THE CHALLENGES FACED BY KENYA VISION 2030 DELIVERY SECRETARIAT IN THE IMPLEMENTATION OF THE KENYA VISION 2030 STRATEGY

BY

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DECLARATION

STUDENT'S DECLARATION

I declare that this project is my original work and has never been submitted for a degree in any other university or college for examination/academic purposes.

Signature……………………………….…Date……………………………………..

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D61/63381/2011

SUPERVISOR'S DECLARATION

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

Signature……………………………….…Date……………………………………..

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DEDICATION

This work is in a special way dedicated to my Wife; Janet Kimeu, Daughters; Purity and Praise Mwita for their relentless support and encouragement in my studies. They consistently believe in me and this encouragement has brought me this far.

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LIST OF ABBREVIATIONS

GDP	-	Gross Domestic Product
ICT	-	Information and Communication Technology
KSIS	-	Key Success Indicators
PMS	-	Performance Management System
RBM	-	Results Based Management
VDS	-	Vision 2030 Delivery Secretariat

ABSTRACT

Strategy implementation is the translation of the chosen strategy into organizational action aimed at achieving organizational objectives. Strategy implementation definitions may sound easy although in reality successful strategy formulation does not guarantee successful strategy implementation. Vision 2030 is a major strategic decision that the Kenyan government has endeavored to pursue. The Vision 2030 Delivery Secretariat has recorded sluggish outcome in its implementation of Vision 2030 strategy as depicted in the last five years medium term. The purpose of the study is to establish the challenges facing implementation of vision 2030 strategy in Kenya and to determine how Vision 2030 Delivery Secretariat addresses these challenges. The researcher used a case study design to undertake the research. The researcher used primary data which was collected using a self-administered interview guide. The respondents in this study were drawn from the Vision 2030 Delivery Secretariat management team. Qualitative data analysis in the form of content analysis was used. The study also concludes that implementing strategies successfully is about matching the planned and the realizing strategies, which together aim at reaching the organizational vision. The study concludes that structure should balance the needs for specialization with the need for integration; it should provide formal means of decentralizing and centralizing consistent with organizational control needs of the strategy. The study recommends that the Vision Delivery Secretariat and Vision Delivery Board should be placed and directly report to the Office of the President, to provide the strategic direction needed for enhanced implementation of the national Vision. To sustain the imperative growth of Kenya, it is essential that government invests in world class talent to drive its development. Agencies responsible for the development of the legislative bills need to have a dedicated resource to fast track Vision 2030 related bills.

CHAPTER ONE: INTRODUCTION

1.1 Background of Study

Porter (1985) views strategy as the goals and practices an organization adopts to stay afloat amidst fierce competition. Strategy is about action which gives a firm its direction. This has got to do with the holistic actions that are geared towards realizing the future of the company, and in this case the country. In this new world order, successful strategy implementation becomes even more important for one to remain globally relevant and competitive. One of the hallmarks of a well managed organization is the ability to optimally reposition itself in a competitive business environment (Drucker, 1954)

Strategy implementation though deemed difficult is undoubtedly a critical phase for organizational survival (David, 2009). Formulated strategies may fail if implementation is not effectively and efficiently done. Successful strategy implementation is a factor of organizational structure, resource allocation, and strategic change management Johnson and Scholes (2002), all of which are at the backbone in the realization of Kenya Vision 2030 strategy.

In Kenya, strategic planning and implementation is a statutory requirement for state corporations; whether it is merely an act of compliance to the law or for the benefits derived from adoption of strategic plans. The Ministry of State for Planning, National Development, and Vision 2030; and particularly its Vision 2030 Delivery Secretariat (VDS) arm are no exception. The development policies of the government of Kenya are driven by the objective of achieving Vision 2030, under which the key objective is to accelerate Gross Domestic Product (GDP) growth to an annual rate of ten percent. Vision

2030 being Kenya's new blue print that aims at transforming the country into an industrialized middle income country, should be of great concern not only to stakeholders but also strategists and experts alike in its successful implementation.

The ability to implement strategy successfully is important to any organization. In spite of the importance of the implementation process within strategic management, this area of study is regularly overshadowed by a focus on the strategy formulation process. Strategy formulation guides executives in defining the business their organization is in and the means it will use to accomplish those ends (Pearce and Robinson, 1997). Strategy implementation on the other hand is an internal operations-driven activity involving organizing, budgeting, motivating, culture building, supervising, and leading to make strategy work as intended.

1.1.1 Strategy Implementation

Strategy is direction and scope of an organization over the long run that achieves advantage from the organization through its configuration of resources within a changing environment to meet the needs of the market and to fulfill stakeholder's expectations (Johnson and Scholes, 2002). Aosa (1992) points out that once strategies have been formulated they need to be implemented. They are of no value unless they are translated into action. The job of strategy implementation therefore converts plans into actions aimed at achieving intended/desired results. The test of a successful strategy is the results evidenced from its implementation. If the performance results match or surpass the organizations targets or goals as outlined in the strategic plan, then the implementation of the strategy can be deemed as successful.

Li, Guohvi and Eppler (2008, p.6) define strategy implementation as "a dynamic interactive and complex process, which is comprised of a series of decisions and activities by managers and employees affected by a number of interrelated internal and external factors to turn strategic plans into reality in order to achieve strategic objectives". According to David (2009), strategy implementation definitions may sound easy although in reality successful strategy formulation does not guarantee successful strategy implementation. It is always more difficult to do something (implement it) than to say you are going to do it (formulate it). It therefore stands to reason that excellently formulated strategies will fail if they are not properly implemented (Merchant, 2011).

1.1.2 Kenya Public Sector

Kenyan public sector is a government sector that offers services to all the citizens either directly (through the public sector) or by financing private provision of services. The term is associated with a social consensus (usually expressed through democratic elections) that certain services should be available to all, regardless of income. Even where public services are neither publicly provided nor publicly financed, for social and political reasons they are usually subject to regulation going beyond that applying to most economic sectors.

A public service in Kenya has the characteristics of a public good, but most are merit goods, that is, services which may be under-provided by the market. Therefore, the public sector in Kenya provides those services that cannot be left in the hands of individual entrepreneurs. In most cases public services are services, i.e. they do not involve manufacturing of goods. The Kenya's public service has been undergoing multidimensional, interdependent and interlocking reforms through Performance

Improvement Strategy. The country has made tremendous progress through these reforms that were anchored in the Performance Management System (PMS). The noteworthy reforms are: Results Based Management (RBM), Performance Contracts and National School of Government.

