

**CHALLENGES OF STRATEGY IMPLEMENTATION IN THE  
MINISTRY OF STATE FOR PROVINCIAL ADMINISTRATION  
AND INTERNAL SECURITY**

**BY**

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AWARD OF THE DEGREE OF MASTER OF BUSINESS  
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OF NAIROBI**

**NOVEMBER, 2010**

## DECLARATION

This Management Research Project is my original work and has not been submitted to any other university or institutions for any other purposes

Signed: \_\_\_\_\_



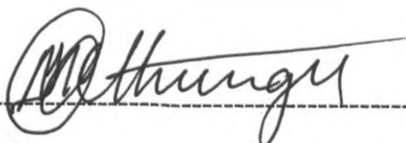
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This management research project has been submitted for examination with my approval as the university Supervisor.

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## **ACKNOWLEDGEMENT**

I would like to express my sincere thanks to the Supervisor Dr. Gathungu University of Nairobi in School of Business for agreeing to supervise this research paper. I am grateful to my wife Stella, my children Daniella and Michael for giving the invaluable support to concentrate on this research. I sincerely thank my Permanent Secretary in the Ministry of State for Provincial Administration and Internal security for offering me a chance to carry out the study in the ministry and my colleagues at work place as well as my respondents for total cooperation during my study.

Lastly I thank Almighty God as my source of all inspiration in allowing me to undertake this project that is too involving in terms of time and resources.

## **DEDICATION**

My study is dedicated to the following: My loving wife Stella, my loving children Daniella and Michael. My father Richard Achoki for continually reminding the importance of education in life and loving mother who started me off in life.

## **ABSTRACT**

Strategy can only impact on the bottom line if it is successfully implemented. Strategic plan and its implementation are the 'heart and soul' of any business organization and operation. It has been proposed that the public sector experiences greater difficulties in regard to implementing reforms and offering of quality services. This study sought to investigate challenges facing implementation of strategies in the Ministry of State for Provincial Administration and Internal Security. The objective of the study was to determine the factors influencing strategy implementation in the Ministry of State for Provincial Administration and Internal Security and to find out challenges facing strategy implementation at the Ministry of State For Provincial Administration and Internal Security.

For the purposes of this study, the researcher applied a case study. The researcher used both primary and secondary data. Primary data was collected using self-administered interview guide while secondary data will be collected by use of desk search techniques from published reports and other documents. The interview guide had open-ended questions. The target population of this study was 50 staff in the Ministry of Provisional administration who include directors and other staff in the ranks of management such as general manager. The content analysis was used to analyze the respondents' views about the challenges of strategic implementation at the Ministry of Provincial Administration, who see qualitative data analysis.

Before processing the responses, the completed interview guide was edited for completeness and consistency. The content analysis was used to analyze the respondents'

views about the challenges of strategic implementation at the Ministry of Provincial Administration, who see qualitative data analysis

From the findings, the study concludes that strategy implementation in the Ministry Of State For Provincial Administration And Internal Security includes inadequate and limited resources allocation, conflict of interests where some people seek personal gain during implementation, long charms of bureaucratic levels which hinder effective strategy implementations , untimely communication, political interferences and staff and public resistance to change.

The study found that the complexity of the strategy, the need for a longer preparation time and Misappropriation of funds and corruption, emergencies such as post election violence which were not envisaged challenges surfaces during strategy implementation in the ministry were challenges that surfaced during strategy implementation in the ministry. The study concludes that periodic elections that lead to shift in focus and other factors like changes in leadership, the size of the ministry and poor budgeting systems which do not cater for emergencies, the constant reorganization of the government as new political systems emerges were the competing activities that cause distractions inhibiting strategy implementation.

The study further found that legal and economic changes in the country like the effects of the new constitution on the future of the ministry, Transfers and postings and climatic and seasonal variations like elnino, lamina which are beyond control pose a challenge to the implementations of the strategies in the Ministry Of State For Provincial Administration And Internal Security

The study found that other challenges of strategy implementations includes inadequacy of information systems used to monitor strategy implementation in the ministry due to government failure to adopt Information Technology in communication delaying the communication in the ministry, administration structure and the colonial legacy of the ministry and inadequacy of information systems to monitor strategy implementation in the ministry

The study recommends that effective communication. Coordination and sharing of responsibilities among implementations, proper training needs for effective implementation, availing finances and empower staff to perform through motivation should be adopted for success of the strategy implementation in the Ministry Of State For Provincial Administration And Internal Security

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## **LIST OF ABBREVIATIONS**

<b>CBD</b>	<b>Central Business District</b>
<b>D.C</b>	<b>District Commissioner</b>
<b>D.O</b>	<b>District Officer</b>
<b>P.C</b>	<b>Provincial Commissioner</b>
<b>P.S</b>	<b>Permanent Secretary</b>

## CHAPTER ONE: INTRODUCTION

### 1.1 Background of the Study

Strategy implementation involves organization of the firm's resources and motivation of the staff to achieve objectives. The environmental conditions facing many firms have changed rapidly. Today's global competitive environment is complex, dynamic, and largely unpredictable. To deal with this unprecedented level of change, a lot of thinking has gone into the issue of how strategies are best formulated. Strategic management is about managing the future, and effective strategy formulation is crucial, as it directs the attention and actions of an organisation, even if in some cases actual implemented strategy can be very different from what was initially intended, planned or thought. The assessment of strategy formulation processes becomes crucial for practitioners and researchers alike in order to conduct and evaluate different formulation processes (Olson et al. 2005).

Despite the experience of many organizations, it is possible to turn strategies and plans into individual actions, necessary to produce a great business performance. But it's not easy. Many companies repeatedly fail to truly motivate their people to work with enthusiasm, all together, towards the corporate aims. Most firms know their businesses, and the strategies required for success but many firm especially large organizations struggle to translate the theory into action plans that will enable the strategy to be successfully implemented and sustained (Ahuja, Khamba and Choudhary 2006).

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Today's business environment is dynamic, complex and continually changing. In order to gain, retain or regain sustainable competitive advantage, many firms have considered a

range of efficiency or improvement related initiatives. While the rationale for these initiatives began with the need for operational efficiency, it has now evolved to include business process management (Porter, .2005)

A clear pattern can be seen where company can began with long range planning techniques which coincided with a period of expansion, and continued with the corporate planning techniques. The 1980s represent the decade of organizational positioning, which was followed in the early 1990s by a period of concentration on competitive advantage, based on the maximization of internal strengths. The balance has now moved on from efficiency based measures to a greater emphasis on meeting customer needs and ensuring customer satisfaction. However, the plethora of initiatives presents a confusing picture to organisations. While the majority of firms may have an interest in only one or two initiatives, it is doubtful if greater efficiency is enough in today's business environment. In any event, Mostafa(2007) suggest that strategic plan often fail due to a lack of strategic business planning.

Ahuja *et al.* (2004), suggests that "a strategic plan and the strategic planning process itself offers a competitive edge and enables a company to measure achievements against expectations". However, empirical studies provide a mixed picture in relation to the value of formal strategic planning. For example, Robinson and Pearce (1983) found that there was no relationship between a formal strategy and financial performance. Whilst McKiernan and Morris (1994) state that a formal strategic planning process in firms often fails to provide a holistic view of the firm, a major study of firms in the USA indicates that a formalized strategic planning process has some benefits. As a summary (Chan . (2006) state that the elements of goal formulation, developing distinctive competencies,

determining authority relationships, deploying resources, and monitoring implementation receive more effective attention when small businesses engage in formal planning.

Economic recovery and sustained growth is acknowledged as the mechanism by which the lives of Kenyans will be improved and the indicators identified in the Millennium Development Goals achieved. A better security is a key pillar of economic growth. The Government, having reviewed the various options over recent years finally implemented a complete restructuring of the security issues as a measure to provide an improved and better security system. Government underscored its strategic perspective that efficient and effective public service management through adopting crucial framework for achieving rapid and sustained economic growth and poverty reduction, which is the goal of our Economic Recovery Strategy (ERS) for Wealth and Employment Creation. The Government therefore sought to carry out implementation security programs to transform the Public Service from process oriented, process and entitlements, control, unnecessary bureaucratic practices, inward considerations and being risk averse to targeted results, delegation, enabling and empowering speedy delivery of services/service charters, citizen/client focused service and risk management. It is for this reason that implementation of security reforms must prepare and anticipate the likely reactions of staffs and determine how to deal with them. The different perceptions to change come because of the difference in the background of government staff and their perception of the strategy implementation outcome in the government structures (Public Sector Reform and Institutional Capacity Building Kenya Consultative Group Paper, 2005).



