the author and the School of Business of University of Nairobi.

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This Research Project has been submitted for examinations with my approval as the university supervisor.

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DEDICATION

I dedicate this research to my loving family for their financial, moral support and understanding during the entire period of my degree study.

I enjoin my late loving mother Gladys Wangechi Murage whose words of encouragement resonates in my mind to date. It was indeed these words which gave me strength, inspiration and determination to keep going when everything got tough.

ABSTRACT

The purpose of this study was to find out the challenges facing Kenya Prisons in implementing reform strategies.

The investigation was anchored on the state of the overcrowding in the Country's prisons, the critical strategy implementation factors i.e. organizational culture, organizational structure, information systems, reward system, resources and capacity, and the leadership and management. The study targeted prison's top management team which bears prime responsibility and accountability to initiate and drive the organization's strategic planning process. Five out of the six intended respondent representing 83% were accessed and interviewed.

The study found out that strategy implementation in the Prisons service is faced by various challenges such as lack of commitment from the top management, lack of good communication, poor resources allocation and poor organizational structures. Further, other challenges observed were lack of funds, lack of training of the personnel involved in strategy implementation and finally lack of proper skills in change management.

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LIST OF ABBREVIATIONS

AFMIS	Armed Forces Medical Insurance Scheme
AMREF	African Medical Research Foundation
B.I.	Borstal Institution
CEO	Chief Executive Officer
CSO	Community Service Oder
HIV/AIDS	Human Immunodeficiency Virus /Acquired Immuno Deficiency Syndrome
HR	Human resource
ICT	Information Communication Technology
IFC SSA	International Finance Corporation Sub-Sahara Africa
IGNOU	Indra Gandhi National Open University
MBA	Master of Business Administration
NOS	National Open School
PHQ	Prisons Headquarters
PRI	Penal Reforms International
UN	United Nations
USA	United States of America
WPPL	World Prisoners Population List
YCTC	Youth Correction Training Centre

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

A strategy is a long term plan of action designed to achieve a particular goal, as differentiated from tactics or immediate actions with resources at hand. The reason for strategic or long-range planning is to assist organizations in establishing priorities and to better serve the needs of the stakeholders (Olsen 2005). The development and implementation of strategies by an organization to chart the future path to be taken will enhance the operations of the organization. However, many firms develop excellent strategies but suffer a weakness in the implementation of the same strategies. Strategy implementation focuses on the distinct relationship between implementation and other various organizational elements. The strategy implementation process is identified by Sabatier and Weible (2007), as a process being undertaken through a systematic approach and provides a link between strategic consensus and success.

Organizations are dynamic, complex and are gradually changing hence need for competitive strategies. However excellent the strategies developed by organizations to counter the challenges it faces, the major hurdle for success in the strategy is the effective implementation (Morgan and Strong, 2003). However, the success of these strategies is not only a function of how well they are formulated; it also depends on how well implementation is done. In fact, the most elegantly conceived, precisely articulated strategy is virtually worthless unless it is implemented successfully (Sabatier and Weible, 2007).

According to David (2003), strategies which are implemented within an organization should support the culture associated with the firm. The proposed strategy should preserve, emphasize, and enhance the culture, in accordance with the culture supporting the proposed strategy (David 2003). Conflict management also plays an integral role within the implementation process. According to Godiwalla *et al.*, (1997) the human element of strategic implementation plays a key role in successful implementation and involves both managers and employees of the organization. Both parties should directly participate in implementation decisions and communication that plays a key role in ensuring that this occurs. Business performance is influenced by this human element of strategic implementation. Through providing performance incentives to employees during the implementation phase, it is suggested by David (2003) that business performance will be positively influenced.

1.1.1 Concept of strategy

Grant (1998) stated that strategy concept is about a “winning” game plan. Strategy is not a detailed plan or program of instructions; it is a unifying theme that gives coherence and direction to actions and decisions of an organization. It is the ability to recognize opportunities when they appeared and have the clarity of direction and flexibility necessary to exploit these opportunities. Levicki (2003) defined strategy as a document or set of concepts that form the plan for the future of an organization. Every organization will need a different plan which has to be tailor made for its particular and unique history, circumstances and capacity.

Thomson and Strickerland (2003) observe that strategies are at ends and these ends concern the purpose and objectives of the organization. They are the things that organizations do, the paths they follow and the decisions they take in order to reach certain points or level of success.

Mintzberg and Quinn (1998) identify four interrelated definitions of strategy as a plan, perspective, pattern and position. As a plan, it is some sort of consciously intended course of action, a guideline to deal with a situation. As a pattern it integrates an organization's major goals, policies and actions sequences into a cohesive whole. Strategy as a position becomes a mediating force or match between the organizations and its external and internal environments. Strategy as a position looks outside the organization seeking to locate the organization in the external environment and it in a cohesive position. Strategy as a perspective looks at the organization. In this respect it is a concept and a perspective shared by the members through their intentions and actions.

According to Mintzberg (1987), strategy is a plan, ploy, a pattern of behaviour, a position in respect to others and a perspective. Strategy therefore specifies the intended course of action of an organization, develops ways to outwit a competitor, is emergent in a process of actions and it is a position in the market. The characteristic of strategy is that it is deliberate as well as emergent. It is a pattern of actions and resource allocations designed to achieve the goals of an organization (Bateman and Zeithaml, 1993). Quinn (2003) defined strategy as the pattern or plan that integrates an organizations major goal, policies and action sequences into a cohesive whole. Goals state what is to be achieved and when the results are to be accomplished and policies guide the limits within action should occur. Strategy is the direction of an organization over the long term, which achieves advantage in the changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations (Johnson and Scholes, 2003).

1.1.2 Reform strategy

According to Hornby (2004) reform is an act of trying to improve a system, an organization, a law or anything for that matter by making changes to it. The changes are made with ultimate aim of improving or correcting the current status of the subject. The term reform therefore has an implicit meaning that the object of focus is in needs of improvement or correction from its current state to a better or desired state.

Mintzberg and Quinns (1998), views strategy as a plan and says it is some sort of conscious intended course of action to achieve a goal. Embracing Hornby (2004) and Mintzberg and Quinns (1998) concepts of reform and strategy respectively, the concept of reform strategy means a plan of action designed to improve a system, an organization or current approach by making changes deemed necessary to bring about the desired state. The reform strategies are thus plans that are formulated to address the changes that has been identified and deemed necessary in an organization or a system.

1.1.3 Strategy implementation challenges

The problem with strategy implementation is the de facto success rate of intended strategies. Judson (2008), it is as low as 70%. In fact some manager's mistake implementation as a strategic after thought and a pure top-down-approach. Instead, management spends most of its attention on strategy formulation. This can be documented by the focus on strategy formulation in strategic management literature. To resolve this, strategic management should accomplish its very own shift of emphasis by moving from a 90:10 concern with strategy formulation relative to implementation to a minimum 50:50 proportion with each other (Grundy, 1998). Alexander

(1991: p. 74) stated that: “one key reason why implementation fails is that practicing executives, managers and supervisors do not have practical, yet theoretically sound, models to guide their actions during implementation”. Despite this abysmal record, strategy implementation does not seem to be a popular topic at all.

A large number of methodologies have been developed over the years on different facets of strategy formulation and implementation. However, only a few organizations succeed in translating these methodologies into measurable performance results. It is therefore necessary to question why some organizations are able to achieve outstanding results in financial terms as well as non-financial performance, such as customer and employee satisfaction in competitive environments where both the speed of change and competitive pressures are enormous. Many scholars have worked to identify ways in which effective implementation of strategies can be undertaken by organizations. According to Grundy (2004), an organization should among others have the top management be committed to the strategic direction the firm is taking. To this end, he argues, the managers will willingly give their energy and loyalty to the implementation process. In addition the senior managers should abandon the notion that the lower level managers have the same perception of strategy and its underlying rationale and urgency. They must not spare any effort in persuading the other employees in adoption of their ideas.