1.1.3 Kenya Vision 2030 Delivery Secretariat

Kenya Vision 2030 is the country's development blueprint covering the period 2008 to 2030. Its objective is to help transform Kenya into a middle-income country providing a high quality life to all its citizens by the year 2030. It was developed through an all-inclusive and participatory stakeholder consultative process; the Vision is based on three pillars: the economic, to maintain a sustained growth of 10% per annum over the next 17 years; the social, a just and cohesive society enjoying equitable social development in a clean and secure environment; and the political, an issue-based, people-centered, result oriented and accountable demographic political system.

The Kenyan Government has created a Vision Delivery Secretariat (VDS), which provides strategic leadership and direction in the realization of the Vision 2030 goals to ensure the timely implementation of the flagship projects. The Secretariat is managed by the Director-General leading a team of four Directors and Secretariat members, under the overall guidance of the Vision 2030 Delivery Board that plays a policy-making and advisory role. Among other things, the Vision 2030 Delivery Secretariat provides strategic leadership and direction in the realization of Vision 2030 goals, and closely collaborate with line ministries in developing the Five-Year Medium-Term Plans for the realization of the Vision. The Vision 2030 Delivery Secretariat also has clear institutional

linkages with other existing institutions, structures and organizations, both in the public as well as the private sector.

1.1.4 Challenges Facing Vision 2030 Delivery Secretariat

The challenges faced in the implementation of Vision 2030 strategy are not unique to the Delivery Secretariat as the secretariat only serves as a monitoring and evaluation body. Their responsibility or mandate is to see that the ministries responsible for the implementation of programmes and projects successfully do so (Republic Of Kenya, 2011). Moreover, the challenges faced in the implementation of Millennium Development Goals cut across the board, which serves as corner stone for countries to anchor their development strategies on, and have a direct impact on the Vision 2030 as it is one of the flagship projects.

According to Bolo and Nkirote (2012), the implementation of Kenya's Vision 2030 is faced by myriad of challenges such as inadequate and limited resource allocation especially in carrying out development activities; political interference; uncertain political environment; constant inflation compounded with the weak currency; global recession, hence limited donor funding which is also greatly linked to donor dependency; corruption especially in the misappropriation of funds as seen in the free Primary Education Programme; inadequate and ineffective involvement by the citizens of Kenya; unsustainability of programmes; insufficient disaggregated data; poor linkage of policy, planning and budgeting at the grass root levels; natural and man-made disasters such as famine, drought, post election violence of 2007 and economic crisis leading to reprioritization.

1.2 Research Problem

Challenges that occur during the implementation process are an important area of research because even the best strategies would be ineffective if not implemented successfully. Strategy can only impact the bottom line if it is successfully implemented. In the past it has been proposed that the public sector experiences great difficulties in regard to implementing reforms and offering of quality services. Strategy implementation is the translation of the chosen strategy into organizational action aimed at achieving organizational objectives. According to David (2009), strategy implementation definitions may sound easy although in reality successful strategy formulation does not guarantee successful strategy implementation. Vision 2030 is a major strategic decision that the Kenyan government has endeavored to pursue.

The Vision 2030 Delivery Secretariat has recorded sluggish outcome in its implementation of Vision 2030 strategy as depicted in the last five years medium term. The implementation of this strategy has faced numerous challenges including staffing gaps, inadequate financing, lack of effective coordination of activities and lack of awareness of the external stakeholders involvement in its implementation. In addition uncontrollable factors in the external environment have had an adverse impact.

Several studies have been undertaken on challenges facing strategy implementation. These include Aosa (1992),Koske(2003), Joshua (2010) and Mboga (2011). The findings indicate that lack of awareness or misunderstanding of strategy, weak management roles, unaligned organization systems, structure and resources; inadequate capabilities, culture and other uncontrollable factors in the environment are some of the challenges facing the implementation of strategy. None of these studies focused on Kenya vision 2030

Delivery secretariat although different organizations are faced with unique challenges. This therefore demonstrates a knowledge gap about the challenges the government and other institutions involved in implementation of Kenya Vision 2030 have encountered. What are the challenges faced by Kenya Vision 2030 Delivery Secretariat in implementing the countries strategy and how are these challenges addressed?

1.3 Research Objectives

The study was guided by the following research objectives;

(i) To establish the challenges facing implementation of vision 2030 strategy in Kenya

(ii) To determine how Vision 2030 Delivery Secretariat addresses these challenges

1.4 Value of the Study

On the basis of the findings, the study will contribute to the existing body of knowledge in the area of strategy implementation in our country's strategy and may lead to improved implementation policies and procedures for future government projects. The government and other policy makers will be informed in the various challenges affecting the timely implementation of Vision 2030.

It is anticipated that the study will be of benefit to the various stakeholders; management team from similar government agencies will draw lessons on the challenges of strategy implementation using a globalized strategy and what can be done to address the challenges to achieve success. Specifically, Vision 2030 Delivery Secretariat management/Board will get better understanding of challenges facing implementation at a national level and the recommendations for future implementation strategies.

Further, the study will provide researchers and academicians with a basis upon which further studies related to strategy implementation or related fields can be conducted. In addition, the study will provide information that can be used as literature review by researchers on strategy implementation.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of the literature related to the purpose of the study. The chapter is organized according to the specific objectives in order to ensure relevance to the research problem. The review shall explore the concept of strategy, the strategy implementation process and the challenges of strategy implementation. The review will be undertaken to eliminate duplication of what has been done and provide a clear understanding of existing knowledge base in the problem area.

2.2 Theoretical Foundation

It can be argued from a systems theory approach to strategic management by Dodge (1986) that many of the reasons for strategies failure may be attributed to the "successive dominance of different reductionism approaches to strategic management. Such partial approaches to strategic management ignore the complex, embedded and dynamic nature of today's organization. Taking the system approach in strategy implementation helps managers of organizations to have to understand the customer, better predict environmental reaction, estimate resource competence, and coordinate strategic activities, obtain management commitment, estimate time requirements, ability to follow the plan, manage the strategic change and ensure effective communication.