### 1.1.1 Concept of Strategy Implementation

• Becker (1993) emphasized that strategy implementation could be more difficult than thinking up a good strategy. Crawford, Blackstone and , Cox, (1988), explained that the real value of a decision surfaced only after the implementation of a decision. In other words, it will not be enough to select a good decision and effective results will not be attained unless the decision is adequately implemented. Eisenstat, R.A. (1993), argued that it was essential that strategic level manager's demographic characteristics should have been examined for the Drazin, R. and Howard, P. (1984), mentioned that intended strategies would be implemented as they have been envisioned if three conditions were met. First, those in the organization must understand each important detail in management's intended strategy. Second, if the organization is to take collective action, the strategy needs to make as much sense to each of the members in the organization as they view the world from their own context, as it does to top management. Finally, the collective intentions must be realized with little unanticipated influence from outside political, technological, or market forces.

• Successful strategic planning implementation requires a large commitment from executives and senior managers, whether the strategic planning is occurring in a department or in a complete organization. Executives must lead, support, follow-up, and live the results of the strategic planning implementation process. Or, the strategic planning implementation process will fail. It's as simple as that. Without the full commitment of the organization's senior executives, don't even start strategic planning. Participants will feel fooled and misled. A vision statement and a mission statement, along with this year's goals, filed, unimplemented in a cabinet or computer is a serious source of negativity and poor employee morale (Chandra 2001).

Implementing strategy has always been a challenge for organizations across the industry. Ability to implement strategy is the deciding factor between success and failure of a company's strategy. Implementation manifests the strategic intent of a company through various tactical and competitive actions to achieve the desired results, which otherwise may remain as distant dreams.

Great strategies are not discovered over a couple of strategic sessions. In fact great strategies evolve over time as a result of rigorous monitoring of progress towards strategic goals, when emerging realities are discussed thread bare, the learning of which helps in revising the strategies. In effect, it can be said that meticulous implementation has strategy development embedded in it. Similarly companies need to incorporate strategy implementation in the planning phase itself. This can be done by involving persons key to execution during planning phase itself ( Noble ,1999). It will not only help in gaining insights in to practical aspects of strategy at an early stage, but it also helps politically to get their whole hearted commitment to strategy implementation. Planning is no doubt important, but making the plan work is a bigger challenge which deals with organizational politics, culture and sometimes managing change. All of which require single minded pursuit from top and unquestionable commitment from managers. Organizational politics (especially when strategy execution contradicts the existing power structure in the company) may hamper proper allotment of resources, which will adversely impact strategy deployment (Kodali and Chandra 2001).

Apart from intertwining strategy planning and implementation through incorporating execution into planning and evolving strategy through rigorous follow up and corrections, there are other factors that may bridge the gap between great strategies and effective

execution. First of these factors is communication (Hartmann 1992). Many a times we find that managers who are supposed to be delivering performance to meet the strategic goals of the company do not have a clear idea of what the strategy is all about. They do not realize what needs to be done to fulfill the strategic plan. They are unaware of their role in the strategic game plan. They can not describe company's strategy in one simple sentence, which means that the strategy is not understood by the people responsible for acting on it. Great strategic plans or intents are represented by a catchy tag line, which conveys the company's intentions to all concerned, even to marketplace. Lack of proper understanding of what is important for the strategy to be delivered may result in having your priorities wrong and the projected levels of returns will never be a reality (George, 2002).

### **1.1.2 The Ministry of State for Provincial Administration & Internal Security**

The, Ministry of State for Provincial Administration & Internal Security in the Office of the President is charged with the responsibility of public administration and coordination of the government in the field, internal security, printing of Government documents and championing campaign against drug and substance abuse. The Ministry also coordinates state functions and offers reception services to all Government ministries. Given these diverse functions the Ministry is organized into five main departments, thus Provincial Administration, Kenya Police, Administration Police, Government Press, and National Agency for the Campaign against Drug Abuse (NACADA) and National Operations Centre.

The Ministry's functions have evolved and its operations reformed over time to address emerging issues. However, it has remained decentralized to the grassroots in order to

provide a framework for quick interpretation, dissemination and implementation of Government policies. Currently the Ministry oversees the administration, development and security of 8 Provinces, 284 Districts, 476 Divisions, 2,516 Locations and 6,841 sub locations as well as other administrative officers seconded to line ministries. The Ministry is mandated to carry out the Co-coordinating the overall Government business, Maintenance of Law and order, Campaign Against drug abuse Provide Printing Services to the Kenya Government, State visits coordination, Establishing, implementing good-policies and providing administrative and leadership service ([www.provincialadministration.go.ke](http://www.provincialadministration.go.ke)).

The Ministry endeavors to provide strategic leadership at all levels of Administrative units and tackles the challenges that continue to confront the society. Some of these challenges include, poverty; HIV/AIDS; unemployment; land conflicts; cattle rustling and banditry; increased sophistication of crime; corruption; manufacture and consumption of illicit brew, drug abuse, illegal acquisition of fire arms from neighboring countries; cross border crimes, illegal immigrants, among other security issues. Provincial Administration has always existed as the system through which the authority of the executive arm of government cascades to the grassroots levels. It provides the vehicle for quick interpretation, coordination, dissemination and implementation of Government policies. Its central role will continue to be enhanced in order to cope with new and emerging challenges ([www.provincialadministration.go.ke](http://www.provincialadministration.go.ke)).

## **1.2 Statement of the Problem**

Strategy can only impact on the bottom line if it is successfully implemented. Strategic plan and its implementation are the 'heart and soul' of any business organization and

operation. A business's strategy is the game plan management that is used to stake out a market position, conduct its operations, attract and please customers, compete successfully, and achieve organizational objectives. It is the focal point of the business practices and competitive strategies in the operational management (Sadler and Gough 2005 and Chan 2005), and the needs are not exceptional in the accounting industry. Excellent implementation, on the other hand, 'is the best test of managerial excellence' that results in the most reliable recipe for turning companies into stand-out performers (Thompson, Strickland and Gamble, 2005).

It has been proposed that the public sector experiences greater difficulties in regard to implementing reforms and that this is caused by the unique environment in which the public sector operates, for example, the need to deliver bureaucratically impartial outcomes (Doyle *et al*, 2000). To meet the challenges of a global economy and the increasing public demand for a smaller but more responsive government, public sector organizations have been required to transform. This transformation has been greater than any shift experienced in the private sector starting, as it was, from a traditional bureaucratic base, where services were provided based on social values and equity.

Whether a company wins or loses in the marketplace, it is directly attributable to the calibers of a company's strategy and the proficiency with which the strategy is implemented and executed. Implementing and executing strategy are thus the core management functions (Afuah, 2003). Indeed, competent strategy and good strategy implementation are the most trustworthy signs of quality and good management. To enable a company to survive, remain competitive and growth, it should not only craft a good and practical strategy and, but most essentially proficient implementation forms a

core part of the overall business growth and success. Nowadays, strategic planning and strategic implementation are used to enhance a competitive intelligence culture in the internal organization (Viviers, Saayman and Muller, 2005: 577-579)

Strategy implementation is a long drawn out process, and so in order to sustain the interest and enthusiasm of managers and leaders alike it is absolutely essential that strategic plans have short term wins built in them. These milestones not only specify standards of performance but help in keeping managers focused on the results

A number of scholars have researched on challenges faced in strategy implementation. These include Lucy (2008), Kimeli (2008) researched on KRA, and Githui (2006) among others. Previous research studies have not concentrated on challenges facing the Ministry of State for Provincial Administration and Internal Security. There is no known study has concentrated on the challenges facing the implementation of strategies in government institutions. This study therefore seeks to fill this knowledge gap by investigating challenges facing implementation of strategies in the Ministry of State for Provincial Administration and Internal Security by answering the following questions

- i. What are the factors that influence implementations of strategy at the Ministry Of State For Provincial Administration And Internal Security?
- ii. What are the challenges to strategy implementation at the Ministry of State For Provincial Administration And Internal Security?

### **1.3 Objectives of the Study**

- i. To determines the factors influencing strategy implementation in the Ministry Of State For Provincial Administration And Internal Security

- ii. To find out challenges facing strategy implementation at the Ministry Of State For Provincial Administration And Internal Security.

#### **1.4 Importance of the Study**

The study will be significant to the Ministry of provincial Administrative as the study will find valuable insight on challenges facing implementation of strategy at the ministry and ways of minimizing them for effective strategy implementation at the Ministry. Therefore the findings of this study will help the Government in developing policies that will ensure smooth implementation of strategy in public sectors

Potential local and international investors will find this study useful as it will acts as a base to start analysis on what are the factor hindering strategy implementation in firms and eliminates them where possible or minimize the effects for smooth strategy implementations. The findings of this study will be useful to scholars as it will act as a reference for future study and forms a background for future study.

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- ii. To find out challenges facing strategy implementation at the Ministry Of State For Provincial Administration And Internal Security.

