

**CHALLENGES OF STRATEGY IMPLEMENTATION AT THE
KENYA POLICE SERVICE**

BY

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DECLARATION

This project is my original work and has not been presented to any university or institution of higher learning and that all the sources I have used or quoted have been indicated and acknowledged by means of complete references.

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D61/72206/2011

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

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DEDICATION

I dedicate this work to my husband Leonard Makasi, my children Emmanuel and Precious and my house help Seline. Their continuous support, prayers and encouragement were a source of strength during my study.

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ACRONYMS AND ABBREVIATIONS

IT :	Information Technology
KPFSP :	Kenya Police Force Strategic Plan
KPS :	Kenya Police Service
MTEF:	Medium Term Expenditure Framework
PPP:	Public Private Partnership

ABSTRACT

The strategy implementation process is a very vital process in the sustainability of the organization. The objective of the study was to establish strategy implementation challenges faced by Kenya Police Service and to determine the measures taken by the Kenya Police Service to address the challenges faced by the Service in Strategy Implementation. Towards the realization of the same objective, a case study research design was adopted whereby the researcher interviewed seven senior managers at Kenya Police Service headquarters who are responsible for strategy process. The data were collected through the use of the interview guide and analyzed using content analysis. Political interference, evolution of international terrorism, inadequate human resources, inadequate modern security equipment, insufficient funds and change of Government rules and regulations were cited as some of the other factors affecting implementation of the strategies. Some of the measures suggested included the need to align the organization culture to its strategy, motivation of staff to enhance performance, accountability of the leaders, fast communication of the strategy and teamwork. Strategy formulation process in the organization projects follows a top-down approach while implementation process adopts a bottom up approach. These disconnect in the strategy process of the organization and insufficient funds have in some way brought about challenges in the success of implementing the set strategies. The KPS should source for more funds and involve all stake holders in program formulation. Further research should be conducted on effects of resources allocation on performance in the service.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

All organizations are environment dependent and the link between any organization and its environment is the strategy it adopts. For organizations to remain competitive in the dynamic, complex and unpredictable environment, strategy is crucial. Organizations change continually because they are open systems in constant interaction with the environment. Organizations use strategy to determine goals and objectives identify necessary courses of action and allocation of resources necessary to achieve the set goals. According to Pearce and Robinson (2000), in order for organizations to achieve their goals and objectives, it is necessary for them to adjust to their environment through strategy. The implementation of appropriate strategies remains one of the most difficult areas of management. Mintzberg (1999) noted that the plan, rather than the implementation, comes in for scrutiny when a strategy fails because it is less problematic to analyze. But the whole point of a strategy is that it will be implemented successfully.

Effective implementation results when an organization's resources and actions are tied to strategic priorities and set objectives achieved, and when key success factors are identified and performance measures and reporting are aligned. Implementation of an organization's strategy involves the application of the management process to obtain the desired results. Effective strategy implementation depends on competent personnel and effective internal organization systems (Aosa, 1992).

Pfeffer, J. & Salancik, G.R. (2003) defined Open Systems Theory (OST) as a modern systems-based change management theory designed to create healthy, innovative and resilient organizations and communities in today's fast changing and unpredictable environments. As organizations and communities conduct their business they influence and change their external environments, while at the same time being influenced by external changes in local and global environments. Organizations are strongly influenced by their environment. The environment consists of other organizations that exert various forces of an economic, political, or social nature. An organization's survival is dependent upon its relationship with the environment.

The Kenya Police Service since its inception in 1887 has been faced with greater demands for effectiveness and efficiency. The service developed its first strategic plan in 2004, the Kenya Police Force Strategic Plan (KPFSP) 2003-2008 and a second strategic plan in the year (2008-2012) which were both intended to cater for all management operations of the entire police force, including the training colleges. Currently, the service has developed strategic plan 2013-2017 which is at its inception stage.

The greatest challenge that the force has experienced over the years is inadequate training of its officers questioning the effectiveness of implementation process of the newly adopted strategic plan. An evaluation of the effect of strategic plan implementation on performance is critical given that the Kenya Police Service is not a profit making organization and its performance is mainly pegged on customer satisfaction - the public (Kenya Police Service, 2011). The values and expectations of the service should be linked to those that exist in the external environment so that the service can eventually

become healthy and viable. The service influences and is influenced by the external environment and so efforts should be made to adopt to the environment

1.1.1 The Concept of Strategy implementation

Strategy implementation is the process of allocating resources to support the chosen strategies. This process includes the various management activities that are necessary to put strategy in motion, institute strategic controls that monitor progress, and ultimately achieve organizational goals. According to Pearce and Robinson (2005), the implementation process covers the entire managerial activities including such matters as motivation, compensation, management appraisal, and control processes which entail cascading strategy to all functional areas in such away as to achieve both vertical and horizontal logic and enhance implementation of policies.

Pearce and Robinson (2005) mentioned that a new strategy must first be institutionalized then operationalized for effective implementation. Institutionalization of strategy is the alignment of the strategy to the organization's structure, leadership, culture, company resources and support systems which must permeate the whole organization. Operationalization of strategy is putting the strategy into action by developing plans and short term objectives, functional tactics, provision of adequate budget and empowering personnel who will perform the activities. A good strategy may fail due to improper institutionalization and improper implementation.

1.1.2 Challenges of Strategy Implementation

Kaplan, (2005) stated that challenges in strategy implementation mainly rotates on individual barriers such as too many and conflicting priorities, insufficient top team functions, a top down management style, inter-functional conflicts, poor vertical communication, and inadequate management development. Eisenstat (1993) pointed out that most organizations are trying to develop new organization capacities but fail to get over these organizational hurdles: competence, co-ordination, and commitment. Sandelands (1994) indicated that there were difficulties to conjecture the commitment, time, emotion, and energy needed to translate plans into action. The political turbulence might be the most important issue facing any implementation process.