Consistent with this, co-evolutionary theory, according to Lewin and Volberda (1999), indicates that as firms grow and evolve from small to larger and multidivisional organizations, 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 organizational life cycle. In contrast to the earlier descriptive models, this model is more prescriptive with an, albeit limited, empirical basis. The research highlights three of Bourgeois and Brodwin's (1984) classifications of strategy implementation styles: change, collaborative, and cultural.Bourgeois and Brodwin's (1984) model is comprehensive and based on specific theoretical assumptions and has been used by authors such as Parsa (1999). Bourgeois and Brodwin (1984) 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.

2.3 The Concept of Strategy

Strategy is an integrated and coordinated set of commitments and actions designed to exploit core competences and gain a competitive advantage (Hitt et al, 2009). It is the unifying theme that gives coherence and direction to the actions and decisions of an individual or organization. The top management of an organization is concerned with the selection of a course of action from among different alternatives to meet the organizational objectives. The process by which objectives are formulated and achieved is known as strategic management and strategy acts as the means to achieve the objectives. Strategy is the grand design of an overall "plan" which an organization chooses in order to move or react towards the set of objectives by using its resources.

Strategies most often devote a general programme of action and an implied deployment emphasis and resource to attain comprehensive objectives.

Ansoff (1999) views strategy in terms of market and product choices. According to his view, strategy is the "common thread" among an organization's activities and the market. According to David (2009), 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.

An organization is considered efficient and operationally effective if it is characterized by coordination between objectives and strategies. There has to be integration of the parts into a complete structure. Strategy helps the organization to meet its uncertain situations with due diligence. Without a strategy, the organization is like a ship without a rudder. Without an appropriate strategy effectively implemented, the future is always dark and hence, more are the chances of business failure. According to Porter (1985) strategists must assess the forces affecting competition in their industry and identify their company's strengths and weaknesses, then strategists can devise a plan of action.

2.4 Strategy Implementation Process

Once an organization has selected a particular strategy to achieve its goals, the strategy then has to be put into action by selecting appropriate organizational structures and managing its execution through tailoring the management systems of the organization to the requirements of the strategy (Hill and Jones, 2001). Strategy implementation is then

the sum total of the activities and choices required for the execution of a strategic plan, the process by which strategies and policies are put into action.

Strategy implementation boils down to managing the action aspect of the strategic management process through which strategy is translated into actions aimed at achieving the strategic goals. Unlike strategy formulation that is more entrepreneurial and involves visionary and theoretical perspective, implementation is basically administrative and involves achieving strategic objectives by working through people, organizing, motivating, culture change, building and funding the optimal fit between strategy and the organization structure (Lynch, 2000).

Implementing strategies successfully is about matching the planned and the realizing strategies, which together aim at reaching the organizational vision. The components of strategy implementation communication, interpretation, adoption and action – are not necessarily successive and they cannot be detached from one another. Okumus and Roper (1998) observe that despite the importance of the strategic execution process, far more research has been carried out into strategy formulation rather than into strategy implementation. Reasons put forward for this apparent dearth of research effort include that the field of strategy implementation is considered to be less "glamorous" as a subject area, and that researchers often underestimate the difficulties involved in investigating such a topic – especially as it is thought to be fundamentally lacking in conceptual models. More practical problems associated with the process of strategy implementation, meanwhile, include communication difficulties and "low" middle management skill levels (Otley, 2001).
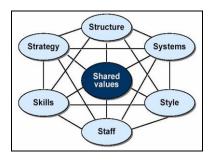
2.5 Challenges of Strategy Implementation

According to Mintzberg (1994), intended strategies refer to strategy formulation processes, while realized strategy represents the strategy implementation process. Managers may find that although their original strategy intentions were realized, additional strategies or modifications to the original strategy may have emerged during the strategic process (Harrinton et al, 2004)

A multitude of factors can potentially affect the process by which strategic plans are turned into organizational action. Unlike strategy formulation, strategy implementation is often seen as something of a craft, rather than a science, and its research history has previously been described as fragmented and eclectic (Noble, 1999). It is thus not surprising that after a comprehensive strategy has been formulated, significant difficulties usually arise during the subsequent implementation process. The best formulated strategies may fail to produce superior performance for the firm if they are not successfully implemented as Noble (1999) notes. Consultants at McKinsey and Company developed the 7 s model in the late 1970s to help managers address the difficulties of organizational change. The seven Ss is a framework for analysing organizations and their effectiveness. It looks at the seven key elements that make staff and shared values.

The 7 s model is a tool for managerial analysis and action that provides a structure with which to consider a company as a whole, so that the organization's problems may be diagonised and a strategy may be developed and implemented. The 7 s diagram illustrates the multiplicity interconnectedness of elements that define an organization's ability to change. The theory helped to change managers' thinking about how companies could be improved. The way the model is presented in Figure 1 below depicts the interdependency

of the elements and indicates how a change in one affects all the others. It says that it is not just a matter of devising a new strategy and follow it through. Nor is it a matter of setting up new systems and letting them generate improvements. There is no starting point or implied hierarchy – different factors may drive the business in any one organization (Peters and Waterman, 1980).

Figure1: The McKinsey 7 S Model

Source: Craig, F and Babette, H. (2007). *Business and Competitive Analysis: Effective Application of New and Classic Methods*, London: FT Press.

The challenge is to create a series of tight "fits" between strategy and the organization's competencies, capabilites and structure; between strategy and resources allocation; between strategy and policy; between strategy and internal support systems; between strategy and reward structures; between strategy and corporate culture (Thompshon and Strickland, 1998).

2.5.1 Organizational Structure and Strategy

Every organization has a unique structure. An organizational structure is the reflection of the company's past history, reporting relationship and internal politics. It is the division

of tasks for efficiency and clarity of purpose and coordination between interdependent parts of an organization to ensure organizational effectiveness. If activities, responsibilities and interrelationships are not organized in a manner that is consistent with the strategy chosen, the structure is left to evolve on its own. Structure should balance the needs for specialization with the need for integration; it should provide formal means of decentralizing and centralizing consistent with organizational control needs of the strategy (Pearce and Robinson, 1997).

Factors relating to the organizational structure are ranked among the top most implementation barriers according to Heide, Gronhang and Johannessen's (2002) study. Noble (1996) sees proper strategy-structure alignment as a necessary precursor to the successful implementation of new business strategies. Govindarajan (1988) proposes that though few researchers have focused on the design of differentiated administrative systems, there are three key administrative mechanisms that affect strategy implementation: design of organization structure (decentralization), design of control systems (budget evaluative style) and selection of managers (Locus of Control).