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## CHAPTER TWO: LITERATURE REVIEW

### 2.1 Introduction

This chapter summarizes the information from other researchers who have carried out their research in the same field of study. The specific areas covered here are strategy implementation, types of strategy implementation, change model, collaborative model, cultural model, and finally the factors affecting strategy implementation.

#### 2.1.1 Strategy Implementation

Ansoff (1999) views strategy in terms of market and product choices. According to this author, strategy is the “common thread” among an organization’s activities and the market. Johnson and Scholes (1998) define strategy as the direction and scope of an organization that ideally matches the results of its changing environment and in particular its markets and customers so as to meet stakeholder expectation. According to Jauch and Glueck (1984), strategy is a unified and integrated plan that relates the strategic advantages of the firm to the challenges of the environment and that is designed to ensure that the basic objectives of the enterprise are achieved through proper execution by the organization.

Mintzberg and Quinn (1979) also had a hand in strategy definition whereby the author perceives strategy as a pattern or a plan that integrates organization’s major goals, policies and action into a cohesive whole. Porter (1996) has defined strategy as a creation of a unique and vulnerable position of tradeoffs in competing, involving a set of activities that neatly fit together, that are simply consistent, reinforce each other and

ensure optimization of effort. Pearce and Robinson (2007) defines strategy as the company's "game plan" which results in future oriented plans interacting with the competitive environment to achieve the company's objectives.

Johnson and Scholes (2007), view strategy as the direction and scope of an organization over the long-term, which achieves advantage for the organization through its configuration of resources within a changing environment, and fulfill stakeholder's expectations. Strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision-making, or as a result of complete coalitional involvement of implementation through a strong corporate culture. Implementing strategies successfully is about matching the planned and realizing strategies, which together aim at reaching the organization vision. With firms evolving in terms of structure it follows that the style of strategy implementation will differ depending on the style of organisation and management that exists in the firm. Different types of leadership style can play a critical role in overcoming barriers to implementation (Miller and Wilson and Hickson 2004).

The challenging aspect when implementing strategy is the top management's commitment to the strategic direction itself. In some cases top managers may demonstrate unwillingness to give energy and loyalty to the implementation process (Marginson, 2002). This demonstrable lack of commitment becomes, at the same time, a negative signal for all the affected organizational members. Many organizations are faced with the challenge of lack of institution of a two-way-communication program that

permits and solicits questions from employees about issues regarding the formulated strategy. In addition to inability to solicit questions and feedback, lack of communication causes more harm as the employees are not informed about the new requirements and tasks and activities to be performed by the affected employees.

One of the reasons why strategy implementation processes frequently result in difficult and complex problems or even fail in total is the vagueness of the assignment of responsibilities. Finally, on review of literature on strategy implementation there is evidence of some recurring themes, including coordination which is essential to ensure that people across the organisation know what to do and to ensure that they stay focused on the key targets under the everyday pressures (Miller and Wilson, 2004).

More recent articles confirm notable barriers to successful strategy implementation about which there appears to be a degree of accord including Beer and Eisenstat's (2000) top-down/laissez-faire senior management style; unclear strategic intentions and conflicting priorities; an ineffective senior management team; poor vertical communication; weak co-ordination across functions, businesses or borders; and inadequate down-the-line leadership skills development (Beer and Eisenstat, 2000). It is recognized that such change requires a shared vision and consensus if competence, coordination and commitment are lacking. Corboy and O'Corrbui (1999), meanwhile, identify the "deadly sins of strategy implementation" which involve: a lack of understanding of how the strategy should be implemented; customers and staff not fully appreciating the strategy; unclear individual responsibilities in the change process; difficulties and obstacles not acknowledged, recognized or acted upon; and ignoring the day-to-day business imperatives. Rather, the major challenges to be overcome appear to be more cultural and

behavioural in nature, including the impact of poor communication and diminished feelings of ownership and commitment (Aaltonen and Ikävalko, 2002;).

In addition to the above, another inhibitor to successful strategy implementation that has been receiving a considerable amount of attention is the impact of an organisation's existing management controls and particularly its budgeting systems (Otley, 2001). Although it is increasingly suggested that budgets suffer from being bureaucratic and protracted, and that they focus on cost minimisation rather than value maximisation (Brander and Atkinson, 2001), they still represent the main integrative control mechanism in many, if not most, business organisations (Otley, 2001).<sup>1</sup> In the apparent absence of suitable alternative information systems (Alexander, 1985), significantly, it is claimed that well-established budget control systems can overwhelm or dominate strategic control systems even to the extent that when the going gets tough, budgetary pressures will tend to derail strategic goals. In order to overcome such "myopic" tendencies it is suggested that organisations need to establish shorter/medium-term strategic milestones (Goold and Quinn, 1990).

✓ Reed and Buckley (1988) discuss problems associated with strategy implementation identifying four key areas for discussion. They acknowledge the challenge and the need for a clear fit between strategy and structure and claim the debate about which comes first is irrelevant providing there is congruence in the context of the operating environment (Redding and Catalanello 1994). Goal setting and controls are also recognised as problematic, identifying co-ordinated targets at various levels in the organisation is difficult and the need for control is heightened as uncertainty and change provide a volatile environment.

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✓ Al Ghamdi (1998) replicated the work of Alexander (1985) in the UK and found that 92 percent of firms implementation took more time than originally expected, that major problems surfaced in 88 percent of companies, again showing planning weaknesses. He found the effectiveness of coordination of activities as a problem in 75 percent and distractions from competing activities in 83 percent cases. In addition key tasks were not defined in enough detail and information systems were inadequate in 71 percent of respondents. What is interesting is that there is congruence between these findings, which implies that lessons have still not been learned; as Al Ghamdi states, the drama still continues (Al Ghamdi, 1998).

✓ Co-evolutionary theory, according to Lewin and Volberda (1999), indicates that as firms grow and evolve from small to larger and multidivisional organisations, the strategy implementation methods also evolve simultaneously. The various strategy implementation models are meant to meet the changing needs of firms as they evolve through various stages of the organisational life cycle (Parsa, 1999). In contrast to the earlier descriptive models, this model is more prescriptive with an, albeit limited, empirical basis. This research highlights three of Bourgeois and Brodwin's (1984) classifications of strategy implementation styles change, collaborative, and cultural.

Not all firms implement their strategies in the same manner; nevertheless, research investigating the differing styles of implementation is scarce. Nutt (1995) utilises Jungian theory (Jung, 1923) for his framework of implementation style, however, this is very much an analysis of the psychological style of individuals within the firm. More recently, Parsa (1999) utilised Bourgeois and Brodwin's (1984) classification of strategy implementation types. The majority of existing classification models in strategy

implementation tends to be normative in nature (Parsa, 1999). Alternatively, they are developed from organisational observation, and as such, become context specific and frequently lack any broader theoretical grounding.

✕ In contrast, Bourgeois and Brodwin's (1984) model is comprehensive and based on specific theoretical assumptions and has been used by authors such as Parsa (1999) to refute the traditional approach to strategy implementation as simply an addition to the strategy formulation phase of the strategy process. Rather, they contend that strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision-making, or as a result of complete coalitional involvement of implementation staff through a strong corporate culture.

## **2.2 Types of Strategy Implementation**

At the firm level, extant research has observed that the effective relationship between strategy and structure is a necessary precondition to the successful implementation of new business strategies (Olson et al., 2005). In addition, a match between appropriate administrative mechanisms and strategy has been found to reduce uncertainty within the firm and increase effectiveness in strategy implementation. The relevant literature (Noble, 1999) has advocated factors that influence the effective implementation of strategies, for example; organizational structure (Drazin and Howard, 1984); control mechanisms; strategic consensus; leadership and communication. However, prior research has neglected to ascertain whether the “style” of strategy implementation undertaken has any impact on the effectiveness of the implementation effort.

Mintzberg (1993) proposed that firms differ in terms of their structure and that theory should move away from the “one best way” approach towards a contingency approach, in that structure should reflect the firm's situation and strategies. The structure of a firm influences the flow of information and the context and nature of interpersonal interaction within it. Structure also channels collaboration, prescribes means of communication and co-ordination as well as allocating power and responsibility (Miller, 1987). Traditionally, firms have addressed these basic needs for coordination and cooperation by hierarchical configurations (Grant, 2002), with centralized decision-making, strict adherence to formally prescribed rules and procedures and carefully constructed roles and relationships. Others, due to the unpopularity of bureaucracy in large firms, started a movement toward de-layering hierarchies. Downsizing has resulted in the roles of employees altering dramatically as structure is re-engineered (Balogun, 2003).

These firms are characterized by decentralised decision-making, small senior executive teams and an emphasis on horizontal rather than vertical communication (Webster, 1992). With firms evolving in terms of structure it follows that the style of strategy implementation will differ depending on the style of organisation and management that exists in the firm. In general terms, Nutt (1995) and Gupta and Govindarajan(1984) find that types of leadership style can play a critical role in overcoming barriers to implementation and latterly Redding and Catalanello (1994) and Moorman and Miner (1998) proposed an improvisational approach to implementing strategic change in an organisation. These studies, however, have focused attention entirely at the organisational or functional unit level to the detriment of a more micro-manager level focus.



