

STRATEGY IMPLEMENTATION AND ITS CHALLENGES
AT KENYA NATIONAL COMMISSION ON HUMAN
RIGHTS (KNCHR)

BY

ALOMBA DORIS MUNDIA

**A Management Research Project submitted in partial fulfilment of the
requirements for the award of the Degree of Master of Business Administration
(MBA), Department of Business Administration, School of Business, University
of Nairobi**

NOVEMBER 2010

DECLARATION

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

Signature..... Date.....

DORIS ALOMBA MUNDIA

D61/71194/2008

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

Signature..... Date.....

DR. WAHOME GAKURU

Lecturer, School of Business, University of Nairobi

DEDICATION

On behalf of my siblings, I would like to dedicate this work to my dad Joseph Alomba and my late mum Beatrice Alomba for their love, prayers, and wise guidance, moral support which has been a source of encouragement and blessings. Above all, I value the sacrifice they made in ensuring that we get good education. May God bless them. I would also like to dedicate this work to my wonderful children Sharon, Daisy and Victor who missed quality time of play and guidance from me as I pursued this worthy course. May this work inspire them to put more effort in their studies and also appreciate the mercy of God.

ACKNOWLEDGEMENTS

My appreciation goes to various people whose support and contribution enabled me to complete this research project, as well as the entire MBA degree programme.

First and foremost, I would like to thank the Almighty God for his favour, the gift of life and good health, and for giving me vigour and strength during the entire course.

I sincerely thank my supervisor, Dr. Wahome Gakuru for his guidance throughout this process with utmost diligence, commitment and inspiration in the process of preparing this project.

Many thanks go to my dad for the sacrifice he made to see me through school, for his continuous encouragement and for standing with me in hard times. I wish to thank my sisters Jerry and Rispah for the moral support they gave me throughout this course. I also wish to thank my house help Ann for taking care of my domestic affairs and especially my kids as I studied.

Special recognition and appreciation go to my children, Sharon, Daisy and Victor for providing me with moral support, lovely company and for their patience especially during long hours when I would not have enough time for them during the entire MBA program period. At times, I had to leave them alone during public holidays and weekends to attend group discussions and sit for tests at the University.

I would like to thank my employer KNCHR, the staff and Commissioners of Kenya National Commission on Human Rights, staff of school of business and Library of the University of Nairobi for their useful input and support during the exercise. I would also like to thank all my MBA colleagues for their invaluable contributions. My special thanks go to Leah Githiomi who remained a trusted friend.

ABSTRACT

Strategies are critical elements in organizational functioning. However, even where organizations may have good strategies, successful strategy implementation remains a major challenge. Transforming formulated strategies into action is a far more complex, difficult and challenging undertaking and not as straight forward as one may assume. Yet successful strategy implementation is as critical as the strategic choice. It requires careful consideration of resources to be used, structure, systems and other variables.

The research was conducted to establish how Kenya National Commission on Human Rights (KNCHR) implements its strategies and to identify key challenges encountered by KNCHR in implementing its organizational strategies. This was a case study of Kenya National Commission on Human Rights. KNCHR is an independent National Human Rights Institution established by an Act of Parliament. Its mandate is to further the protection and promotion of human rights in Kenya.

In carrying out this research, both primary and secondary data was used. Primary data was collected by the researcher using an interview guide through personal interviews with persons involved in strategy implementation at KNCHR. Secondary data was gathered from reviewing strategic plans, annual reports and publications of KNCHR. A total of ten respondents were interviewed including five heads of departments and officers at various levels. Data collected was first checked for consistency, coded, and then analyzed to arrive at the various conclusions. From the research, it was established that during strategy implementation, factors which affected its implementation included, organizational structure, allocation of resources, and leadership.

The study concluded that strategy implementation is a very important aspect in KNCHR and it influences the organization's efficiency and effectiveness. It was also established that the challenges faced in implementing strategies included, insufficient financial resources, unclear structures, leadership challenges, weak organizational cultural, reward and motivation, and lack of monitoring and evaluation framework.

TABLE OF CONTENTS

Declaration.....	ii
Dedication.....	iii
Acknowledgements.....	iv
Abstract.....	v
List of Tables.....	viii
List of Figures.....	ix
Abbreviations and Acronyms.....	x
 CHAPTER ONE: INTRODUCTION.....	 1
1.1 Background of the Study.....	1
1.1.1 Concept of Strategy Implementation.....	2
1.1.2 Public Sector	4
1.1.3 Kenya National Commission on Human Rights (KNCHR).....	5
1.2 Statement of Research Problem.....	7
1.3 Objectives of the Study.....	8
1.4 Importance of the Study.....	8
 CHAPTER TWO: LITERATURE REVIEW.....	 10
2.1 The Concept of Strategy.....	10
2.2 Strategic Management Process.....	12
2.3McKinsey 7-S Framework.....	15
2.4 Strategy Implementation Concept and Process.....	17
2.5 Factors that Influence Strategy Implementation.....	19
2.6 Challenges of Strategy Implementation.....	25
 CHAPTER THREE: RESEARCH METHODOLOGY.....	 28
3.1 Introduction.....	28

3.2 Research Design.....	28
3.3 Data Collection.....	28
3.4 Data Analysis.....	29

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction.....	30
4.2 Respondents general information.....	30
4.3 Strategic Planning at KNCHR.....	31
4.4 Factors that affect Strategy Implementation.....	33
4.5 Discussion on factors that affect Strategy Implementation.....	38
4.6 Challenges Faced During Strategy Implementation.....	39
4.7 Uniqueness of challenges to departments.....	40
4.8 Discussion on the Challenges Faced in Strategy Implementation	41
4.9 Suggestions on how to minimize implementation challenges.....	44
4.10 Other Comments on Strategy Implementation and its Challenges.....	45

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction.....	46
5.2 Summary.....	46
5.3 Conclusion.....	48
5.4 Recommendations for Policy and Practice.....	50
5.5 Limitations of the study.....	52
5.6 Suggestions for Further Research.....	53

REFERENCES.....	54
------------------------	-----------

APPENDICES

Appendix I: Letter of Introduction.....	61
Appendix II: Questionnaire.....	62

LIST OF TABLES

Table 4.2 Respondents' general information.....	31
Table 4.7 Uniqueness of challenge to department.....	40

LIST OF FIGURES

Figure 2.2 Strategic Management Process	13
Figure 2.3 McKinsey 7-S Framework.....	16

ABBREVIATIONS AND ACRONYMS

CIDA	Canadian International Development Agency
Commission	Kenya National Commission on Human Rights
EU	European Union
GJLOS	Governance Justice, Law and Order Sector Reform Programme
GOK	Government of Kenya
HOD	Head of Department
ICT	Information and Communication Technology
I T	Information Technology
KNCHR	Kenya National Commission on Human Rights
M & E	Monitoring and Evaluation
MoJNCCA	Ministry of Justice, National Cohesion and Constitutional Affairs
NGO	Non-Governmental Organizations
NHRIs	National Human Rights Institutions
OHCHR	Office of the Commissioner for Human Rights
PM&E	Participatory Monitoring and Evaluation
RBA	Rights Based Approach
SIDA	Sweden International Development Agency
SWOT	Strengths, Weaknesses, Opportunities, and Threats
UNDP	United Nations Development Programme
USAID	United States of America International Development