2.5.2 Organizational Leadership and Strategy

Organizational leadership or style refers to management's potential to express and communicate a strategic vision to the organization or a part of the organization, and to motivate and persuade others to acquire that vision – ownership. Organizational leadership can also be defined as utilizing strategy in the management of employees. It is the potential to influence organizational members and to execute organizational change (Management Study Guide, 1998a).

When management concentrates on only the day to day activities, i.e., are consumed by daily operating problems, without any bearing to the strategic purpose, this can lead to losing sight of the organization's long term goals. The strategy may be treated as something separate and removed from the management process causing a "disconnect" between the strategy and its implementation (Mintzberg and Quinn, 1996; Thompson and Strickland, 1998).Once there is no organization leadership and direction then strategy will not get communicated to employees and will not understand how they contribute to the organizations goals and objectives. The result is that the vision, mission and value statements are viewed as fluff and not supported by actions or do not have the employee buying or ownership (Heracleous, 2000).

2.5.3   Organizational Capabilities and Strategy

Management should also be able to rally the employees who are the executors of the strategy towards attaining organizational objectives. Executors (the people component of an organization) are responsible for transforming strategic intent and objectives into actions and managing the implementation processes (Govindarajan, 1989; Heracleous, 2000).Effectiveness of strategy implementation is, at least in part, affected by the "quality of people" involved in the process (Govendarajan, 1989). Here quality refers to the skills attitudes, capabilities, experiences and other characteristics of people (staff and skill) required by a specific task or position.

The importance of people in the study of strategic management is evident in the different implementation frameworks, for example, Peters and Waterman (1984) which include people as a factor that is crucial to ensure successful strategy implementation. It is

therefore safe to conclude that if the "people factor" is ignored or not managed effectively, they could potentially disrupt the implementation process.

2.5.4   Organizational Culture and Strategy

Culture is a set of important assumptions that members of an organization share in common; the organizations shared values. Every organizational has its own unique culture. Culture can be positive or negative; positive in that it eases and economizes communication, facilitates organizational decision making and control and may generate higher levels of cooperation and commitment within the organization: negative in that when shared beliefs and values interfere with the business strategy and the people working on the organization's behalf (Pearce and Robinson, 1997).

For most organizations the fundamental strategic objective is to achieve the best performance possible. Success or failure depends on many factors; central among them always is the appropriate beliefs, values and assumptions that feed the organization's behaviours and decision – in a word 'culture'. Organization culture cannot be described as good or bad, right or wrong. Rather it should be judged on whether it is suited or not to the organization's strategic intentions. This makes culture and strategy two sides of the same coin: a problem with one will affect the other. Conversely, the success of one presupposes the success of the other (Local Government Improvement and Development, 2009).

2.5.5   Organizational Resources and Strategy

According to Johnson and Scholes (2002) analyzing the strategic capabilities of an organization is clearly important in terms of understanding whether the resources and

competencies fit the environment, in which the organization is operating and the opportunities and threats that exists. Resource configuration is concerned with both the identification of resource requirements and how those resources are deployed to create competencies needed to underpin particular strategies. It is therefore necessary to undertake a resource audit in order to establish whether the available resources will be adequate for strategy implementation.

There are four types of organizational resources, namely financial, physical, human and technological, used to achieve strategic objectives. These are the most valuable assets of the organization. Once the strategic decision has been made, management then turns to evaluating resource implications for the strategy (Heracheous, 2000). However, David (2009) cautions that allocation of resources to a particular department or division does not ensure strategies will be successfully implemented. There are numerous factors at play that can prohibit effective resource allocation such as overprotection of resources, too great an emphasis on short run financial criteria, organizational policies, vague strategy targets (reluctance to take risks) and lack of sufficient knowledge. The way an organization handles its resource allocation (irrespective of whether they are staff, knowledge, skills, finance, time etc) is a crucial part of strategy implementation (Lynch, 2000).

2.5.6 Organizational Systems and Strategy

All procedures, formal or informal, that make the organization run its day to day activities such as budgeting, training and development, cost systems are key to achieving strategic purpose (Mintzberg, 1994). Noble (1996) discusses the role of formal control

systems in the process of strategy implementation and suggests that the fluidity of control system contributes to (successful) strategy implementation.

Nilsson and Raps (1999) study a related question how a control systems designed and used at the management and operational levels with respect to implementing a given business strategy? They have found that control systems at management at management and operational levels are based on different logics and should have a different design. In addition, it is important to create a meaningful dialogue between the various organizational levels to facilitate the choice for a strategic orientation and its implementation.

2.5.7   Organizational Rewards and Incentives to Strategy

According to Kaplan and Norton (1996), only 25% of management has incentives linked to strategy and thus they are the only one who actively build their capabilities and systems to support their particular functions. However, there is need to build capabilities (competitive capabilities) in the people and systems throughout the organization to "support" strategy and each one of the key success indicators (KSIS).

A properly designed reward structure is management's most powerful tool for mobilizing organizational commitment to successful strategy execution. A manager has to do more than just talk to everyone about how important new strategic practices and performance targets are to the organization's well-being. No matter how inspiring talk seldom commands peoples best efforts for long. To get employees sustained, energetic commitment management has to be resourceful in designing and using motivational incentives, both monetary and non-monetary (Thompson, Strickland and Gamble 2009).

2.5.8   Organizational Resistance and Inertia in the Implementation Stage

Ansoff (1999) noted that resistance to change occurs when there is a departure from the historic behavior, culture and power structure. Resistance will manifest as behavioral resistance and systematic resistance. Behavioral resistance occurs as active opposition to change while systemic resistance arises out of passive incompetence to change.

Resistance is the action taken by individuals and groups when they perceive that a change that is occurring as a threat to them. The implementation stage of any project is the critical step between the decision to change and the regular use of it at the organization (Klein and Sorra, 1996). In this stage two more resistance groups can be found. The first of them deals with political and cultural deadlocks to change. It consists of the implementation climate and relation between change values and organization's values considering that a strong implementation climate and relation is negative will result in resistance and opposition to change. The second deals with the departmental politics or resistance from those departments that will suffer with the change implementation. If there are incommensurable beliefs or strong and definitive disagreements among groups about the nature of the problem and its consequent alternative solutions, then you will encounter resistance.

2.5.9   Organizational Continuity and Consistency to Strategy

Ellis and Thompson (1997) state that organizations exist in the context of a complex commercial, political, economic, social, technological and legal world. These environmental changes are more complex for some organizations than others. As such, competitiveness for skilled workers within the environment can lead to senior managers leaving soon after the implementation process is started. Subsequently frequent changes

in strategy direction in an effort to align strategy to the environment tends to undermine staff commitment and enthusiasm and can lead to low morale and lack of focus in staff.