This progressive work seeks to explore this issue, by proposing taxonomy of implementation styles and focusing attention on the role of those bestowed with the duties of implementation within large firms, the mid-level manager. Strategic typologies are becoming ever popular in researching strategy (Thompson (1993). Taxonomy, the classifying of phenomena and the explanation of the classification used, facilitates the development of our knowledge. Taxonomic approaches have become commonplace in marketing theory and in the study of strategy especially.

### **2.3 Assessing the Effectiveness of Strategy Implementation**

As previously outlined by Johnson and Scholes (2002), action research would be best suited to assess how effective board members are in fulfilling the previously discussed role in strategy implementation. One major difficulty corporate governance researchers face, however, is that the chance for participatory observations is an exception rather than the rule (Pettigrew, 1992). The reasons for these difficulties lie in the confidentiality of strategic issues as well as the fact that today's increased legal accountability of board members makes them even less inclined to allow researchers to observe their behavior. Under the premise that only few researchers have opportunities to observe interactions between board members and between board members and executives, which could give an indication for their effectiveness in guiding strategy implementation, alternative methods are required for empirical investigations.

To address this problem, it seems appropriate to draw on the knowledge of research areas, which have specialized in dealing with strategy processes, their development and impact. We thus propose to look at the field of strategy process research that centers on

the investigation of strategy formulation, implementation and strategic change. A review of the evolution of the field of strategy process research reveals that it faced identical issues in its development. Akin to corporate governance researchers, scholars in the field of strategic decision making observed that “real time studies of strategy process are difficult. It is unlikely that a firm engaged in a new strategy would allow a team of researchers to observe its evolution from multiple vantage points” (Chakravarthy and White, 2001).

To overcome these difficulties strategy process scholars looked for methodological approaches which allowed strategy processes to be captured from outside the firm. Based on the experience gathered through in-depth case studies, strategy process scholars found it insufficient to look at how firms' intended strategies (articulated in the form of mission and vision statements. This understanding was mainly based on the insight that a firm's strategy did not come about as part of a firm's single planning event at a specific point in time, but that a firm's de facto strategy was formed by a stream of resource allocation decisions taken on multiple levels of an organization (Ansoff, 1987). Consequently, resource allocation decisions became the proxy for managers' role and effectiveness in strategy implementation.

In the form of clinical case studies Burgelman (1983) gathered information about resource allocation decisions from public and archival sources to approximate the impact of multiple management levels on the development of a firm's strategy (Burgelman, 1996). In doing so, process scholars took advantage of the nature of resource allocation data. First, data on resource allocation is easily accessible as publicly listed firms are required to publicize important resource transactions, such as acquisitions, layoffs,

divestments, investments, co-operations, joint ventures etc. Second, publicly available resource allocation data has a fairly high degree of reliability which is ensured by a number of institutional pressures (for example, financial market pressure; legal obligations). Third, resource allocation data may be analyzed qualitatively as well as quantitatively. With the help of structured databases, process scholars turned heterogeneous data into a joint and conclusive format.

The most important thing when implementing a strategy is the top level management's commitment to the strategic direction itself. This is undoubtedly a prerequisite for strategy implementation. Therefore, top managers must demonstrate their willingness to give energy and loyalty to the implementation process. This demonstrable commitment becomes, at the same time, a positive signal for all the affected organizational members (Rapa and Kauffman, 2005).

To successfully improve the overall probability that the strategy is implemented as intended, senior executives must abandon the notion that lower-level managers have the same perceptions of the strategy and its implementation, of its underlying rationale, and its urgency and instead, they must believe the exact opposite. They must not spare any effort to persuade the employees of their ideas (Rapa and Kauffman, 2005). Overall though, it is increasingly acknowledged that the traditionally recognized problems of inappropriate organizational structure and lack of top management backing are the main inhibiting factors to effective strategy implementation (Aaltonen and Ikävalko, 2002).

Aaltonen and Ikävalko recognise the role of middle managers, arguing they are the "key actors" "who have a pivotal role in strategic communication" (Aaltonen and Ikävalko, 2002) meanwhile Bartlett and Goshal (1996) talk about middle managers as threatened

silent resisters whose role needs to change more towards that of a “coach”, building capabilities, providing support and guidance through the encouragement of entrepreneurial attributes. So, if they are not committed to performing their roles the lower ranks of employees will not be provided support and guidance through encouragement of entrepreneurial attributes.

Eisenstat (1993) conducted a study among 3,044 white-collar employees of the Western Australian Public Service to study the correlation of employee attitudes towards functional flexibility. It was hypothesized that employees would favour functional flexibility if they have lower levels of perceived job characteristics, perceived reward equity, organizational commitment and affective wellbeing as well as a higher degree of educational attainment. In contrast, negative attitude towards functional flexibility is expected among older and long-tenured employees. Standard multiple linear regression analysis shows that age was the most predictive variable for functional flexibility whereas commitment, equity, extrinsic job satisfaction and aspiration were only modestly predictive.

Kamanda (2006) suggests that employee performance, absenteeism, innovation, turnover and satisfaction may be gauged by the degree of workers’ commitment to the company. Corporate loyalty, as affected by corporate restructuring, cultural differences and labour-management relations, is analysed. It is concluded that these three factors are changing the nature of the employee-company relationship. Organizational commitment is being eroded while the “Me Inc.” relationship, which puts employee interests ahead of the corporate welfare, is emerging. They also conclude that business executives should accept the reality that the structure of US business is changing.

Nutt (1995) points out that subtle changes taking place in the attitudes of employees towards working, their employers, and their lives are requiring companies to change their personnel management techniques accordingly to motivate their employees and instill them with commitment. Employees want to work for companies they can be proud of, which exhibit values and viewpoints similar to their own, and are concerned about long-term goals. He states that there are certain phases in commitment-building. They include the scientific phase where management motivates workers using the carrot and stick method, the human relations phase where firms treat employees with fairness and kindness, and a phase emphasizing principles, where managers make better use of their employees' creativity and imagination.

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, many organizations are faced with the challenge of lack of institution of a two-way-communication program that permits and solicits questions from employees about issues regarding the formulated strategy. In addition to inability to solicit questions and feedback, lack of communications cause more harm as the employees are not told about the new requirements, tasks and activities to be performed by the affected employees, and, furthermore, cover the reason behind changed circumstances (Alexander, 1985).

It is essential both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion. However, one may misunderstand communication, or the sharing of information, as engagement the direct dialogue that produces lack of active participants in the process. The way in which a strategy 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 (Rapa and Kauffman, 2005).

Lares-Mankki (1994) examines effects of top management's practices on employee commitment, job satisfaction, and role uncertainty by surveying 862 insurance company workers. Five management practices are analysed: creating and sharing an organizational goal, acting as a role model, encouraging creativeness, providing support for employees, and allowing employee participation in making job-related decisions. The results indicate that there is a strong relationship between top management's actions and employees' attitudes and perceptions.

One of the reasons why strategy implementation processes frequently result in difficult and complex problems or even fail at all is the vagueness of the assignment of responsibilities. In addition, these responsibilities are diffused through numerous organizational units (Rapa and Kauffman, 2005) resulting in unclear individual responsibilities in the process. 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 (Rapa and Kauffman, 2005).

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 proceeding. Responsibilities are clear and potential problems are therefore avoided (Rapa and Kauffman, 2005). Top management is essential to the effective implementation of strategic change. Top management provides a role model for other managers to use in assessing the salient environmental variables, their relationship to the organization, and the appropriateness of the organization's response to these variables. Top management also shapes the perceived relationships among organization components (Noble, 1999).

Top management is largely responsible for the determination of organization structure (e.g., information flow, decision-making processes, and job assignments). Management must also recognize the existing organization culture and learn to work within or change its parameters (Otley, 2001). Top management is also responsible for the design and control of the organization's reward and incentive systems. Use of a responsibility matrix or similar tool can help to define key execution tasks or activities and the people responsible for them. Without this clarification of roles and responsibilities for critical tasks, decisions, and outcomes, making strategy work is difficult, at best.

Al Ghamdi (1998) replicated the work of Alexander (1985) in the UK and found for most of the firms, due to lack of coordination, implementation took more time than originally expected and major problems surfaced in the companies, again showing planning weaknesses. He found the effectiveness of coordination of activities as a problem in most

of the firms and distractions from competing activities in some cases. In addition key tasks were not defined in enough detail and information systems were inadequate.