In addition, an organization should institute a two-way communication program that permits and solicits questions from employees about issues regarding the formulated strategy. The communication should tell the employees about the new requirement, tasks and activities to be done by the affected employees towards the implementation of the strategy. Another great component of strategy implementation will be the management of barriers to change.

Implementation efforts often fail when these barriers are understated and prevention efforts are not instituted at the beginning. An emphasis to teamwork during the strategy implementation will help in reducing the change barrier. Noble (1999) noted that there is a significant need for detailed and comprehensive conceptual models related to strategy implementation. To date, implementation research has been fairly fragmented due to a lack of clear models on which to build. In short, a comprehensive implementation framework has yet to be developed in the strategic management field and this project therefore aims to achieve this.

1.1.4 Kenya Prisons

The Kenya Prisons Service is a Department in the Office of the Vice President and Ministry of Home Affairs. The Service derives its mandate from Chapters 90 and 92 (Prisons and Borstal Acts) of the Laws of Kenya. It is an integral component of the Criminal Justice System in Kenya whose primary responsibility is to contribute to public safety and security by ensuring safe custody and social rehabilitation of offenders for community reintegration. It has the greatest impact on the freedom, liberties and rights of individuals who are lawfully committed to prison custody. The organizational structures of the Service consist of three levels, the headquarters, the provincial headquarters and the stations at the district level. The Department is headed by the Commissioner of Prisons deputized by the Senior Deputy Commissioner of Prisons based at the Prisons Headquarters. The Service Vision is to provide excellent conditions for safe custody, rehabilitation and reformation of offenders while its mission is to contain offender in safe custody in order to rehabilitate, reform and facilitate administration of justice for social reintegration and community protection.

Established in 1902, Kenya's penal system comprises of ninety seven (97) prisons and correctional facilities under the jurisdiction of the Kenya Prisons Service. The ninety seven prisons and correctional facilities are made up of ninety four (94) are for adult offenders, whilst three (3) (two Borstal Institutions (B.I) and one (1) Youth Corrective Training Centre (YCTC), are for youthful offenders. The Service has staff strength of over 20,000 members of staff comprising of uniformed officers and civilian support staff.

The penal system in Kenya recognized the need for prisons to operate in accordance with the laws of the country. Efficient and effective prisons service is critical in contributing to security, law and order for national development. One of the objectives of the Government policy as spelt out in the economic and recovery strategy is to reduce congestion in prisons and improve the country's jail conditions. The prisons service recognized the need for Penal reforms in the year 2000 when it announced "Open Door Policy".

1.2 Research problem

Organizations have to be able to respond effectively to challenges, both problems and opportunities as they arise, Waverman, (2001). A good corporate strategy should integrate an organization's goals, policies, and action sequences (tactics) into a cohesive whole, and must be based on business realities. Strategy must connect with vision, purpose and likely future trends. Implementing strategy is challenging and more time consuming than crafting strategy. Many organizations have formulated excellent strategies but have not achieved excellent results due to various challenges. Prisons are an integral part of the law and order process and play a central role in strategies to control crime. Although they are in need of dramatic reform, Africa's prisons have been largely ignored by African governments (Farabee's, 2006). Although the number of

prison inmates has steadily increased in many African countries, governments have rarely prioritized building new prisons. Cells designed to hold hundreds regularly take over a thousand prisoners; in Kenya the prison population exceeds official capacity by 230%, in Zambia by 160%, in Uganda and Tanzania by 100% (Miller and Drake, 2006a). For many developed and developing countries such as Kenya, prison reform continues to be a priority issue on the agenda for criminal justice reform.

There are many local studies that have been done in Kenya regarding strategy implementation challenges. Ochieng (2009) studied challenges in strategy implementation at the international finance corporation sub-Saharan Africa region (IFC SSA) and found that the reliance of grants and donors to finance various projects hampers the implementation of the set strategies by the organization. Kapto (2009) focused on challenges of strategy implementation at Kenya Wildlife Services and he concluded that formulation of strategies and its implementation does not correspond and therefore there should be consistency. Muthuiya (2004) did strategy implementation and its challenges in non-profit organizations in Kenya, a case of AMREF and he found out that AMREF encountered challenges on inadequate resources, advocates and supporters of strategic decisions abandoning the process with resultant effect on staff commitment and enthusiasm, unsupportive organization structure, environmental factors and implementation period taking longer than anticipated.

A study by Omollo (2007) focussed on the challenges of implementing strategic decisions at the Kenya Armed Forces Medical Insurance Scheme (AFMIS). She established that implementation of strategic decision as an ongoing process that requires monitoring and evaluation at all stages to determine the best alternatives in the process at any given point in time due to the changing

environmental conditions and that an organization need to formulate clear and well documented strategies from the very beginning of strategy formulation through to implementation and that managerial support at all levels of the organization must identify and embrace the strategy so that staff buy in the idea and connect with strategy being implemented. The Prisons department is tasked with the correctional activities and therefore it is paramount that they implement their strategies successfully in order to achieve its core objectives. However, the department has faced numerous challenges in the recent past which has inhibited its capabilities in implementation of strategies. The study, therefore, seeks to answer the following question: What are the challenges facing Kenya Prisons in the implementation of reform strategies?

1.3 Objectives of the study

The objective of the study will be to determine the challenges encountered by the Kenya prisons in implementing reform strategies.

1.4 Value of the study

The study will be important in the following ways:

The Inspector General of Corporations will be able to monitor and evaluate implementation of the Prisons department strategies and advice effective ways of implementing them. The management of the Prisons department will also be able to know the challenges which inhibit implementation of strategies thus put in place measures to correct the challenges. Informed decisions with regard to policy changes and the implementation of strategies, rehabilitation, development and reintegration programmes can be taken. This research can also benefit other

African countries in that it can guide correctional practitioners in the assessment of offenders and transformation of their prison systems.

The broader community can benefit from this study in that they will be able to identify their role in managing inmate populations and devise strategies on how to become a major role player in the upliftment and reintegration of offenders into the community as law-abiding citizens. The general problem of managing offender populations has intrinsic importance, as it affects the socio-economic growth and stability of any country. The outcome of this study will not only advance knowledge in academia, but will be of value to correctional practitioners, the criminal justice system and broader community.

The government (specifically the Office of the Vice President on whose docket the Prisons department falls) will find invaluable information in the challenges the department face in implementing good strategies and as a result put in place policies that will guide and encourage other firms within and without the industry in implementing their strategies in the face of strategy implementation challenges. For academicians, this study will form the foundation upon which other related and replicated studies can be based on.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews literature and is centered on the challenges facing the reforms strategy implementation. The chapter is divided into three main sections based on the specific issue of the focus. The review are on, the concept of strategy, concept of strategy implementation, and the challenges facing the reforms strategy.

2.1 The concept of strategy

The concept of strategy embraces the overall purpose of an organization. It is the determination of the basic long-term goals and objectives of an enterprise, adoption of courses of action and the allocation of resources necessary for carrying out those goals. Gole (2005) proposes that strategic management is a process, directed by top management to determine the fundamental aims or goals of the organization, and ensure a range of decisions which will allow for the achievement of those aims or goals in the long-term, while providing for adaptive responses in the short-term. The three core areas of corporate strategy as outlined by Gole (2005) encompasses: strategy analysis, strategy development and strategy implementation. Strategic analysis deals with examining the environment within which the organization operates.

According to Pearce and Robinson (2007), Strategy formulation is concerned with determining where the organization is, where it wants to go and how to get there. It involves carrying out situation analysis that leads to setting of objectives. Vision and mission statements are crafted and overall corporate objectives, strategic business unit objectives and tactical objectives are also

developed. Strategy implementation is the process of allocating resources to support an organization's chosen strategies. This process includes the various management activities that are necessary to put strategy in motion and institute strategic controls that monitor progress and ultimately achieve organizational goals. Strategy evaluation includes review of external and internal factors that are bases for strategies formulated, measuring performance and taking corrective action, if necessary. This is important as all strategies are subject to future modification depending on environmental turbulence (Robbins and Coulter (1996).