For successful implementation an organization should understand the impact on strategy of their internal and external forces as well as the expectations and influence on their stakeholders. Efforts should be made to ensure all stakeholders are content and secure in their role within the organization (Ellis and Thompson, 1997).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter aims at defining the research design and methodology to be used in the study. It contains a description of the research design, data collection instrument and procedure as well as the data analysis method.

3.2 Research Design

A research design is the logic that links the data to be collected (and the conclusions to be drawn) to the initial questions of the study (Yin 1994).The researcher used a case study design to undertake the research. Case studies involve collecting empirical data, generally from one or a small number of cases. It usually provides rich detail about those cases, of a predominantly qualitative nature (Yin, 2004).

Yin (1994) defines a case study as an empirical enquiry that investigates a contemporary phenomenon within its real life context. When the boundaries between phenomenon and context are not clearly evident and in which multiple sources of existence are uses. A case study generally aims to provide insight into a particular stratum and often stresses the experiences and interpretations of those involved. It may generate new understandings, explanations or hypotheses. Additionally, it allows for a detailed and focused examination providing valuable insight for problem solving, evaluation and strategy (Cooper, 2003). The case study was geared towards provoking reasonable debate on the subject and gain deeper insights and better understanding of the research problem.

3.3 Data Collection

The researcher used primary data which was collected using a self-administered interview guide.The data collected was predominantly qualitative in nature. In depth interviews was conducted using guided open ended questions to collect the data. The interview is an open ended discovery-oriented method that is well suited for describing both program processes and outcomes from the perspective of the key stakeholders (Guion 2001).

The data was collected using the interview method. The goal of the interview was to deeply explore the interviewer point of view, feelings and perspectives. All questions on the instrument were developed in line with the research objectives. The interviewees were interviewed at their convenience. Face to face interviews were set up and conducted.

The respondentsin this study were drawn from the Vision 2030 Delivery Secretariat management team. They included the Director General, Directors, Assistant Directors, and Line Managers in each directorate. These were selected on a judgemental basis based on their job descriptions and the role they each play in the implementation of the Vision 2030.

3.4 Data Analysis

The data collected was predominantly qualitative in nature. As such qualitative data analysis in the form of content analysis was used. According to Nachmias and Nachmias (1996) content analysis is a technique of making inferences by systematically and objectively identifying specified characteristics of messages and using the same to relate

trends. This type of analysis does not restrict interviewees on answers and has the potential of generating more information with much more detail. Content analysis also ensures objectivity, systematic examination of communication in order to break down, identify and analyze the presence or relations of words, word sense, characters, sentences, concepts or common themes (Mito, 2008).

The focus of the analysis included examination of the data collected including both verbal and nonverbal communication to determine adequacy of information, precision, creditability, usefulness, consistency and validation of information. This helped the researcher to gain insights into the research topic.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents data findings from the field, its analysis and interpretations there-of. The data was gathered through interview guides and analyzed using content analysis. The data findings were on the challenges faced by Kenya vision 2030 delivery secretariat in the implementation of the Kenya vision 2030 strategy.

According to the data found, the interviewees who included: Director General, Directors, Assistant Directors, and Line Managers in each directorate projected in the previous chapter to be interviewed were interviewed which makes a response rate of 100%. The commendable response rate was achieved at after the researcher made frantic effort at booking appointment with them despite their tight schedules and making phone calls to remind them of the interview.

4.2 Demographic Information

The study, in an effort to ascertain the interviewees' competence and conversance with matters regarding Kenya vision 2030 delivery secretariat asked questions on the position that the interviewee held in the organization. According to the data findings, all the interviewees were The Director General, Public Relations and communication manager, Executive Officers, assistant directors and directors in the three pillars of Vision 2030. The researcher also asked a question on the role which the interviewees played in the organization implementation team. According to the data findings, the interviewees dealt with providing strategic interventions, providing direction in organization communication

strategy, coordination of the team, spearheading the delivery of the social, political and economic pillars, coordinating implementer of flagship projects, heading of finance Administration & HR and providing direction and implementation of the strategic and marketing function. With regard to whether they actively participated in the strategy formulation process at VDS, the interviewees indicated that they actively participated in the strategy formulation process at VDS. According to the interviewees' response, all of them had worked for the organization and held different positions hence had the advantage of good command and responsibility.

4.3 The Challenges Facing Implementation of Vision 2030 Strategy in Kenya

The interviewees disagreed that the organization communicated its strategic intent and objectives (goals) to all employees effectively. This shows that communication was ineffective. The interviewees added that the staff referred to the organization's preset annual work plans when planning to execute any of its activities. With regard to whether the organizational management and staff were fully committed to the strategy and implementation process, the interviewees indicated that the organizational management and staff were not fully committed to the strategy and implementation process. They cited that little had been done from time of strategy development. On whether the organizational structure was hierarchical (cannot easily be changed), problematic or inhibitive to strategy implementation processes. The interviewees reiterated that the organizational structure needed to be changed and that its current state was problematic for implementation.

On the question of whether the organization had established strategic objectives, desired policies, adequate and available allocation of resources in readiness for the implementation of the countries strategy, the interviewees confided that the organization had not established strategic objectives, desired policies, adequate and available allocation of resources in readiness for the implementation of the countries strategy .The interviewees also stated that the organization had remained under the same budget allocation and was even undergoing cuts by the parent ministry .The respondents also confided that resources were not adequate but the plan was very much in place.

To the question on whether the organization had developed strategy supportive budgets and programs to create a conducive working environment for implementation of the strategy, the interviewees were unanimous that the organization had not developed strategy supportive budgets and programs to create a conducive working environment for implementation of the strategy. They said that many programmes had been shelved for lack of a fund that is the budgeting is not aligned to project due to funding levels. This affected the work environment and strategy implementation.

With regard to whether the culture of the organization, institutional partners and the office staff were in alignment to VDS strategic objectives, the interviewees were in accord that the culture of the organization, institutional partners and the office staff were partly in alignment to VDS strategic objectives. They cited that there was a mix of cultures that needed alignment, institutional partners were highly supportive to perceived culture and office staff were partly aligned. They also added that the decisions were handled exigently.