More recent articles confirm notable barriers to successful strategy implementation about which there appears to be a degree of accord including Beer and Eisenstat's (2000) who assert that silent killers of strategy implementation comprise unclear strategic intentions and conflicting priorities and weak co-ordination across functions.

One of the major challenges in strategy implementation appears to be more cultural and behavioral in nature, including the impact of poor integration of activities and diminished feelings of ownership and commitment (Aaltonen and Ikävalko, 2002). Corbooy and O'Corrbui (1999), meanwhile, identify the deadly sins of strategy implementation which involve: a lack of understanding of how the strategy should be implemented; customers and staff not fully appreciating the strategy; difficulties and obstacles not acknowledged, recognized or acted upon; and ignoring the day-to-day business imperatives. Marginson, (2002) contend that strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision-making, or as a result of complete coalitional involvement of implementation staff through a strong corporate culture (Pearce and Robinson 1994)).

Organizational culture refers to the leadership style of managers – how they spend their time, what they focus attention on, what questions they ask of employees, how they make decisions; also the organizational culture (the dominant values and beliefs, the norms, the conscious and unconscious symbolic acts taken by leaders (job titles, dress codes, executive dining rooms, corporate jets, informal meetings with employees). In Collaborative Model of strategy implementation, organisations have both a strong culture



and deep-rooted traditions. The challenges of successful implementation results from lack of cultivation of strong cultural values to meet the changing organizational needs. The distinction between thinkers and doers begins to blur but does not totally disappear.

### **2.5 Challenges of Strategic Implementation**

According to Beer, Eisenstat and Specter (1990), organizations seem to have difficulties in implementing their strategies, however. Researchers have revealed a number of problems in strategy implementation: e.g. weak management roles in implementation, a lack of communication, lacking a commitment to the strategy, unawareness or misunderstanding of the strategy, unaligned organizational systems and resources, poor coordination and sharing of responsibilities, inadequate capabilities, competing activities, and uncontrollable environmental factors.

Organizations seem to have difficulties in implementing their strategies. Researchers have revealed a number of problems in strategy implementation: e.g. weak management roles in implementation, a lack of communication, lacking a commitment to the strategy, unawareness or misunderstanding of the strategy, unaligned organizational systems and resources, poor coordination and sharing of responsibilities, inadequate capabilities, competing activities, and uncontrollable environmental factors (Beer and Eisenstat, 2000).

Strategy implementation has attracted much less attention in strategic and organizational research than strategy formulation or strategic planning. Alexander (1991) suggests several reasons for this: strategy implementation is less glamorous than strategy formulation, people overlook it because of a belief that anyone can do it, people are not exactly sure what it includes and where it begins and ends. Furthermore, there are only a

limited number of conceptual models of strategy implementation. This includes unstable demand, and the variety of products. There are many operation-related problems to implementing strategies. These are problem with suppliers, need for production software, loss of control of inventory, inapplicability of strategies to low-volume operations or batch oriented productions, management complacency and fear of late production; and conflicts with ongoing projects (Drazin and Howard 1984).

Another issue influencing the study of strategy implementation is the perspective one has on strategy (Mintzberg, 1979). Implementation means carrying out the pre-determined strategic plans. Strategy emerges and evolves without interventions by the strategic planners, or in spite of them (Mintzberg, 1979). The available literature in the 1990s on strategy implementation was examined in order to identify potential strategy implementation problems. Eisenstat (1993) indicated that most companies attempting to develop new organization capacities stumble over these common organizational hurdles: competence, coordination, and commitment. These hurdles can be translated into the following implementation problems: coordination of implementation activities was not effective enough, capabilities of employees were insufficient, training and instruction given to lower level employees were inadequate and leadership and direction provided by departmental manager were inadequate.

Lewin and Volberda (1999) stated clearly that most of the individual barriers to strategy implementation that have been encountered fit into one of the following interrelated categories: too many and conflicting priorities, the top team does not function well; a top down management style; interfunctional conflicts; poor vertical communication, and inadequate management development. These categories can be translated into the

following problems: competing activities distracted attention from implementing this decision, changes in responsibilities of key employees were not clearly defined, key formulators of the strategic decision did not play an active role in implementation and problems requiring top management involvement were not communicated early enough (Burnes,1996)

This includes a lack of top management commitment, poor knowledge about techniques to be implemented, inadequate resources acquired in implementing the techniques, disorderly implementation, lack of employees' participation, lack of training and education. The goals of a company frequently change with time and market conditions. A line of tactics that were chosen in one market condition or factory may not be valid in another. Depending on the market, business and factory (process) conditions at a particular point in time, a line of strategy and tactics should be dynamically designed and introduced. Mid-course corrections are necessary if the assumptions about company goals and market condition are no longer valid.

Many of the organization strategies and tactics overlap each other. There are many possible sets of answers for the same set of requirements. An example of a typical overlap between a set of possible strategic tactics can be shown. There could be many situations like that when a set of strategic tactics is chosen for implementation. Suitability of chosen strategic tactics depends on the current production process, culture and many other factors that are in place. Thus, a line of strategic tactics initially identified at the start of a production process may not be valid later in the production process. Because of the competing nature, an updated set of tactics might be more appropriate and cost-effective later.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter sets out various stages and phases that were followed in completing the study. It involves a blueprint for the collection, measurement and analysis of data. In this section the research identified the procedures and techniques that were used in the collection, processing and analysis of data. Specifically the following subsections should be included; research design, target population, data collection instruments, data collection procedures and finally data analysis.

### **3.2 Research Design**

Research design is the structure of the research and glue that holds all the elements in a research project together. Mugenda M and Mugenda (2003) further define a research design as the scheme, outline or plan that was used to generate answers to research problems. For the purposes of this study, the researcher applied a case study.

A case study was considered as the appropriate research design since it is a more appropriate strategy for answering research questions which ask 'how and 'why' and which do not require control over the events (Kothari, 2004). This is because such questions deal with operational links that would need to be traced over time, rather than mere frequencies or incidence. By using the Ministry of Provision Administration as a case study approach to investigate reasons why strategy implemented is failing in the ministry of Provision Administration will be identified. And what the results are can be identified.

### **3.2.1 Sampling Technique**

Simple random sampling technique was used to select the sample. The technique produced estimates of overall population parameters with greater precision. From population the study will use simple random sampling to select 50 respondents.

### **3.3 Data Collection Methods and Instruments.**

The researcher used both primary and secondary data. Primary data was collected using self-administered interview guide while secondary data will be collected by use of desk search techniques from published reports and other documents. Secondary data includes the bank's publications, journals, periodicals and information obtained from the internet.

The interview guide had open-ended questions. The open-ended questions enabled the researcher to collect qualitative data. The interview guides was preferred over other methods of collecting data because of their capability to extract information from the respondents as well as giving the researcher a better understanding and a more insightful interpretation of the results from the study. Interview guides are also preferred because they enable the researcher obtain more up to date information as well as eliciting information which might not be captured in the other data collection techniques. The use of an open-interview strategy enabled better exposure of the interviewees' personal perspectives, their deeper thoughts, emotions and ambitions (Bromley, 1986; Paton, 1990). This less structured approach allowed the interviews to be much more like conversations than formal events with predetermined response categories, permitting the respondents' views to unfold, rather than the predisposition of the researcher.

The target population of this study was 50 staff in the Ministry of Provisional administration who include directors and other staff in the ranks of management such as

general manager. This made it easier to get adequate and accurate information necessary for the research. The interview guide was administered through a face to face interview method.

### **3.4 Data Processing and Analysis**

The collected qualitative data from the interview guides. Before processing the responses, the completed interview guide was edited for completeness and consistency. The content analysis was used to analyze the respondents' views about the challenges of strategic implementation at the Ministry of Provincial Administration, who see qualitative data analysis. Through content analysis the researcher was enables group the collected data into various groups for easier analysis which was presented in continuous prose. Qualitative data collected was analysis through statistic approach for example frequencies and percentages for easy of analysis and understanding.

## CHAPTER FOUR

### DATA ANALYSIS, RESULTS AND DISCUSSIONS

#### 4.1 Introduction

This chapter presented analysis and findings of the study as set out in the research methodology. The results were presented on the challenges facing strategy implementation with a specific reference to The, Ministry of State for Provincial Administration and Internal Security. The data was gathered exclusively through an interview guides as the research instruments. The interview guides were designed in line with the objectives of the study and were used to collect qualitative data. The study sought to collect data from 50 respondents, 46 respondents were interviewed constituting 92% respondents rates. Four respondents gone abroad and were not available for interviewed.

#### 4.1 General Information

##### 4.1.1 Gender

Table 4. 1: Gender

Gender	Frequency	Percent
Male	28	61
Female	18	39
Total	46	100.0

Source: Researcher (2010)

The study sought to know the gender of the respondents as indicated in the Table 4.1 . From the findings, 61 % (28) were male while 39% (18) female .This implied that the, Ministry of State for Provincial Administration & Internal Security was practicing affirmative action and gender sensitive.