2.2 Reform strategy

According to Hornby (2004) reform is an act of trying to improve a system, an organization, a law or anything for that matter by making changes to it. We can talk of Project to reform a social security system. This would entail making changes to the social security system, on the other hand if it was a Project to reform for instance an organization it would involve making the changes to it, with ultimate aim of improving or correcting the current status. The term reform has implicit meaning that the object of focus is in dare need of improvement or correction to a better or desired state.

Kibwana, Mutunga, Akivaga and Wanjala (1997) says that the Constitution is a one party document which is ill-suited for multiparty politics and life. That the constitution must be urgently over-hauled to ensure its principles and values are sensitive to the new political dispensation. Under the constitutional and legal reforms paragraph the writers used the term reform to mean making changes in the constitution and legal framework to embrace principles and values that are favourable to the new political dispensation. Therefore in the context of the

constitutional debate, the reform strategy meant making the necessary changes in the constitution and legal framework.

Superintendent Tihar (2002) reports that the concept of reformation through Education in Tihar Jail started in 1993 to 1994 with establishment of Indra Gandhi National Open University (IGNOU) and National Open School (NOS) study centre, a full- fledged hostel like academic ward with appropriate infrastructure facilities of its own kind in Indian Prisons history, admitting 180 inmates to pursue various courses up to postgraduate levels. In the context of the report the term reformation is used to means making changes in behavior of the inmates at Tihar Central jail by means of empowering them through higher education up to the university level.

Mintzberg and Quinns (1998), views strategy as a plan and says it is some sort of conscious intended course of action to achieve a goal. Embracing Hornby (2004) and Mintzberg and Quinns (1998) concepts of reform and strategy respectively, the concept of reform strategy means a plan of action designed to improve a system, an organization or current approach by making changes that are deemed necessary to bring about the desired state.

Shankardass(1999) states: Penalty and penology is all about the way society has sought to punish its offenders or ‘rules breakers’. In modern state framework, Criminal justice and Penal justice both covers the entire process that decides about offences and offenders, about the machinery (or agencies) that deals with these (Police, Courts and Prisons) and the manner and method of bring about changes in all these. *Penal reform is therefore reform that relates to the whole process revolving around punishing.(p.1)*

Accordingly from Shankardass(1999), it can be rightly stated that prisons reforms entails deliberate action plan to change how prisons carryout their mandates of: safe custody, rehabilitation and reformation of the offenders for re-integration back to the society and contribution to public safety. It means adopting good practices in the prisons management in accordance to the prevailing Global trends

Prison reform strategy is a plan of action to improve conditions inside the prison aiming at a more effective penal system, Jacob. (2004). The writer observe that the prisons of twenty first century takes a variety of reforms i. e. prison reform and policy takes direction of creating new regulations and practice and of changing the existing ones that has overtime been adopted by a government or an organization.

2.3 Concept of strategy implementation

Strategy Implementation is one of the important components of the strategic planning process. Chandler (1962) defined strategy as the determination of the basic long term goals and objectives of an enterprise and the adoption of action and the allocation of resources necessary for carrying out these goals. This means that strategy is about managing new opportunities. The strategy that is chosen should be one that optimizes the resources available in order to achieve organizational goals and objectives. Strategy implementation has been defined as “the process that turns strategies and plans into actions to accomplish objectives” (Pride and Ferrell 2003). It addresses who, where, when, and how to carry out strategic implementation process successfully (Kotler *et al.*, 2001).

According to Thompson et al (2007), effective strategy implementation depends on competent personnel and effective internal organizational systems. No organization can hope to perform the activities required for successful strategy implementation without attracting, motivating and retaining talented managers and employees with suitable skills and intellectual capital. The task of implementing challenging strategic initiatives must be assigned to executives who have the skills and talent to handle and can be counted on to turn decisions and actions into results to meet established targets. Without a smart, capable result-oriented management team, the implementation process ends up being hampered by missed deadlines, misdirected or wasteful efforts. Building a capable organization is thus a priority in strategy execution. High among organizational building priorities in the strategy implementation is the need to build and strengthen competitive valuable competencies and organizational capabilities. Training therefore becomes important when a company shifts to a strategy that requires different skills, competencies and capabilities.

Strategy implementation usually involves change as organizations and their environment are constantly changing. Implementation programmes vary according to the nature of the strategic problems that the organization faces. According to Jones and Hill (1997), implementation of strategy is a way in which a company creates the organizational arrangement that allows it to pursue its strategy most effectively. Organizational structure, information systems, leadership, culture, assignment of key managers, budgeting, rewards and control systems are ingredients of successful strategy implementation (Pearce and Robinson, 2007)

2.4 Challenges facing reform strategy

Formulating appropriate strategy is not enough. For effective strategy implementation, the

strategy must be supported by decisions regarding the appropriate organization structure, reward system, organizational culture, resources and leadership. Just as the strategy of the organization must be matched to the external environment, it must also fit the multiple factors responsible for its implementation (Bateman and Zeithaml, 1993). Strategic planning is process by which an enterprise develops a vision of the future and draws up goals, strategies and action plans for realizing the vision. Performance contracts are drawn from strategic plans which are based on strategies and targets. According to Jones and Hill (1997), implementation of strategy is a way in which a company creates the organizational arrangement that allows it to pursue its strategy most effectively. Successful strategy implementation therefore, (David 1997) must consider issues central to its implementation which include, matching organizational structure to strategy, creating a supportive organizational culture among other issues.

2.4.1 Prison overcrowding

One of the most critical challenges confronting all systems of corrections is prison overcrowding. This phenomenon undermines and severely limits reform initiatives and also creates a number of additional challenges. The world prison population has grown steadily and substantially in the past decades. Previous editions of the WPPL show that prison populations have increased in almost three-quarters of the countries listed. For example, prison populations have increased in 64% of countries in Africa, 84% in the Americas, 81% in Asia, 66% in Europe, and 75% in Oceania (Walmsley, 2007). According to the (UN 2002 pg 12 “until the problem of overcrowding was resolved, efforts to improve other aspects of prison reform were unlikely to have any meaningful impact”. However, problems such as prison-overcrowding create a range of other difficulties for societies, including increases in the rates of communicable diseases such as

Tuberculosis, Hepatitis B and C, HIV/AIDS that, in turn, place severe demands on the health care system. The inadequate use or lack of alternative measures to imprisonment is considered as a major factor causing prison overcrowding in many African countries. The tendency in these countries is one where imprisonment is utilized by the courts as a first option before considering other non-custodial measures, whereas imprisonment should be considered as last resort (Petersilia, 2006).

Prolonged imprisonment has also been used as a traditional way of punishment in various countries and brings about negative effects on the well being of inmates. Early release measures such as probation, parole, remission and none-custodial sentence community service order (CSO) have therefore been put in place as alternative measures to imprisonment. These alternative measures are made available to solve problems related to overcrowding, rehabilitation and reintegration of offenders. Early release measures have the advantage of reducing the length that an inmate spends in prison. Where early release is granted subject to good conduct, it also serves as a subtle incentive for behaviour in prisons which is a necessary prerequisite to effective control, care and treatment. CSO program ensures that offenders are treated in humane manner and are rehabilitated and re-integrated effectively with the participation of the community. According to Correctional Service Canada (2000), crime rate, particularly the type of crime, and the extent to which offenders are sentenced to a period of imprisonment are the main determinants of prison admission rates. Sheldon and Brown (1991:347) found that a major factor in overcrowding of United States prisons is a rise in arrests for specific crimes such as impaired driving, domestic violence and the war on drugs.