In determining whether the leadership and direction at organizational level were adequate and able to galvanize organization-wide commitment, the interviewees concurred that the leadership and direction at organizational level were not   adequate and able to galvanize organization-wide commitment. The interviewees added that the organization's wide commitment was lacking due to institutional framework, culture and work involvement.

With regard to whether strategic direction should be communicated organization-wide for ownership of the strategy, the interviewees reiterated that strategic direction should be communicated organization-wide for ownership of the strategy. They indicated that this can be done by involving all staff in the process.

With regard to how effective the organizational communication systems were in enhancing access to information by employees, the interviewees indicated that the organizational communication systems were not effective in enhancing access to information by employees and that they needed to improve on formal meetings.

On the question of whether the current policies and procedures adequately supported the organization's strategic plans .The interviewees confided that the current policies and procedures didn't adequately support the organization's strategic plans. This was because the strategies were yet to be approved and operationalized and due to institutional memory lapse. They also cited that there was need for alignment between the strategy and the structure.

On whether organizational policies and procedures changed in line with changes in the environmental context of the country, the interviewees reiterated that organizational policies and procedures didn't change in line with changes in the environmental context.

This they said was because the policies were not yet approved, there were no review and follow – up to the later and that policy implementation was in its infancy.

The interviewees were asked to elaborate the challenges encountered in the implementation of the Kenya's strategy. They cited: lack of adequate staff, unfavorable policies, lack of adequate funding, lack of awareness and ownership, weak value systems, poor coordination, inadequate resource, poor relations with agencies, silo management, lack of coherence between directorates, lengthy procurement procedures, this is a major challenge in the procurement of services towards the implementation of flagship projects. Due to the nature of the law some grey areas have provided for corrupt practices which aggravate this situation. Close to 60 percent (%) of the development expenditure was not spent which raises concerns over the Government's ability to fully implement Vision 2030 projects. Challenges like low implementation capacity, Development Partner bureaucracies and overly optimistic projections have led to low development budget execution.

With regard to whether there was adequate administration coordination and support from the organization to all staff on all implementation activities. The interviewees indicated that there was not adequate administration coordination and support from the organization to all staff on all implementation activities. They also cited that there was no protocol and delegation was not well suited, they indicated that administration coordination was hampered by budget.

In determining whether the organization actively made an effort to align their organization structure to match implementation plans. The interviewees stated that the

organization didn't actively make an effort to align their organization structure to match implementation plans. They cited that only little effort was put.

On whether the organization provided the leadership, the vision, initiative, motivation and inspiration to allow staff ownership of the implementation process, the respondents indicated that the organization didn't fully provide the leadership, the vision, initiative, motivation and inspiration to allow staff ownership of the implementation process.

With regards to whether the organization recognized the executors (implementers) of the strategy and rewards their efforts effectively. The interviewees indicated that the organization didn't have a rewards scheme, however letters of acknowledgement were provided. On whether a shift in the organization strategic direction resulted in a corresponding reshaping of the organization's culture through organization-wide correspondence training, the interviewees stated that a shift in the organization strategic direction wouldn't result in a corresponding reshaping of the organization's culture through organization-wide correspondence, training this was attributed to the rigid nature of the strategic direction.

With regard to whether the organization's monitoring and evaluation systems in place adequately reflected the implementation process. The interviewees reiterated that monitoring and evaluation systems in place were poor and in adequate and that this could be enhanced through better systems.

4.4 How Vision 2030 Delivery Secretariat addresses the challenges

From the findings, the interviewees indicated that the Secretariat also enhanced awareness by utilizing media channels. Above the line (ATL) and below the line (BTL) initiatives were some of the marketing methodologies used in marketing Kenya and building brand awareness at the Secretariat and among other Semi-Autonomous Government Agencies. The interviewees indicated that, this allowed for communications that broadcast and publish to mass audiences, and also the use more niche focused media. Below the line communications gave the Secretariat the ability to tailor their messages in a more personal manner to the audience making promotions measurable, while giving valuable insights into the Secretariat's return-on-investments (ROI). This is done through road shows, regional forums across the country media talk shows both on TV and radio including regional and vernacular stations, and integrated communication of other government agencies as is stated within their mandate.

The interviewees suggested the following keys to successful addressing of the challenges: communicating the strategy; driving and prioritizing planning; aligning the organization; reducing complexity; and installing an issue resolution system. The interviewees claimed that leadership is a relationship through which one person influences the behavior or action of other people. With a shared strategic vision and commitment to that vision, people will motivate themselves to learn, this also helps to identify the strategic objective to be accomplished by the organization. Leadership is one of the many factors which can impact upon the development and implementation of strategy. The interviewees concurred that strategic plans and subsequent implementation activities should involve all levels for consensus and commitment. On whether there was a fit between staff

capabilities and abilities in line with the strategy implementation requirements. The interviewees reiterated that there was a fit between staff capabilities and abilities in line with the strategy implementation requirements.

On whether the organization ensured that administrative and control systems in line with the organizational environment were deemed appropriate for the implementation process. The interviewees stated that policies in the organization ensured that administrative and control systems in line with the organizational environment were deemed appropriate for the implementation process.

4.5 Discussion

4.5.1 Comparison with Theory

According to Lynch (2000) implementation is basically administrative and involves achieving strategic objectives by working through people, organizing, motivating, culture change, building and funding the optimal fit between strategy and the organization structure. The interviewees disagreed that the organization fully communicated its strategic intent and objectives (goals) to all employees. Otley (2001) observed that more practical problems associated with the process of strategy implementation, meanwhile, include communication difficulties and "low" middle management skill levels.

From the findings, the study found that leadership vision, initiative, motivation and inspiration at management level inspired staff ownership of the implementation process. The research highlights three of Bourgeois and Brodwin's (1984) classifications of strategy implementation styles: change, collaborative, and cultural. Bourgeois and

Brodwin's (1984) model is comprehensive and based on specific theoretical assumptions and has been used by authors such as Parsa (1999). Bourgeois and Brodwin (1984) 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. Pearce and Robinson (1997) argue that if activities, responsibilities and interrelationships are not organized in a manner that is consistent with the strategy chosen, the structure is left to evolve on its own. Structure should balance the needs for specialization with the need for integration; it should provide formal means of decentralizing and centralizing consistent with organizational control needs of the strategy.