#### 4.1.2 Age of the Respondents

Table 4. 2: Age of the respondents

Age of the respondents	Frequency	Percent
35-40	15	33
Over 40 years	31	67
Total	46	100.0

Source: Researcher (2010)

The respondents were requested to indicate their ages as indicated in the Table 4.2. From the findings, majority 67% of the respondents were aged 40 years and above while 33% of the respondents were aged 35 to 40 years. This implies that the personnel employed in the Ministry of State for Provincial Administration and Internal Security were of age and were in a position of offering the information required to answer the objective of the study.



#### 4.1.3 Highest Level of Education Attained by the Respondents.

Table 4. 3: Level of education

Level of education	Frequency	Percent
A level	2	4
Degree	10	21
Post graduate	34	75
Total	46	100.0

Source: Researcher (2010)

The respondents were requested to indicate the highest level of education attained as indicated in the table 4.3. From the findings, Majority 75% of the respondents had attained master level of education, 21% had attained degrees level of education while 4% of the respondents had attained A- level as their highest level of education.

#### 4.1.4 Period Served in the Ministry

The respondents were requested to indicate the period of time they had served in the Ministry. From the findings, majority 64% of the respondents had worked in the ministry for 5-10 years, 23% of the respondents had working in the Ministry for more that 10 years while 17% of the respondents had worked in the ministry for less that 5 years . This clearly indicating that the respondents had experience in challenges affecting strategy implementation at the Ministry.

## **4.2 Strategy Implementation**

The study requested the respondents to give their views, stating the strategies that have been implemented in the Ministry Of State For Provincial Administration And Internal Security. From the findings, 71% of the respondents stated that the Gemba Kaizan Philosophy have a continual improvement, 62% indicated that rapid results initiatives and also pollen reforms community policing had been implemented. The study further found that 81% of the respondents indicated that performance contracting and training all administration officers, chiefs strategies have been implemented in the Ministry of State for Provincial Administration & Internal Security. This implies that the Ministry was putting efforts in seeking to implement reforms undertaken by the government to improve quality security service to the citizen of Kenya.

### **Conditions for successful implementation**

The study further sought to know the opinion of the respondents on what were the necessary conditions for successful implementation of strategy in the Ministry. From the findings, respondents stated that the necessary conditions for successful implementation of strategy were collective participation of all staff, adequate relevant training, clear communication of strategy and creation of awareness to stakeholders in advance and effective monitoring of evaluation. Also the proper legal frameworks are the necessary conditions for successful implementation of strategy in the Ministry.

## Any failed strategy implementation

**Table 4. 4: Any failed strategy implementation**

Whether there was failure in strategies implementation	Frequency	Percent
Yes	46	100
Total	46	100.0

Source: Researcher (2010)

The study requested the respondents to indicate whether there were any strategies that had failed during implementation in the Ministry of State For Provincial Administration And Internal Security. From the findings, all the 100% respondents stated that the Ministry had experience strategy implementation failure. The respondents indicated that recruitment of chiefs and assistant chiefs in line with the schemes of service in North Eastern province and the eradication of corruption among police officers has been a failure. The respondents also indicated that the ministry had not attained success in resettlement of internally displaced persons, control of traffic jam within the CBD of Nairobi city strategies, community policing work report not well embraced, and handling organized criminal groups such as Mungiki strategies have failed during implementation in the Ministry Of State For Provincial Administration And Internal Security. This implies that the ministry has face challenges during strategy implementation process.

## Parties in the ministry involved in strategy implementation

The study sought to know the parties involved in the strategy implementation in the ministry From the findings, most 45.0% of the respondents stated that the general public is involved in strategy implementation for example in the community policy strategy, the

management staffs of the ministry in the headquarter, human resource and field officers were parties involved in strategy implementation. The 57% of the respondent also indicated that other ministries and departments for example special programmes and judiciary were parties also involved in strategy implementation in the ministry. This implies that all the stakeholders in the government were involved in the strategy implementation in the ministry.

### **Role of communication**

The study sought to know the role of communication in the process of strategy implementation in the ministry. From the findings, the respondents stated that the role of communication ensures that the government plans strategies and policies are understood by the targeted groups. The study further found that majority of the respondents indicated that communication eliminates fear, misunderstanding and resistance to change and it enables effective monitoring and evaluation of success challenge to be identified.

### **Role of staff involvement in achieving effective strategy**

The study sought to investigate the role of staff involvement in achieving effective strategy implementation in the ministry. From the findings, 86% of the respondents indicated that staff were a tool for implementation, 67% of the respondents indicated that staff were responsible for planning and identifies needs of the ministry, monitors and evaluates program to implement and 55% of the respondents indicated that staff plays a great role in strategy implementation in the ministry as they bring about critical feedback source in order to achieve effective strategy. The respondents also indicated that the staff involvement enables them to own up the failures and success realized and this helps them to learn from experience. The study further found that staff involvement in achieving the

effective strategy implementation enables the ministry to correct mistakes promptly to avoid serious consequences as the staff involvement is a direct means of eradicating resistance to change.

### **Initiatives for promoting better working environment**

The study sought to know the initiatives that were taken by management in promotion of better working environment within the ministry that motivates the staff in their implementation role. From the findings, majority of the respondents stated that improving the availability of working equipments and furniture in the offices and other amenities, quick response to request for equipment and furniture, better human response management strategies and better communication strategies initiatives were taken by management in promoting better working environment. The study also found that the management in the, Ministry of State for Provincial Administration and Internal Security were seeking to offer better leadership and move management employees relation so as to promote better working conditions for implementations of the selected strategies.

### **Timeframe for strategy implementation**

The study sought to know whether there were need for timeframe for strategy implementation at the ministry of state for provincial administration and internal security. From the findings, majority of the respondents stated that there in a need for a time frame for strategy implementation to enables success of the business .in preliminary stage the ministry needs to create awareness of strategy implementation, train the staff to prepare them for intended change. The study further found that in the implementation phase the ministry needs to pilot stage of which is a trail phase for effective adjustments. In the review stage the ministry needs to assess the visibility options for appropriate adjustments.

### Strategy implementation practices

The study sought to know the strategy implementation practices employed by the ministry. From the findings, 100% of the respondents indicated that the ministry practiced the top to bottom approach using authority channels that is PS, PCs, DCs, Dos, Chiefs and Assistants chiefs to for strategy implementation. The study further revealed that a quarterly approach over the entire implementation year practices of strategy implementation was adopted. Majority of the respondent also indicated The Ministry strategy practices employed for strategy implementation include establishing annual objectives, devising policies, allocating resources, altering an existing organizational structure, restructuring and reengineering, revising reward and incentive plans, minimizing resistance to change, matching managers with strategy, developing a strategy-supportive culture, adapting production/operations processes, developing an effective human resource function and, if necessary and downsizing.

### 4.3 Challenges of Strategy Implementation

#### 4.3.1 Challenges during implementation of reforms

Table 4. 5: Challenges during implementation of reforms

Challenges	Frequency	Percent
Inadequate and limited resources allocation	42	92.0
Conflict of interests	24	52.0
Long charms of bureaucratic	30	65.0
Political interferences	35	76.0
Public resistance to change	36	78.0
Total	46	100.0

Source: Researcher (2010)

The study requested the respondents to indicate the challenges of strategy implementation faced by the ministry during implementation of reforms as indicated in the table 4.5. From the findings, majority 92% of the respondents indicated that during implementation of reforms the ministry was challenged by inadequate and limited resources allocation, 78.0% indicate that Public resistance to change hinder success of strategy implementations in the ministry 76.0% of the respondents indicated that political interferences challenge strategy implementation in the ministry , 65.0% of the respondents indicated that long charms of bureaucratic hinder strategy implementation at the ministry while 52.0% of the respondents indicated that conflict of interests where some people seek personal gain during implementation, long charms of bureaucratic levels which hinder effective strategy implementations , untimely communication, political interferences and staff and public resistance to change. This implies that strategy implementations at the Ministry of State for Internal security and provision administrations face many challenges.

#### **4.3.1 Challenges that Surface during Strategy Implementation**

The study further requested the respondents to indicate the challenges that surface during strategy implementation that had not been anticipated. From the findings, all 100% of the respondents indicated that there were challenges those surfaces during strategy implementation at the ministry. The respondents explained that the complexity of the strategy, the need for a longer preparation time and Misappropriation of funds and corruption, emergencies such as post election violence which were not envisaged

challenges surfaces during strategy implementation in the ministry were challenges that surfaced during strategy implementation in the ministry.