Many a time awaiting-trials are detained even though their offences may be bailable. This is

because they cannot pay bail due to poverty or they are not offered bail due to restrictions in legislation. Non-bailable legislation and slow delivery of justice exacerbate ongoing judicial problems such as the backlog of pending cases, lengthy pre-trial detention and continual remands in custody by the courts. The Judicial Inspectorate of Prisons noted that 11 464 offenders had been awaiting their trials for more than six months whilst 1 433 had waited more than two years (South Africa Judicial Inspectorate of Prisons annual report, 2006:14). In South Africa the average number of awaiting-trial inmates was 23 783 in 1995 and reached a high of 64 000 in 2000. These numbers since steadily declined to 46, 327 in 2005 and are continuing to drop due to efforts made by the police and judiciary to reduce the number of awaiting-trials. Actions such as releasing awaiting-trial inmates on warning or affordable bail and the proclamation of higher amounts for admission of guilt fines were taken to achieve these goals (Annual reports of the Judicial Inspectorate of Prisons, 2003; 2006).

2.4.2 Organizational culture

Culture is a set of assumptions that members of an organization share in common (shared beliefs and values). Organizational culture helps in nurturing and dissemination of core values. Implementation of new strategy will be concerned with adjustments in the structure, employees, systems and style of doing things in order to accommodate the perceived needs of the strategy (Pearce and Robison, 2007). Weihrich and Koontz (1993) look at culture as the general pattern of behaviour, shared beliefs and values that members have in common. Culture can be inferred from what people may do and think within an organization setting. It involves the learning and transmitting of knowledge, beliefs and patterns of behaviour over time. This means organizational culture is fairly stable and does not change fast. It sets the tone for the company

and establishes rules on how people should behave. The top managers create a climate for the organizations and their values influence the direction of the firm. Therefore for strategies implementation to be effective there should be a fit between the new changes and the firm's culture.

One of the main reasons for poor performance, low management morale and lack of management accountability in public enterprises is the tendency of politicians and ministries to treat enterprises as government departments in addition to requiring major decisions to be made outside the enterprise. Strategies should include clear statements of the powers and authority of the enterprise management to make decisions, and any limits or exceptions to this authority. In implementing strategies, it is necessary to have an inter-agency coordinating committee to ensure that all outstanding issues outside the control of a firm are resolved and that the demands on the public enterprise are properly coordinated. Enterprises should have specific ministry/agency to which they report to in order to avoid conflict that can arise with several "masters" to serve (Song, 1983).

2.4.3 Organizational structure

An organizational structure is necessary for strategic implementation purpose, thus organizational structure is a major priority in implementing a carefully formulated strategy (Hussey, 1998). If activities, responsibilities, and interrelationships are not organized in a manner that is consistent with the strategy chosen, the structure is left to evolve on its own. If structure and strategy are not coordinated, the results will probably be inefficiencies, misdirection and fragmented efforts (Hussey, 1998). A structure is a concept that involves the division of tasks for efficiency and clarity of purpose, and coordination between the interdependent parts of the

organization to ensure organizational effectiveness. Structure balances the need for specialization with the need for integration (Hussey, 1998). Structure is not the only means of getting organized to implement the strategy but also involves the reward systems, planning procedures and information and budgetary systems that should be employed (Hussey, 1998).

Organizations should be structured in such a way that it can respond to pressure to change from the environment and pursue any appropriate opportunities which are spotted (Lorsch 1967). Thompson and Strickland (1980) notes that strategy implementation involves working with and through other people and institutions of change. It is important therefore that in designing the structure and making it operational, key aspects such as empowerment, employee motivation and reward should be considered. Structure according to Thompson (1997) is the means by which the organization seeks to achieve its strategic objectives and implement strategies and strategic changes.

Strategies are formulated and implemented by managers operating within the current structure. The structure of an organization is designed to breakdown how work is to be carried out in business units and functional departments. People work within these divisions and units and their actions take place within a defined framework of objectives, plans, and policies. Successful strategy implementation depends on a large part on how a firm is organized. Ohmae (1983) agrees that strategy and structure need to be matched and be supportive of each other in order to achieve objective set. The structure helps an organization identify its activities and the way in which it will coordinate them to achieve the firm's strategic objective. It also provides managers with a vehicle to exploit fully the skills and capabilities of the employees with minimal costs and at the same time enhance the firm's capacity to achieve superior efficiency, quality, innovation and customer responsiveness (Pearce and Robinson, 2002).

Successful strategy implementation depends to a large extent on the organizations structure because it is the structure that identifies key activities within the organization and the manner in which they will be coordinated to achieve the strategy formulated. Structure also influences how objectives and policies will be established, how resources will be allocated and the synergy across the departments. It is necessary for an organization to rationalize its operational/management structures so as to streamline it to be effective in strategy execution. This would include transfers, mergers, and creation of new departments and divisions for effective management. The organization structure therefore should fit with the intended strategies (Birnbaum, 2000).

2.4.4 Resources and capacity

Strategy can be best understood if it is viewed as an element of an organization that includes proper resource allocation. The causes of breakdown in strategy implementation relate to the capabilities, processes and activities that are needed to bring the strategy to life. Effective resource allocation calls for unique, creative skills including leadership, precision, attention to detail, breaking down complexity into digestible tasks and activities and communicating in clear and concise ways throughout the organization and to all its stakeholders. Successful strategy implementation is due to the design, development, acquisition, and implementation of resources that provide the with-what's that are needed to give effect to the institution's new strategies (Judson, 1991).

The first stage of implementation of the corporate plan is to make sure that the organization has the right people on board. These include those folks with required competencies and skills that are needed to support the plan. In the months following the planning process, it is important to

expand employee's skills through training, recruitment or new hires to include and add new competencies required by the strategic plan (Olsen, 2005). One of the reasons why strategy implementation processes frequently result in difficult and complex problems or even fail is the vagueness of the assignment of responsibilities. In addition, these responsibilities are diffused through numerous organizational units. Cross-functional relations are representative of an implementation effort. This is indeed a challenge, because as already mentioned before organizational members tend to think only in their "own" department structures. This may be worsened by over-bureaucracy and can thus end up in a disaster for the whole implementation. To avoid power struggles between departments and within hierarchies, one should create a plan with clear assignments of responsibilities regarding detailed implementation activities. This is a preventive way of ensuring responsibilities are clear and potential problems are therefore avoided.

According to Thompson *et al.*, (2007), effective strategy implementation depends on competent personnel and effective internal organizational systems. No organization can hope to perform the activities required for successful strategy implementation without attracting, motivating and retaining talented managers and employees with suitable skills and intellectual capital. As was reinforced by Cummings and Worley (2005), the task of implementing challenging strategic initiatives must be assigned to executives who have the skills and talent to handle and can be counted on to turn decisions and actions into results to meet established targets. Without a smart, capable result-oriented management team, the implementation process ends up being hampered by missed deadlines, misdirected or wasteful efforts. Building a capable organization is thus a priority in strategy execution. High among organizational building priorities in the strategy

implementation is the need to build and strengthen competitive valuable competencies and organizational capabilities. Training therefore becomes important when a company shifts to a strategy that requires different skills, competencies and capabilities.

The organization need to have sufficient funds and enough time to support the implementation process. True costs include realistic time commitment from staff to achieve a goal, a clear identification of expenses associated with a tactic, or unexpected cost overruns by vendors (Olsen, 2005). Resource allocation is important and equitable resource allocation and sharing is an important activity that enhances strategy execution. The resources include financial, physical, human, technological and good will resource. The budgetary resources should be marched with departmental operations. Effective implementation of any organization's strategic plan depends on rational and equitable resource allocation across the organization. Proper links should be developed between the strategic plan and operational activity at departmental levels in order to necessitate proper implementation of strategies (Birnbaum, 2000). Effective resource allocations ensure that strategies and activities are well funded and that there will be no deficit budgeting during the plan period and in future. In order to attain financial sustainability, during the planning period , it is necessary for the prisons to identify alternative sources of revenue to reduce dependency on one revenue line, streamline the collection and accounting for revenue and lobby for enhanced long term funding from the Government, partners and communities. This should be complemented by structural changes that will ensure that resources are allocated to areas and operations that generate revenue.