It can be argued from a systems theory approach to strategic management by Dodge (1986) that many of the reasons for strategies failure may be attributed to the "successive dominance of different reductionism approaches to strategic management. Such partial approaches to strategic management ignore the complex, embedded and dynamic nature of today's organization. Pearce and Robinson (1997), argue that culture can be positive or negative; positive in that it eases and economizes communication, facilitates organizational decision making and control and may generate higher levels of cooperation and commitment within the organization: negative in that when shared beliefs and values interfere with the business strategy and the people working on the organization's behalf.

The study also deduced that there was a fit between staff capabilities and abilities in line with the strategy implementation requirements. According to Johnson and Scholes (2002) analyzing the strategic capabilities of an organization is clearly important in terms of understanding whether the resources and competencies fit the environment, in which the organization is operating and the opportunities and threats that exists. Resource configuration is concerned with both the identification of resource requirements and how those resources are deployed to create competencies needed to underpin particular strategies.

The study also deduced that the current policies and procedures didn't adequately support the organization's strategic plans. Consistent with this, co-evolutionary theory, according to Lewin and Volberda (1999), indicates that as firms grow and evolve from small to larger and multidivisional organizations, 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 organizational life cycle. In contrast to the earlier descriptive models, this model is more prescriptive with an, albeit limited, empirical basis. According to Mintzberg (1994), intended strategies refer to strategy formulation processes, while realized strategy represents the strategy implementation process. Managers may find that although their original strategy intentions were realized, additional strategies or modifications to the original strategy may have emerged during the strategic process (Harrinton et al, 2004).

The study revealed that the leadership and direction at organizational level were not adequate and able to galvanize organization-wide commitment. According to Heracleous (2000), once there is no organization leadership and direction then strategy will not get

communicated to employees and will not understand how they contribute to the organizations goals and objectives. The result is that the vision, mission and value statements are viewed as fluff and not supported by actions or do not have the employee buying or ownership.

4.5.2 Comparison with Other Studies

From the findings, the study found that leadership vision, initiative, motivation and inspiration at management level inspired staff ownership of the implementation process. The study also deduced that the current policies and procedures didn't adequately support the organization's strategic plans. Okumus and Roper (1998) observe implementing strategies successfully is about matching the planned and the realizing strategies, which together aim at reaching the organizational vision. The components of strategy implementation communication, interpretation, adoption and action are not necessarily successive and they cannot be detached from one another.

The study established that the organizational structure needed to be changed and that its current state was problematic for implementation. This concurs with Koske (2003) who indicated that the main challenges of strategy implementation at Telkom Kenya included the rigid organizational structure and poor leadership.

The study also revealed that a shift in the organization strategic direction didn't result in a corresponding reshaping of the organization's culture through organization-wide correspondence; this was attributed to the rigid nature of the strategic direction. This is in line with Aosa (1992) who established that operating policies, goal orientation, guidelines and procedures are the key success factors for the implementation of strategies.

The study found out that lack of adequate staff, unfavorable policies, lack of adequate funding, lack of awareness and ownership, weak value systems, poor coordination, lack of adequate resource, poor relations with agencies, silo management, lack of coherence between directorates and lengthy procurement procedures were some of the challenges of strategy implementation. This is similar to what Joshua (2010) deduced as the challenges of strategy implementation at the Ministry of Cooperative Development and Marketing including organizational culture, Human resource policy, financial resources policies and procedures, information and operating systems and performance incentives. In addition, Mboga (2011) indicated the main challenges of implementing the Economic Pillar of Kenya Vision 2030 in the transport Sub Sector were adequate funding, poor coordination of activities between the departments and poor adequate in the entire subsector.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presented the summary of key data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations were drawn in quest of addressing the research question or achieving at the research objective which is on the challenges faced by Kenya vision 2030 delivery secretariat in the implementation of the Kenya vision 2030 strategy.

5.2 Summary of Findings

5.2.1 Challenges Facing Implementation of Vision 2030 Strategy in Kenya

The study established that lack of adequate staff, unfavorable policies, lack of adequate funding, lack of awareness and ownership, weak value systems, poor coordination, lack of adequate resource, poor relations with agencies, silo management, lack of coherence between directorates, and lengthy procurement procedures were major challenges towards the implementation of flagship projects. The study also deduced that the Vision 2030 projects were mostly multi-sectoral and cut across agencies within government. Instances of overlapping responsibilities and multiplicity of efforts among the agencies had been experienced. This has proved to be challenging for some key projects due to territorialism, silo management and lack of alignment to the Vision. The study also revealed that challenges like low implementation capacity, Development Partner

bureaucracies and overly optimistic projections have led to low development budget execution.

The researcher also found that the current policies and procedures didn't adequately support the organization's strategic plans this was because the strategies were yet to be approved and operationalized. The study established that organizational policies and procedures didn't change in line with changes in the environmental context.

It was deduced that the organizational management and staff were not fully committed to the strategy and implementation process. It was also deduced that the organizational structure needed to be changed and that its current state was problematic for implementation. The study established that the organization had not established strategic objectives, desired policies, adequate and available allocation of resources in readiness for the implementation of the countries strategy and that resources were not adequate but the plan was very much in place. The study also found out that the organization had not developed adequate strategy supportive budgets and programs to create a conducive working environment for implementation of the strategy. The study also found out that the organization didn't effectively communicate its strategic intent and objectives (goals) to all employees.

The study also established that the leadership and direction at organizational level were not adequate and able to galvanize organization-wide commitment. It was deduced that the organization's wide commitment was lacking due to institutional framework, culture and work involvement. The study revealed that strategic direction should be communicated organization-wide for ownership of the strategy and that the

organizational communication systems were not effective in enhancing access to information by employees and that they needed to improve on formal meetings.

5.2.2 How Vision 2030 Delivery Secretariat addresses the challenges

The study revealed that strategic plans and subsequent implementation activities should involve all levels for consensus and commitment. The study also reveals that there was a fit between staff capabilities and abilities in line with the strategy implementation requirements. The study deduced a shift in the organization strategic direction wouldn't result in a corresponding reshaping of the organization's culture through organization-wide correspondence and that partly policies in the organization ensured that administrative and control systems in line with the organizational environment were deemed appropriate for the implementation process.

The study also deduced that that a shift in the organization strategic direction wouldn't result in a corresponding reshaping of the organization's culture through organization-wide correspondence. This was attributed to the rigid nature of the strategic direction. The study found that leadership vision, initiative, motivation and inspiration at management level inspired staff ownership of the implementation process

5.3 Conclusion

The study concludes that strategy implementation boils down to managing the action aspect of the strategic management process through which strategy is translated into actions aimed at achieving the strategic goals. The study also concludes that

implementing strategies successfully is about matching the planned and the realizing strategies, which together aim at reaching the organizational vision.