#### **4.3.2 Competing Activities that Cause Distractions**

The study sought to know the competing activities that cause distractions inhibiting strategy implementation. From the findings, most of the respondents indicated that the periodic election that lead to shift in focus and other factors like changes in leadership, the size of the ministry and poor budgeting systems which do not cater for emergencies, the constant reorganization of the government as new political systems emerges were the competing activities that cause distractions inhibiting strategy implementation. The study further found that legal and economic changes in the country like the effects of the new constitution on the future of the ministry, Transfers and postings and climatic and seasonal variations like elnino, lamina which are beyond control.

#### **4.3.3 Challenges Posed by the Inadequacy of Information Systems**

The study sought to know the challenges posed by the inadequacy of information systems used to monitor strategy implementation in the ministry. From the findings, majority of the respondent indicated that Kenya government still relies more on the hard copy message document which delays the communication. The study also found the majority of the respondents indicated that the administration structure and the colonial legacy of the ministry challenges posed by the inadequacy of information systems to monitor strategy implementation in the ministry.



#### **4.3.4 Challenges Posed by Clients and Staff**

The study sought to investigate the challenges that are posed by the clients and staff who were said not fully appreciating the strategy on strategy implementation. From the findings, most of the respondents indicated that clients and staffs poses challenges to the ministry by taking the history of the ministry and entrenching beliefs such as all policemen are corrupt, lack of adequate skills and competence among staff and poor communication systems comprising of authoritative dictatorial approaches hence resistance to change and cooperation.

#### **4.3.5 Impact of Poor Communication**

The study sought to investigate the impact of poor communication on staff during strategy implementation. From the findings, majority of the respondents indicated that poor communication makes the staffs miss the priority purpose of the strategy. The study further found that majority of the respondents also indicated that Poor communication results to staffs resistance to change due to fear of consequences and lose focus due to misunderstanding hence affecting the effectiveness of strategy implementation in the ministry.

#### **4.3.6 Challenges Caused by Ineffective Coordination**

The study sought to investigate the challenges coursed by ineffective coordination and poor sharing of responsibilities of strategy implementation activities. From the findings, respondents indicated that conflicts and poor co-ordination among strategy implementers, duplication of implementation efforts, lack of harmony and consistency in

implementation challenges are caused by ineffective coordination and poor sharing of responsibilities of strategy implementation activities in the ministry.

#### 4.4 Possible Solutions to Challenges of Strategy Implementations

Table 4. 6 : Possible solutions to challenges of strategy implementations

Possible Solutions	Frequency	Percent
aggregation of implementation stages	34	73.0
effective monitoring and evaluation and adjustment	27	58.0
Effective communication	43	93.0
Evaluation of the achievement against the target	40	78.0
Proper training	46	100

Source: Researcher (2010)

The study sought to know the possible solutions to the challenges of strategy implementation at the ministry of state for provincial administration and internal security as indicated in the table 4.6. From the findings, 100% of the respondents indicated that for effective strategy implementation staff must be well trained, 93% of the respondents indicated that effective communication could solve challenge facing. The study also found that majority 78.0%, 73.0% and 58.0% of the respondents indicated that Evaluation of the achievement against the target, aggregation of implementation stages and effective monitoring and evaluation and adjustment could be the possible solution to challenges of strategy implementation at the ministry.

The study further found that continuous monitoring of the strategy implementation to ensure it was in tandem with the corporate plan was yet another solution to challenges to strategy implementation at the Ministry. The respondents indicated that there continuous monitoring of strategy implementation which was done at the end of mid years and end of years on performance focus. The respondents also indicated that the management personnel in the ministry were responsible of frequently monitoring the strategy implementation process in the Ministry. Evaluation of the achievement against the target were done and communication of results to staff. The respondents indicated that coordination and sharing of responsibilities among implementations, needs for effective implementation, availing finances and empower staff to perform through motivation were other possible solutions to the challenges of strategy implementation in the ministry.

## **CHAPTER FIVE**

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

#### **5.1 Introduction**

This chapter provided the summary of the findings from chapter four, and also it gave the conclusions and recommendations of the study based on the objectives of the study. The objectives of the study were to establish the challenges affecting implementation of strategy at the Ministry of State for Internal security and provision administrations.

#### **5.2 Summary**

The study established that the necessary conditions for successful implementation of strategy were collective participation of all staff, adequate relevant training, clear communication of strategy and creation of awareness to stakeholders in advance and effective monitoring of evaluation. Also the proper legal frameworks are the necessary conditions for successful implementation of strategy in the Ministry.

The study established that strategies that had failed during implementation in the Ministry Of State For Provincial Administration And Internal Security. were recruitment of chiefs and assistant chiefs in line with the schemes of service in North Eastern province and the eradication of corruption among police officers has been a failure, resettlement of internally displaced persons, control of traffic jam within the CBD of Nairobi city strategies, community policing work report not well embraced, and handling organized criminal groups such as Mungiki strategies have failed during implementation in the Ministry Of State For Provincial Administration And Internal Security. This implies that the ministry has face challenges during strategy implementation process.

The study found out that factor that leads to effective implementation of the strategy in the ministry included involvement of all the stakeholders general public ,the management staffs of the ministry in the headquarter, human resource and field officers were parties involved in strategy implementation. The study further found that other ministries and departments for example special programmes and judiciary were parties also involved in strategy implementation in the ministry. The study found that communication ensures that the government plans strategies and policies are understood by the targeted groups. The study further found that majority of the respondents indicated that communication eliminates fear, misunderstanding and resistance to change and it enables effective monitoring and evaluation of success challenge to be identified.

The study found that staff involvement as yet another success factor for strategy implementation in the ministry indicating the staff acts as a tool for effective strategy implementation.

The study found that the ministry practiced the top to bottom approach using authority channels that is PS, PCs, DCs, Dos, Chiefs and Assistants chiefs to for strategy implementation.

### **5.1.2 Challenges of Strategy Implementation Faced by the Ministry during Implementation of Reforms**

The study the established that during implementation of reforms the ministry was challenged by inadequate and limited resources allocation, conflict of interests where some people seek personal gain during implementation, long charms of bureaucratic

levels which hinder effective strategy implementations, untimely communication, political interferences and staff and public resistance to change.

The study found that the complexity of the strategy, the need for a longer preparation time and Misappropriation of funds and corruption, emergencies such as post election violence which were not envisaged challenges surfaces during strategy implementation in the ministry were challenges that surfaced during strategy implementation in the ministry. This concurred with Miller and Wilson, (2004) who indicated that one of the reasons why strategy implementation processes frequently result in difficult and complex problems or even fail in total is the vagueness of the assignment of responsibilities. Finally, on review of literature on strategy implementation there is evidence of some recurring themes, including coordination which is essential to ensure that people across the organisation know what to do and to ensure that they stay focused on the key targets under the everyday pressures

The study further found that legal and economic changes in the country like the effects of the new constitution on the future of the ministry, Transfers and postings and climatic and seasonal variations like elnino, lamina which are beyond control poise a challenge to the implementations of the strategies in the Ministry Of State For Provincial Administration And Internal Security

The study established that further challenges facing strategy Ministry of State for Provincial Administration and Internal Security were inadequacy of information systems used to monitor strategy implementation in the ministry. government failure to adopt Information Technology in communication delaying the communication in the ministry, administration structure and the colonial legacy of the ministry and inadequacy of

information systems to monitor strategy implementation in the ministry . In organizations where employees have easy access to management through open and supportive communication, climates tend to outperform those with more restrictive communication environments. The findings concurred with Pearce and Robinson (1988) who indicated that effective communication is a key requirement for effective strategy implementation. Organizational communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation and it is pervasive in every aspect of strategy implementation, as it relates in a complex way to organizing processes, organizational context and implementation objectives which, in turn, have an effect on the process of implementation

The study also established that periodic election that lead to shift in focus and other factors like changes in leadership, the size of the ministry and poor budgeting systems which do not cater for emergencies, the constant reorganization of the government as new political systems emerges were the competing activities that cause distractions inhibiting strategy implementation.

The study found that clients and staffs poses challenges to the ministry by taking the history of the ministry and entrenching beliefs such as all policemen are corrupt, lack of adequate skills and competence among staff and poor communication systems comprising of authoritative dictatorial approaches which led to great staff resistance to change and cooperation. This concurred with Marginson, (2002) who indicated that in some cases top managers may demonstrate unwillingness to give energy and loyalty to the implementation process.

The study also found that conflicts and poor co-ordination among strategy implementers which led to duplication of implementation efforts, lack of harmony and consistency in implementation and poor sharing of responsibilities of strategy implementation activities in the ministry. Chimhanzi (2004) found out that cross-unit working relationships have a key role to play in the successful implementation of marketing decisions. Implementation effectiveness is affected negatively by conflict and positively by communication and specifically, interpersonal, not written. In turn, these interdepartmental dynamics are affected by senior management support, joint reward systems, and informal integration.