2.4.5 Communication and strategy implementation

At first look, the suggestion that communication aspects should be emphasized in the implementation process seems to be a very simple one. Even though studies point out that communication is a key success factor within strategy implementation (Miniace and Falter, 1996), communicating with employees concerning issues related to the strategy implementation is frequently delayed until the changes have already crystallized. In this context, it is recommendable an organization institute a two-way-communication program that permits and solicits questions from employees about issues regarding the formulated strategy. In addition to soliciting questions and feedback, the communications should tell employees about the new requirements, tasks and activities to be performed by the affected employees, and, furthermore, cover the reason behind changed circumstances (Alexander, 1991).

It is essential both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion. The way in which a change is presented to employees is of great influence to their acceptance of it. To deal with this critical situation, an integrated communications plan must be developed. Such a plan is an effective vehicle for focusing the employees' attention on the value of the selected strategy to be implemented. Therefore, communication plans will provide the appropriate information to market the strategy implementation effectively in order to create and maintain acceptance. Birnbaum (2000) indicates that strategy implementation requires the transfer of information from one person to another through specific channels. Communication allows sharing of ideas, facts, opinions and emotions and above all provides feedback. In organizational strategy implementation, information flows in all directions; downwards, upwards and literally

(Chapman, 2004). The employees freely communicate their ideas, suggestions, comments and complaints to the management on strategic objectives. These can be done through supervisors, joint consultative committee, suggestion schemes, trade unions or grapevine. Departmental communication is encouraged through inter-departmental meetings, committees and personal consultations. The management of the organization therefore thinks about the communication needs that to be articulated during strategy implementation.

From the study by Chapman (2004), all doors of communication are opened as a way of problem solving and feedback provided immediately to enhance strategy implementation. Development of ICT facilities is pivotal in creating the necessary networking to the whole organization. For the strategic plan to be achieved all the departments need to work dependently and effective communication is quite crucial because it provides synergy. Information access, sharing and exchange are exploited to their full potential. In practice, policy also allows management to communicate a company's mission, major goals and objectives, and operational domain to its internal and external stakeholders. Communication down the organization or across different functions becomes a challenge. Making sure that processes throughout the organization support strategy execution efforts can be problematical in a large organization. Linking strategic objectives with the day-to-day objectives at different organizational levels and locations becomes a challenging task. The larger the number of people involved, the greater the challenge to execute strategy effectively (McCracken, 2002).

2.4.6 Leadership and Management

Organizational structure on its own is not sufficient to ensure successful implementation of a strategy, effective leadership is required. Bateman and Zeithaml (1993) define a leader as one

who influences others to attain goals. Leaders have a vision and they move people and organizations in directions they otherwise would not go. According to Bateman and Zeithaml (1993) effective managers are not necessarily true leaders however the positions they occupy offer them an opportunity for leadership. The two authors go further to give a comparison between managers and leaders. Managers deal with day-to-day complexities of organizations while true leaders manage effectively and devote their attention to orchestrating change.

Managers engage in planning and budgeting routines, structure organizations, staff it with capable people and monitor activities. Leaders on the other hand set the direction of organizations by creating a vision for it, inspire people to attain the vision and keep people focused on moving the organization towards its ideal future, motivate them to overcome whatever obstacles are in the way, make important decisions that may rock the boat but are humane, moral and right. They also foster innovation and attainment of long term goals. Leadership is therefore the process in which an individual influences other group members towards the attainment of groups or organizational goal (Shackleton, 1995).

In a competitively chaotic environment, one essential contribution of a strategic leader is to provide and share a clear vision, direction and purpose for the organization (Thompson, 1997). Leadership is the key to effective strategy implementation. The role of the Chief Executive is fundamental because a CEO is seen as a catalyst closely associated with and ultimately is accountable for the success of a strategy. The CEO's actions and the perceived seriousness to a chosen strategy will influence subordinate managers' commitment to implementation. The personal goals and values of a CEO strongly influence a firms' mission, strategy and key long term objectives. The extent a CEO invests his/her time in any chosen strategy will influence top

management and other employees' commitment to the new strategy. The right managers must also be in the right positions for effective implementation of a new strategy (Jones and Hill, 1997). Top management goodwill and ownership to drive the process is also critical to effective implementation of strategy. According to Thompson (1997) the strategic leader is responsible directly to the Board of Directors of the organization and the Board, to the stakeholders in the business. The leader must direct the organization by ensuring that long term objectives and strategies have been determined and are understood and supported by managers within the organizations who will be responsible for implementing them.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter discusses the research methods to be used in this study which include the research design, data collection procedures and the data analysis techniques.

3.1 Research design

The research design adopted was a case study. Cooper and Schinder (2005), point out that a case study place more emphasis on a full contextual analysis of fewer events or conditions and their interrelations. The primary purpose of a case study is to determine factors and relationships among the factors that have resulted in the behavior under study. The research adopted this design since not all the potential population of the study was knowledgeable on the challenges facing Kenya Prisons in Implementing Reform Strategies. In this light therefore, a case study design is deemed the best design to fulfill the objectives of the study as the results are expected to provide an insight in understanding the challenges the prisons department faces.

3.2 Data collection

The study will make use of primary data which will be collected using an interview guide. An interview guide is a set of questions that the interviewer asks when interviewing (Mugenda and Mugenda, 2003). The respondents to be interviewed will be those involved with formulation and implementation of organization's strategies. This will make it possible to obtain data required to meet specific objectives of the study. The interviewees will be the Commissioner of Prisons, Senior Deputy Commissioner of Prisons, Director of technical services, Director Operations, Director of Inspections, Commandant Staff Training College, section heads of research and

statistics, administration and Human resource development. These are the top management team responsible and prime accountable for initiating and driving the strategic management process for Kenya prisons service therefore they are considered to be key informants for this research.

3.3 Data analysis

The data obtained from the interview guide was analyzed using qualitative analysis. Qualitative data analysis makes general statements on how categories or themes of data are related. The qualitative analysis was adopted in this study because the researcher was able to describe, interpret and at the same time criticize the subject matter of the research since it was difficult to do so numerically. It also enabled the researcher to make individualistic judgment on the research subject matter. The qualitative analysis was done using content analysis. The themes (variables) that were used in the analysis were broadly classified into two: reform strategies at the Kenya Prisons and the Challenges facing the Reform Strategies.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The research objective was to establish the challenges facing Kenya Prisons in implementing reform strategies. This chapter presents the analysis and findings with regard to the objective and discussion of the same.

4.2 Respondents profile

The respondents comprised the senior prisons staff based at the headquarters. They comprise director of rehabilitation, provincial prisons commander, director of medical services, director of legal and research, director of operations based at the prisons headquarters. In total; the researcher interviewed five out of the six intended respondents. One of the targeted respondents who is a director of planning and development had travelled out of the country for official duties during the interview period and therefore was not able to be interviewed. From this number of respondents, the response rate was 83%. Four of the respondents had attained a first degree with two of them having a second degree. It is only one of the respondents who had a diploma level of education but had a wealth of experience accumulated over twenty years with the prisons service. Between them the respondents had been working in the prisons service for over sixty years with the least number of years that a respondent had worked being five years. During the interview, it also came to the attention of the researcher that most of the respondents had served in more than one department and parts of the country during their work life in the prisons service. With this history that can be considered to be solid for the purpose of attaining the

research objectives, it was found that the respondents were of invaluable source of material for purposes of this research.

On questions geared towards assessing the respondent's level of satisfaction with their current working life and job responsibilities, the researcher found out that their current duties are challenging and gives them room for training and further development. As a result, the interviewee's level of motivation was found to be high and thus willing to offer their best towards the realization of the prison service objectives.

One observation made from the results of the interview was that three of the respondents, representing 60%, on been asked whether they are happy with the present day management of the Prisons service, they answered to the affirmative and as a result will wish to serve in their current position if given a chance. The reasons given were that they felt several noticeable changes in terms of working conditions e.g. housing, uniforms and recruitment of more staff has been affected and with this, they believe that the Prison service is geared for the better in the future. A number of reforms have also been initiated by subsequent ministers towards the improvement of inmate's conditions and generally undertaking rehabilitation programmes aimed at training, counseling and reforming prisoners so that they can be re-integrated back to society after release.