The study further concludes that the best formulated strategies may fail to produce superior performance for the firm if they are not successfully implemented. The study concludes that structure should balance the needs for specialization with the need for integration; it should provide formal means of decentralizing and centralizing consistent with organizational control needs of the strategy.

5.4 Recommendations

From the discussions and conclusions in this chapter, the study recommends that Vision 2030 is the strategic blueprint for Kenya's development. It is vital that the strategic implementation and coordination of this critical development agenda is domiciled at the Office of the President. In this respect it is highly recommended that the Vision Delivery Secretariat and Vision Delivery Board should be placed and directly report to the Office of the President, to provide the strategic direction needed for enhanced implementation of the national Vision. This is in line with global standards of social and economic development agencies as exemplified by the Singapore Development Board, the Rwanda Development Board and the Tennessee Valley Authority. This will be of benefit to the various stakeholders; management team from similar government agencies will draw lessons on the challenges of strategy implementation using a globalized strategy and what can be done to address the challenges to achieve success.

To sustain the imperative growth of Kenya, it is essential that government invests in world class talent to drive its development. The Public service commission and the

Salaries and Remuneration Commission must develop systems that will attract, retain and nature this talent. The increased matrix structure of government necessitate structures that are aligned to this new move and elements such as matrix salary schedules as opposed to liner salary scales need to be considered. This will be of benefit to the government as it will encourage a service process re-engineering that will build a private sector style of management and flexibility.

Vision 2030 projects need colossal amounts of money for actualization. So far the funding from the exchequer has been inadequate as it was envisioned that the exchequer would fund 25% of the projects. 75%is envisioned to be provided from the private sector. For the funds disbursed to agencies there is disjointed efforts in the utilization of the funds and the prioritization of Vision 2030 projects in the Budgeting process both at the institutional level and at treasury.

Agencies responsible for the development of the legislative bills need to have a dedicated resource to fast track Vision 2030 related bills. Additionally a legal framework to support the implementation of Vision 2030 is required. To lay the ground work on economic growth, the government needs to invest in infrastructure, roads, energy, commuter rail, irrigation and ICT which means the procurement act needs to be reviewed and amended.

5.5 Limitations of the Study

The study faced both time and financial limitations. The duration that the study was to be conducted was limited hence exhaustive and extremely comprehensive research could not be carried on strategic planning. The study, however, minimized these by conducting the

interview at the Vision 2030 Delivery Secretariat since it is where strategies are made and rolled out to other organizations that operate on the blue print.

The fact that this study was conducted during the political agitation for reforms in local governance to match provisions of the new constitutional dispensation which favors defined devolution, worked to constrain findings reliability through possible information filtering from the part of respondents/informants. Efforts, however, were made to alienate the study intent and the practical devolution debate through clarifications and sensitizations. Lack of trust by the respondents affected findings of the researcher.

5.6 Recommendations for Further Research

The study recommends that further research should be done on the factors relating to the organizational structure that act as implementation barriers so as to get comprehensive information on how to go about the strategy implementation process.

More research needs to be done to determine the factors influencing effective strategic implementation. It's also recommended that a research on how institutional policies influence implementation of strategic management plans should be done.

This study has exposed a number of challenges faced by Kenya vision 2030 delivery secretariat in the implementation of the Kenya vision 2030 strategy and thus a study on the need to establish the relationship between strategic management plans and the execution of performance management tool.

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APPENDIX

Interview Guide

The main objective of this interview is to establish the challenges facing implementation of the Kenya Vision 2030 strategy by the Delivery Secretariat and to identify VDS responses to the said challenges.

Respondents Profile

1. Respondent name.

2. Position held.

3. What is your role in the organization implementation team?

4. Do you actively participate in the strategy formulation process at VDS?

5. Do you think the leadership vision, initiative, motivation and inspiration at management level inspires staff ownership of the implementation process?

6. Do you agree that the organization communicates its strategic intent and objectives (goals) to all employees?

7. Does the staff refer to the organization's preset annual work plans when planning to execute any of its activities?

8. Do you think the current policies and procedures adequately support the organization's strategic plans?

9. Do you think the organizational policies and procedures change in line with changes in the environmental context of the country?

10. Do you think the organizational management and staff are fully committed to the strategy and implementation process?

11. Do you think the organizational structure is hierarchical (cannot easily be changed), problematic or inhibitive to strategy implementation processes?

12. Do you think the organization has established strategic objectives, desired policies, adequate and available allocation of resources in readiness for the implementation of the countries strategy?

13. Do you think the organization has developed strategy supportive budgets and programs to create a conducive working environment for implementation of the strategy?

14. Do you think the culture of the organization, institutional partners and the office staff are in alignment to VDS strategic objectives?

15. Do you think the leadership and direction at organizational level are adequate and able to galvanize organization-wide commitment?

16. Do you think strategic direction should be communicated organization-wide for ownership of the strategy?

17. How effective are the organizational communication systems in enhancing access to information by employees?

18. Do you agree that strategic plans and subsequent implementation activities should involve all levels for consensus and commitment?

19. Do you agree that there is a fit between staff capabilities and abilities in line with the strategy implementation requirements?

20. Do you agree there is adequate administration coordination and support from the organization to all staff on all implementation activities?

21. Do you think the organization actively makes effort to align their organization structure to match implementation plans?

22. Do you think the organization provides the leadership, the vision, initiative, motivation and inspiration to allow staff ownership of the implementation process?

23. Do you think the organization recognizes the executors (implementers) of the strategy and rewards their efforts effectively?

24. Do you think that a shift in the organization strategic direction results in a corresponding reshaping of the organization's culture through organization-wide correspondence, training etc?

25. Do you think that the organization ensures that administrative and control systems in line with the organizational environment are deemed appropriate for the implementation process?

26. Do you agree that the organization monitoring and evaluation systems in place adequately reflect the implementation process?

27. What are some of the implementation challenges you have encountered in the implementation of the Kenya's strategy?

28. What has the organization done to address the challenges you have identified?

29. Any other comments, suggestions and insights you wish to make pertaining to implementation of the organization's strategy?

I would like to take this opportunity to thank you for your time and participation in assisting complete this academic research project in partial fulfillment of my masters of Business Administration degree requirements.