### **5.1.3 Solutions to the challenges of strategy implementation at the ministry of state for provincial administration and internal security**

The study established that aggregation of implementation stages, effective monitoring and evaluation and adjustment could be the possible solution to challenges of strategy implementation. Continuous monitoring of the strategy implementation to ensure it was in tandem with the corporate plan was yet another solution, Evaluation of the achievement against the target was done and communication of results to staff. The study found out that found that effective communication; coordination and sharing of responsibilities among implementations, proper training needs for effective implementation, availing finances and empower staff to perform through motivation were possible to the challenges of strategy implementation in the ministry.



### **5.3 Conclusion**

From the findings, the study concludes that strategy implementation in the Ministry Of State For Provincial Administration And Internal Security includes inadequate and limited resources allocation, conflict of interests where some people seek personal gain during implementation, long chains of bureaucratic levels which hinder effective strategy implementations , untimely communication, political interferences and staff and public resistance to change.

The study also concludes that complexity of the strategy, the need for a longer preparation time and Misappropriation of funds and corruption, emergencies such as post election violence which were not envisaged challenges surfaces during strategy implementation in the ministry were challenges facing strategy implementation at the Ministry Of State For Provincial Administration And Internal Security.

The study concludes that periodic elections that lead to shift in focus and other factors like changes in leadership, the size of the ministry and poor budgeting systems which do not cater for emergencies, the constant reorganization of the government as new political systems emerges were the competing activities that cause distractions inhibiting strategy implementation.

The study concludes that other challenges of strategy implementations includes inadequacy of information systems used to monitor strategy implementation in the ministry due to government failure to adopt Information Technology in communication delaying the communication in the ministry, administration structure and the colonial

### **5.3 Conclusion**

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The study concludes that other challenges of strategy implementations includes inadequacy of information systems used to monitor strategy implementation in the ministry due to government failure to adopt Information Technology in communication delaying the communication in the ministry, administration structure and the colonial

legacy of the ministry and inadequacy of information systems to monitor strategy implementation in the ministry .

#### **5.4 Recommendations**

From the findings and conclusions, the study concludes that for effective strategy implementation in the Ministry of State For Provincial Administration And Internal Security adequate and sufficient resources allocation, resolving conflict of interests where some people seek personal gain during implementation; minimize bureaucratic levels which hinder effective strategy implementations, timely communication and separation of political from public service.

The study recommends that aggregation of implementation stages, effective monitoring and evaluation and adjustment, Evaluation of the achievement against the target were done and communication of results to staff should be practiced to achieve effective implementation of strategies in the Ministry Of State For Provincial Administration And Internal Security

The study further recommends that effective communication. Coordination and sharing of responsibilities among implementations, proper training needs for effective implementation, availing finances and empower staff to perform through motivation should be adopted for success of the strategy implementation in the Ministry Of State For Provincial Administration And Internal Security

### **5.5 Recommendation for Further Study**

The study investigated challenges affecting implementation of strategic choices at the Ministry of State For Provincial Administration And Internal Security. Further research should be undertaken in similar government ministries to find out challenges facing implementation of strategy so that organizations can minimize and eradicate them for maximum achievement better performance in improve public service quality .

A further study should be carried out to investigate challenges of strategies implementation in other government ministries as well as parastatals so that best solutions could be undertaken for successful strategies implementations that enhances better performance.

The study recommends that a further study should be carried out to investigate the effects of resistance to change on implementation of strategy in other government ministries.

### **5.3 Limitations of the Study**

The main challenge was lack of cooperation from the respondents, due to the sensitivity of the information required for the study. The researcher explained to the respondents that the information was to be confidentially handled and was only for academic purposes. The study focused on Ministry of State and Provincial Administration, whose findings may not be generalized to cover all ministries of the government institutions.

The study faced time constraints and other resources thus making the study to focus only on Ministry Of State For Provincial Administration And Internal Security

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## APPENDICES

### Appendix I: Letter of Introduction to the respondents.

October, 2010

**MINISTRY OF STATE FOR PROVINCIAL ADMINISTRATION AND  
INTERNAL SECURITY**

**RE: REQUEST TO COLLECT DATA FOR MBA RESEARCH PROJECT**

I am a student at the University of Nairobi pursuing a Masters of Business Administration program. Pursuant to the pre-requisite course work, I am conducting a research project on **CHALLENGES OF STRATEGY IMPLEMENTATION IN THE MINISTRY OF STATE AND PROVINCIAL ADMINISTRATION IN KENYA**

The focus of my research will involve use of questionnaire to be administered to members of your management team. The information that will be provided will be used for academic purpose only. Your assistance is highly valued. Thank you in advance.

Yours faithfully,

.....  
EVANS ACHOKI.  
MBA Student

.....  
**DR GATHUNGU**  
University Supervisor

Appendix II: Authorization Letter



**UNIVERSITY OF NAIROBI**  
**SCHOOL OF BUSINESS**  
**MBA PROGRAM - LOWER KABETE CAMPUS**

Telephone: 020-2059162  
Telegrams: "Varsity", Nairobi  
Tele.x: 22095 Varsity

P.O. Box 30197  
Nairobi, Kenya

DATE.....

**TO WHOM IT MAY CONCERN**

The bearer of this letter EVANS - M. ACHOKI

Registration No: DG1/8497/2006

is a Master of Business Administration (MBA) student of the University of Nairobi.

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

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

Thank you.

**DR. W.N. IRAKI**  
**CO-ORDINATOR, MBA PROGRAM**

**UNIVERSITY OF NAIROBI**  
**SCHOOL OF BUSINESS**  
**MBA OFFICE**  
**P. O. Box 30197**  
**NAIROBI**

## **APPENDIX III: INTERVIEW GUIDE**

### **CHALLENGES OF STRATEGY IMPLEMENTATION IN MINISTRY OF STATE FOR PROVINCIAL ADMINISTRATION AND INTERNAL SECURITY**

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

1. State your gender?
2. State your Age Bracket?
3. What is your highest academic qualification?
4. How long have served in the Ministry of State For Provincial Administration And Internal Security?

#### **SECTION B: STRATEGY IMPLEMENTATION**

1. In your view, state some of the strategies that has been implemented in the Ministry Of State For Provincial Administration And Internal Security?

i.....

ii.....

iii.....

2. In your opinion, what are the necessary conditions for successful implementation of strategy in this Ministry?

- i.....
- ii.....
- iii.....

3. What are the stages of strategy implementation at the Ministry Of State For Provincial Administration And Internal Security

- i.....
- ii.....
- iii.....

4. Kindly indicate the parties in the Ministry that are involved in strategy implementation process.

- i.....
- ii.....
- iii.....

5. State the role of communication in the process of strategy implementation in the Ministry?

- i.....
- ii.....
- iii.....

6. Kindly indicate the role of staff involvement in achieving effective strategy implementation in the Ministry?

- i.....
- ii.....
- iii.....
- iv.....
- v.....

7 What initiatives are taken by management in promoting better working environment within the ministry that motivates your staff in their implementation role?

- i.....
- ii.....
- iii.....

8 Do you think there is a need for timeframe for strategy implementation at the Ministry Of State For Provincial Administration And Internal Security? Give alternatives

- i.....
- ii.....
- iii.....

9 What are the strategy implementation practices employed by the Ministry?

- i.....
- ii.....

6. Kindly indicate the role of staff involvement in achieving effective strategy implementation in the Ministry?

- i.....
- ii.....
- iii.....
- iv.....
- v.....

7 What initiatives are taken by management in promoting better working environment within the ministry that motivates your staff in their implementation role?

- i.....
- ii.....
- iii.....

8 Do you think there is a need for timeframe for strategy implementation at the Ministry Of State For Provincial Administration And Internal Security? Give alternatives

- i.....
- ii.....
- iii.....

9 What are the strategy implementation practices employed by the Ministry?

- i.....
- ii.....

**SECTION C: CHALLENGES OF STRATEGY IMPLEMENTATION**

7. Kindly indicate the challenge of strategy implementation that your Ministry faces during the implementations of reforms ?

i.....

ii.....

iii.....

8. What are some of the challenges that surface during strategy implementation that had not been anticipated?

i.....

ii.....

iii.....

9. What are some of competing activities that cause distractions inhibiting strategy implementation?

i.....

ii.....

iii.....

iv.....

6

10. What are the challenges posed by the inadequacy of information systems used to monitor strategy implementation?

i.....

ii.....

11. What challenges are posed by clients and staff not fully appreciating the strategy on strategy implementation?

i.....

ii.....

iii.....

12. What is the impact of poor communication on staff during strategy implementation in the Ministry?

i.....

ii.....

iii.....



13. What are the challenges caused by ineffective coordination and poor sharing of responsibilities of strategy implementation activities?

i.....

ii.....

iii.....

14. What are the possible solutions to the challenges of strategy implementation at the Ministry Of State For Provincial Administration And Internal Security?

i.....

ii.....

iii.....