4.3 Challenges of the reform strategies at the Kenya Prisons service.

All the respondents i.e. 100% indicated that the core functions of the prisons department are to contain offenders in safe custody, rehabilitation and reformation of the prisoners, facilitation of administration of justice by production of the prisoner in courts, controlling and training of

young offenders in Borstal institutions and youth corrective training centre and also to provide facilities for Children aged four (4) years and below accompanying their mothers.

They said in order to realize these objectives it is imperative for the prisons to develop appropriate strategies and effective implementation framework or a comprehensive action plan.

In this direction, the respondents said a number of strategies have been identified by the prisons service.

They pointed out that in the current prisons strategic plan, the strategies identified include modernization and expansion of physical infrastructure, improvement of prisoners' rehabilitation and reformation programmes, providing adequate stores and supplies for prisoners and reviewing of legal framework. In addition, they said the service aims to improve its human resource management programmers, revitalize Prison enterprise and management, and improve medical care for prisoners and also improving administration of justice. However, towards the realization of the above reform objectives, the respondents pointed out that the Prison service has faced a number of challenges in its reform path. These challenges, they said ranges from; overcrowding in the Prison facilities, organizational culture, lack of resources and capacity, wanting communication and implementation of strategies and inadequate leadership and management.

4.3.1 Overcrowding in Prisons

All the respondents' i.e. 100% felt that the country's prisons were overcrowded given that the prisons carrying capacity in Kenya is 16,000 prisoners but are currently holding over 50,000 prisoners. They said high in priority in the department's strategies is the strategy to decongest the prisons facilities. The respondents pointed out that the cause of prisons overcrowding range

from inadequate criminal law and trial process, sentencing policy, prison term review and resource management. Two of the respondents, representing 40%, pointed out that the criminal law allows unnecessary incarceration. Some offences that can be considered minor as drunkenness, petty thievery and trespass as well as loitering led to overcrowding of prisons facilities. In addition, some civil law can address some offences and yet the same as in some cases been considered as criminal leading to unnecessary jail terms. Two of the respondents also pointed out that the holding of suspects or accused persons in remand homes while awaiting trial and the long delays associated with the trials have increased significantly the level of congestion in the prisons. As a result of the high level of overcrowding being witnessed in the Kenya prisons, communicable diseases have been reported frequently. The common diseases include skin diseases, diarrhea, vomiting and HIV/AIDS

The sentencing policy in our courts was also pointed out as a cause of overcrowding in the prisons. The courts have limited options for some offences and should include such measures as offering community service, suspended sentences, split sentences and in some cases home sentence. These types of sentences when reinforced will help in reducing the overcrowding in the prison facilities. In addition, one other respondent noted that once a prisoner is convicted, their sentences should be reviewed by an independent body that can allow remission of sentences and granting of pardons.

Despite the challenge of overcrowding in the Kenyan Prisons, all the respondents pointed out a number of measures that have been taken by the Prisons service to address the problem. The service has undertaken to modernize its infrastructure through construction of staff housing and for inmates, installation of security surveillance system in all institutions and construction of

watch towers in principle and medium prisons. In addition to the expansion of the physical facilities, the Prisons service has been lobbying for the criminal law to be repealed with a view to removing from the statute books petty offences and finding alternative means of addressing such offences. In addition, they have been arguing and lobbying that the constitutional right to bail be implemented by trial courts through mechanism that are sensitive to the economic conditions of accused persons. Indeed another respondent noted that a way of reducing the overcrowding problem, two respondents suggested that a better case management should be adopted through the use of information technology to assist magistrates and judges in the efficient disposal of cases. Thus the judiciary should adopt better and widespread use of information technology. Another respondent suggested that to address the problem of overcrowding, the legal system and the Prisons service should introduce suspended sentence with conditions such as bond to keep peace, to submit to medical treatment and to undergo training. Another strategy that can be used to reduce the level of overcrowding in the prison jails is to split sentences where a prison term is broken into installments to ensure that the prisoner is not dislocated from the society should also be considered.

On the issue of preventing the communicable diseases, the Prisons service has undertaken several strategies to address the challenge. The respondents included a number of strategies that the Prisons service is employing to counter the challenge. These strategies includes; encouraging the usage of dormitories rather than single cells that encourages close bodily contact, ensuring there is a limited contact with the outside world, availing adequate food to prevent the sex-for-food trade, banning on addictive drugs and cigarettes that lead to a trade of these items for sex.

4.3.2 Organizational culture

As to the question posed to the respondents on whether they felt the established culture in the Prisons service affected the strategy implementation in the organization, the results varied among the respondents. Four of the respondents, representing 80% felt that indeed the culture in which the organization operates in affects the success of the implementing its strategies. The culture factors that were identified by the respondents varied and included the following: always seeking opinions of superior officers before making decision and thus slowing down decision making. In addition, it was pointed out that there is a deep ingrained fear to openly question projects that might not be in the best interest of the society, resistance to change and generally fear of the unknown. In addition, three of the respondents, representing 60%, indicated that there is a certain number of senior staff members that are used to a certain way of doing things in the organisation and whenever new changes were introduced or change of strategy is required to capture a certain opportunity or counter a given threat, the same group will be slow in decision making that will lead to the loss of opportunity. They gave an example of embracing information technology in the operations of the Prison service which has been adapted grudgingly by the senior management and as a result leading to a slowing down of operation in the service. This view is found to be in tandem with that made by Pearce and Robinson (2007) when they noted that since implementation of strategies will affect in some cases the “way things are done in the organization’, then the employees in the establishment will tend to resist such changes. Thus the implementation strategy should be concerned with the necessary adjustment in order to accommodate the perceived needs of the strategy.

Every organization has specific ways of doing things. However, the same ways should not be an impediment to successful implementation of organizations strategy. A number of strategies were identified by the respondents in overcoming the strategy implementation challenges emanating from the culture set by the Prison service. In order to facilitate embracing of the Prison service strategies, the management has started involving junior staff through some selected staff in formulating the same strategies and at the same time implementation. In doing this, before implementing these strategies, the management communicates to the station heads what role they will need to play in ensuring successful implementation of the strategies and also what benefits will accrue to the station. On the challenge of gender disparity in the top echelons of the Prison service, the respondents note that a deliberate move has been made to increase more women in the senior management especially with the coming into force of affirmative action in the new constitution that was adopted recently. The need to have this group in the management is to have their input in decision making since women are believed to more verse with issues that affect them. It is observed that challenges on strategy implementation resulting from culture will have to be addressed gradually since changes to culture cannot be made overnight. This point is in tandem with that of Ohmae (2003) in which he noted that organizational culture is fairly stable and does change fast and consequently in changing the same, the changes should be gradual.

4.3.3 Organizational structure

The respondents indicated that the Prison service structure in some cases has posed a challenge to strategy implementation. They appreciated that the structure of an organisation is designed to breakdown how work is to be carried out in the organization and functional departments and not to be an impediment in the developing or implementing the organizations strategies. The prisons

service was described as adopted a top-down approach whereby the senior managers make decision and the same is cascaded down for implementation. They justified this structure on the basis that the Prisons services is a disciplined service therefore the chain of command is critical. Nevertheless it was observed that the vertical structure that has been adopted by the service though good for controlling the activities of the prisons service, has impacted its decision making process. Its response structure was found to be slow and in some cases led to the loss of opportunities. It is important therefore that in designing the structure and making it operational, key aspects such as empowerment and communication process is considered.

Further when asked about other challenges in strategy implementation which is brought about by the way the structure is organized, the respondents pointed out that some roles /functions were not clearly structured and that they lacked the supporting structure. As a result, cases of indecision have been reported in some instances because of lack of clear role and therefore the officers have had to wait to be told who is responsible for the particular duties. This lack of fast decisions makes the implementation of strategies slow and in some cases leads to loss of opportunities, especially on business units in which the prison service competes with the private entities. In addition the management failure to take initiative in creating and sustain a favorable environment within the prison service by involving stakeholders in strategy formulation and implementation makes the implementation phase face hurdles.

The respondents recommended various ways of addressing the challenges faced in strategy implementation as far as the organisation structure is concerned and identified yearly assessment of individual roles to ensure proper revision of the structure to be in line with the organization strategy, encouraging teamwork and ensuring that there was a conducive working environment -

which they said would create room for discussions, interaction and proper communication. This they argued would be achieved through good working relations between peers and holding effective staff meetings. Furthermore, additional training together with constant focus on the organization goals were also identified as great remedies to these challenges.

4.3.4 Resources and capacity

The respondents agreed unanimously that resource constraints hindered strategy implementation. With the prisons service, the respondents noted that this constrain is a major challenge to the implementation of various strategies especially the ones that can be considered to be technical. Human resource capacity in terms of qualifications, competence and numbers were identified as a major constraint. This means that allocation of duties to prisons officers has in some cases especially in far flung stations lead to overworking of the staff due to inadequate staffing and also some duties have had to be sourced at a much higher cost than if the same had been done using the internal personnel. Time planning was also found to be of importance in strategy implementation in the prison service. As the respondents noted, poor time planning may lead to disillusionment of the partners on strategic decisions who may quit the business before implementation is complete. As far as the resource is concerned setting and communicating deadlines that are workable as well as prioritizing on the policies is key.

With financial resources, proper planning and prioritizing on the policies is a key factor to consider in avoiding wastage. It is important to set aside enough finances for the project while ensuring that staff are motivated and recognized i.e. through reward and appreciation schemes. The staff with adequate training in their roles in strategy implementation is nerve centre in boosting the organization competence and qualification to handle demanding tasks. As a result,

the respondents noted that when the prison service is setting budgets, it ought to incorporate adequate resources to ensure the realization of the set goals and putting in place mechanism of addressing the issue of resource limitation in their role.

In order to facilitate proper implementation of projects, the respondents have endeavored to undertake projects that are within their project constraints. Cases were sited where large projects were initiated and in which afterwards the prisons service was not able to accomplish in time due to inadequate funding and rescheduling due to inability to finish on time. The parent ministry - Ministry of home affairs- has over the last three years lobbied treasury to allocate more funding for undertaking more projects to completion. In addition, the prison service has allocated more funding to training and development of its staff to equip them with the necessary skills and expertise to undertake projects which used to be outsourced from the outside the organization.

4.3.5 Leadership and Management

The researcher also wished to identify from the respondents if leadership was a challenge to the process of strategy implementation in the prisons service. To this extent 50% of the respondents were of the opinion that indeed leadership was a big challenge to the process and need to be addressed if successful strategy implementation was to be realized. They supported this by pointing out the various kinds of challenges faced by the organization that resulted by the leadership in place. First, rigidity and bureaucracy together with the failure to embrace new ideas and innovational technology in business was noted as a challenge. In addition, some of the managers have been known to lack expected competence to ensure actualization of the strategies. Some of them were said to have gained the senior management position by virtue of long years in service and not due to the relevant technical skill and expertise. Management resistance to

change and new ideas, lack of visionary leadership together with poor leadership skills and knowledge are still additional challenges facing the organization. Some of these leadership skills gap were found to be due to a lack of proper training and this could be remedied through the process of training of those in the management positions.

Some of the remedial measures recommended by the respondents to deal with the challenges posed by leadership include, hiring of experts to engage senior management on the need for change, retreats for senior management and the board ought to be arranged to discuss the need for strategy implementation. Moreover leadership training sessions to instill a set of management competencies was advocated for which they said could deliver better competitive and commercial practice, appraisal of individuals was recommended as there was a believe that performing and best individuals could be identified and rewarded.

The respondents recommended various ways of addressing these challenges, among them engaging human resource department and senior management in harmonizing all roles in the service. Communication of roles and responsibilities at an early state and involvement of middle line officers at the tender stage was further advocated for by the respondent views. The respondents in addition emphasized on responsibility and accountability as a great remedy to the challenges.

In addition, three of the respondents were in agreement that they face a challenge in implementing and sharing the vision of the different commissioners since the same is not shared to all of the staff but instead restricted to a few of the senior staff. Asked on how this impacted on the process of strategy implementation the respondents noted that some staff who are under the commissioner in the organization do not work toward achieving the CEOs vision and this

could derail and delay the implementations because the persons who are at the centre of implementation don't feel part and parcel of the process. This could therefore call for massive employment of resources by the commissioner to satisfy his vision. To avoid the challenge, the respondents recommended that the commissioner ought to constantly communicate to all the staff on his vision for the Prison service. Strong vision bearers were proposed to hold the top positions in the service since with the strong believe comes major successes which will be all inclusive.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The objective of this study was to determine the challenges facing Kenya prisons in implementing reform strategies. This chapter summarizes the findings of the study, draw conclusions, and make recommendations.

5.1 Summary of Findings

The respondents to the research comprised the senior prisons staff based at the headquarters. They included director rehabilitation, provincial prisons commander, director medical services, deputy director of prisons and director of operations based at the prisons headquarters. Their knowledge about the strategy implementation challenges in the Prison service was found to be adequate having worked in the various capacities in the top hierarchy of the prisons service and also various locations in the country. In addition, the respondents were found to be well versed with the subject matter of the study and had all solid academic background having attained a first degree and only one respondent had not attained a university degree but had a diploma and solid administrative knowledge in the Prisons service.

The Kenya Prisons service is mandated to perform a number of core functions among them; containment and safe custody of inmates, rehabilitation and reformation of prisoners, facilitation of administration of justice, controlling and training of young offenders in Borstal institutions and youth corrective training centre and also provision of facilities for children aged 4 years and below. Towards the realization of the above objectives, a number of strategies have been

identified by the service. The respondents pointed out that in their current strategic plan, the strategies identified include modernization and expansion of physical infrastructure, improvement of prisoners' rehabilitation and reformation programmes, providing adequate stores and supplies for prisoners and reviewing of legal framework. In addition, the service aims to improve its human resource management programmers, revitalize Prison enterprise and management, and improve medical care for prisoners and also improving administration of justice.

However, towards the realization of the above reform objectives, the respondents pointed out that the Prison service has faced a number of challenges in its reform path. These challenges range from; overcrowding in the Prison facilities, un-adaptive organizational culture, lack of resources and capacity, wanting communication and implementation of strategies and inadequate leadership and management. The prison facilities were found to be overcrowded. One of the strategies of the prison service is to decongest the prison facilities. The causes of the overcrowding were found out to be inadequate criminal law and trial process, sentencing policy, prison term review and resource management. To reduce the overcrowding it was suggested that a number of measures were to be taken. These include; some offences to be considered as minor such drunkenness, petty thievery and trespass as well as loitering. The sentencing policy in our courts was also pointed out as a cause of overcrowding in the prisons. The courts have limited options for some offences and should expand to include offering community service, suspended sentences, split sentences and in some cases home sentence.

Culture was identified as another factor affecting implementation of the organizations strategy. The culture factors that were identified varied and included the following: always seeking

opinions of superior officers before making decision and thus slowing down decision making, failure to constructively question superior's opinion although it could be wrong and the senior officers not interacting with the junior ones informally. A number of strategies were identified by the respondents in overcoming the strategy implementation challenges emanating from the culture set by the Prison service. In order to facilitate embracing of the Prison service strategies, the management has started involving junior staff through some selected staff in formulating the same strategies and at the same time implementation. In doing this, before implementing these strategies, the management communicates to the station heads what role they will need to play in ensuring successful implementation of the strategies and also what benefits will accrue to the station.

The organizations structure in some cases acted as an impediment to strategy implementation. Though the structure was designed to breakdown on how work is to be carried out in the organization and functional departments, in some instances it has been an impediment in the development and implementation of the organizations strategies. As a result, cases of indecision have been reported in some instances because of lack of clear roles and therefore the officers have had to wait to be told who is responsible for the particular duties. This lack of fast decision makes the implementation of strategies slow and in some cases leads to loss of opportunities especially on business units in which the prison service competes with the private entities.

The respondents recommended various ways of addressing these challenges, among them engaging human resource department and senior management in harmonizing all roles in the service. Communication of roles and responsibilities at an early state and involvement of middle line officers at the tender stage was further advocated for by the respondent views. The

respondents in addition emphasized on responsibility and accountability as a great remedy to the challenges. In addition, it was found out that the commissioner of ought to constantly communicate to all the staff on his vision for the Prison service. Strong vision bearers were proposed to hold the top positions in the service since with the strong believe comes major successes which will be all inclusive.

5.2 Conclusion

From the research findings and the answers to the research questions, some conclusions can be made about the study:

Strategy formulation and implementation process is very vital for the functioning of any organization. From the findings, it was established that the strategy formulation process in the Kenya Prisons service follows a top-down approach while implementation process adopts a bottom up approach. These disconnect in the strategy formulation and implementation process is therefore bound to bring about challenges in the implementation. In addition by not involving the lower level staff in the strategy identification and development, they don't own the strategy and instead consider it to belong to the senior management and will not therefore undertake the same with necessary support. The strategies will be considered as imposed and will lack the necessary support from the staff that were excluded in their formulation. In addition an effective handling of the challenges of implementation, the managers should be empowered through adequate training and development programs to carry such projects. Further, it is important that the organization has in place adequate mechanism of incorporating the views of all the stakeholders in the development of the strategies for a successful implementation of the same strategies.

Despite the position, that the organization has been able to realise success in significant components of its projects, it has therefore room for improvement to increase its annual success.

Another important conclusion from the study is that for an effective strategy implementation, an organization needs to make the process of implementation all inclusive where the junior staff, community and other stakeholders are accommodated for each to feel part and parcel of the process. Further, effective monitoring and evaluation of the strategies during implementation was found to be critical. The stakeholders should also be able to put in place measures for tracking down progress and facilitating learning and decision making in a quick manner and therefore increase the chances of achieving the same strategies. In an effort to improve, an external consultant will be recommended that will give independent opinions and guidance towards the achievement of the same objectives.

5.3 Recommendations

Based on the findings of this study it is recommended that:

In discipline force's institution, as much as orders are to be obeyed, there is need to delink implementation of strategies from the existing chain of command. The management should be willing to incorporate suggestions from even young officers though the same might look like outside the laid down protocol. Strategy implementation should not be taken as a onetime process in which the program is initiated and the program rolls on continuously without any intervention from the management. Instead, the management should inculcate a practice of regular review and reference making of the Strategic Plan throughout its lifespan. At the start of the strategic plan process, it would be prudent to include an HR audit to assess the capacity of

the staff to implement the new strategy and give recommendations on their capacity to finalize the program.

A reward system should be put in place that will motivate the projects staff to give their best towards the actualization of the same. In addition a performance management system should be introduced to train key staff involved in the implementation of the strategy. All this will require a review of staff administration management system, training and development programs, personnel policies and reward system. All these changes will be geared towards motivating the concerned staff give their best towards the realization of the project objectives. It is important for the management to recognize the importance of human resource asset in the all process of strategy implementation. Further, a monitoring and evaluation system should be put in place to continuously evaluate the progress of the projects with the aim of ensuring that the strategies are implemented in a manner that will lead to successful realization of the strategy results. In case the results of the strategy are not in tandem with the expectation, then a remedial measure will be done in advance before much slag has resulted.

5.4 Recommendations for Further Research

The study confined itself to the Kenya Prisons service. This research should therefore be replicated in other forms of discipline such as the Kenya police and the Kenya Army. This will therefore facilitate a study on the success strategy implementations under different management styles. Could the success of strategies be influenced by these factors and whether they will face the same challenges?

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APPENDIX I: INTERVIEW GUIDE

The interview guide will seek to achieve the following objective;

1. To determine the challenges facing Kenya Prisons in implementing reform strategies.

Interview Questions

The following sections provide sample questions to be used in evaluating challenges facing Kenya Prisons in implementing reform strategies.

Background Information on the interviewees

- What is the highest level of education you have received?
- What current position in the organization do you hold?
- How long have you been in this organization?
- For how long have you been holding the current position?
- Would you change your current duties if given a chance? Why?

Reform strategy challenges

Prison overcrowding

1. Is the country's prisons overcrowded?
2. What factors contributes to the overcrowding in the prisons?
3. Has the adoption of measures such as probation, parole and remission been used to reduce prison overcrowding?
4. Does the use of such measures achieve its correctional objectives?
5. Does overcrowding in the prisons leads to increases in the rates of communicable

diseases such as Tuberculosis, Hepatitis B and C, HIV/AIDS?

6. Has the prisons department put in place measures to reduce the rate of communicable diseases?

7. Does lack of prison's staff exposure and experience of correctional service in other countries contributes to overcrowding?

Organizational Culture

1. Does the culture in the prisons department hinder reform strategy implementation?

2. Does the prisons culture respects human rights in prisons?

3. Is there a chartered career path for all prison staff?

4. What are some of the values and beliefs shared by the members your organization?

Organizational Structure

1. What approach describes the prison department reform strategy implementation? Top down or bottom up?

2. Does the organizational structure adopted give rise to power and responsibility conflict? How does it affect reform strategy implementation?

3. Is the organizational structure a hierarchy of power and authority rather than a functional structure?

4. Does the organization structure lack coordination and collaboration?

5. Is there professionalism in prisons department?

6. Does the current organizational structure ensure effective and efficient professional correctional service organization?

Resources and Capacity

1. Are there sufficient funds to undertake reform strategy in the prisons department?
2. Are the prisons staffs well remunerated to ensure that they implement the recommended strategies?
3. Is there frequent training to all warders to be informed of the reform strategies to be implemented and how?
4. Does the lack of adequate and decent staff houses hinder reform strategy implementation?
5. Is there any reward and recognition system in the prison department?

Communication and Strategy implementation

1. Does the management communicate to all staff the reform strategies to be undertaken in advance?
2. Does the physical infrastructure in the prisons pose a challenge to communication system?
3. Is there an established and reliable communication system in the prisons department?
4. Is there any disaster preparedness plans in the prisons department?

Leadership and Management

1. Is leadership a challenge to the process of strategy implementation?
2. Do you face the challenges posed by ineffective coordination and poor sharing of responsibilities?

3. Are you faced with the challenge of conflict in leadership whereby the top management vision is not shared all?
4. Is there appropriate recruitment policy in the prisons department?

APPENDIX II: LETTER OF REQUEST FOR CLEARANCE

THE COMMISSIONER OF PRISONS

GEORGE MAINA M. MURAGE

PRISONS HEADQUARTERS

P.O.BOX 30175

29th AUGUST 2011

NAIROBI

DEAR SIR,

RE: REQUEST FOR AUTHORITY TO COLLECT DATA FROM PRISONS DEPARTMENT'S TOP MANAGEMENT TEAM (THE DIRECTORS).

Sir, I am doing a postgraduate studies for MBA-Strategic management program at the University of Nairobi.

I am now in the last phase of the study which requires one to carry out a research project to conclude the program. This being the case, I choose the following a research topic **“CHALLENGES FACING KENYA PRISONS IN IMPLEMENTING THE REFORM STRATEGIES”**.

The nature of this topic require an access to the organization's Top management team who has the prime responsibility and accountability to initiate and drive the organization's strategic planning process.

In this respect and with regard to the prisons department, I most humbly request for your authority to access the respective directors at PHQ. for the purpose of collecting the required information through interviews and questionnaire.

All the information in respect of the Department or any aspect related to the department that shall be obtained by the way of this research shall be strictly safe guarded and used exclusively for the intended academic purpose of the fore mentioned study. The mode of data collection shall also ensure confidentiality.

I look forward for your assistance to enable me obtain the data within the stipulated project time frame.

Thank you, Sir.

George Maina M. Murage

APPENDIX III: LETTER OF CLEARANCE APPROVAL