Researchers have revealed a number of problems in strategy implementation: These include 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).

1.1.3 Security Sector in Kenya

The key players in the security Sector include the provincial administration, Kenya Armed Forces, the National Security Intelligence Service (NSIS), the Kenya police and the Administration Police. The Provincial Administration is a department mandated to coordinate Government business at provincial district, divisional, location and sub location levels. It is responsible for maintenance of security, development coordination,

peace building and conflict management and resolution as well as enforcement of government policies and laws.

The Kenya Armed Forces (Army, Air Force and Navy) commonly known as the Kenyan military was established under the Armed Force Act, Chapter 199 of the Law of Kenya, with the responsibility of defending the country under overall control and direction of the Defence Council. Its key responsibility includes defending the country against armed external aggression and supporting the civil authority in the maintenance of order. The National Security Intelligence Service (NSIS) was established under the NSIS act No 1998 and is charged with the responsibility of collecting/analysing information and disseminating intelligence on national security for purposes of detecting and identifying any threat to national security and advising the president and the Government on any threat or potential threat to the security of Kenya.

The Kenya police mandate is to maintain law and order, protection of life and property, prevention and detection of crime and preservation of peace, border patrol as well as investigation crime. Administration Police are charged with the responsibility of assisting the provincial administration and other agencies in execution of their mandate, provide policing and paramilitary services to compliment the Kenya police and to provide alternative capacity for use during situations of state emergencies.

In public sector organizations, those in executive positions often have their powers constrained by statutes and regulations which pre-determine, to various degrees, not only the very purpose of the organization but also their levels of freedom to diversify or to reduce, for example, a loss-making service. The primary financial driver in these

organizations is not profit, but to maximize output within a given budget (some organizations currently having to try to do both) and, while elements of competition do exist, it is much more common to think of collaborators rather than competitors (Greg and Elaine, 1994).

1.1.4 The Kenya Police Service

The Kenya Police traces its origin to the late nineteenth century when it was associated with the Imperial British East Africa Company. It was formalized in 1920 as Kenya Police Force when Kenya became a British Protectorate. Since then it grew to include Regular Police, Criminal Investigation Department, General Service Unit, and other specialized units (Kenya police Strategic plan, 2004-2008). The Kenya police service is established under provisions in an act of parliament known as the police Act, Chapter 84 of the law of Kenya. The National Police Service Act 2011 provides for the functions, organization and discipline of the Kenya Police service and Administration Police Service and it is headed by the Inspector General.

The Police service is established in the Republic of Kenya to maintain law and order, preserve peace, protect life and property, prevent and detect crime, apprehend offenders as well as enforce all laws and regulations with which it is charged. The service is divided into counties and formations for ease of administration. The counties are subdivided into divisions, stations and posts. The service has an organization structure which includes the Directorate of Administration, planning and administration section. The section is responsible for the preparation of the service's strategic plan among other functions (The Kenya Police Service Strategic Plans, 2004; 2008).

The Kenya Police Strategic Plan (2008-2012) has its strategic priorities more or less the same as the previous strategic plan of 2003-2007 with the addition of public-private partnership aspects and monitoring and evaluation system. The inclusion of priorities of the previous strategic plan indicates that they were not addressed to a satisfactory extent. Addition of public-private partnership as well as monitoring and evaluation system indicates there were lessons learnt.

The effect of the strategic plans' implementation on the organizational performance of the Kenya Police Service has not been evaluated. Instead, the current Strategic Plan (2008-2012) has only highlighted the achievements of its predecessor and acknowledged room for improvement without focusing on the challenges and weaknesses experienced in its implementation. It is therefore hard to tell the extent to which each objective was achieved and the challenges experienced in implementation in order to improve on plans of action in the future. An evaluation of the effect of strategic plan implementation on performance is critical given that the Kenya Police Service is not a profit making organization and its performance is mainly pegged on customer satisfaction - the public (Kenya Police Service Act, 2011).

1.2 The Research Problem

Many organizations today are focusing on becoming more competitive by launching competitive strategies that give them an edge over others. To do this, they need to craft winning strategies (Porter, 1980). However, most government organizations have not been able to formulate the strategies required to gain competitive advantage. This calls for a strategic fit of an organizations core competence levels, technology, leadership

styles markets, culture, people and environmental influences. Organizations today face major unpredictable changes that make strategy implementation difficult and complex than in the past. Harvey (2005) points out that 80% of organizations directors believe that they have good strategies but only 14% believe that they implement them well. According to Mintzberg and Quinn, (1979), over 65% of organizational strategies fail to get implemented effectively.

Bridging the gap between strategy formulation and implementation has since a long time been experienced as challenging for many organizations. Implementing programmes vary according to the nature of strategic problems that an organization faces and Kenya Police Service is not an exception. Reports commissioned by the Government of Kenya (Ransely, 2008). John Krigler report (2007), The Kenya police task force on reforms (2009) and Waki report (2008) all indicated that the Kenya Police has poorly adapted to changes in the external environment. It is against this background that this study seeks to establish the challenges experienced by the Service in implementing its strategies. The organization's goal is to make the country more secure in order for individuals and organizations to fully participate in the development process of the nation without the worries of insecurity. Insecurity impacts a huge burden on families and businesses in Kenya with some households spending about 5% of family income and business firms spending about 7% of total sales equivalent to 11% of total cost on security infrastructure and personnel. To address this challenge, Kenya Police Service has developed strategies and priority programmes aimed at creating a society free of fear and danger in people's socio-economic and political environments.

Several studies have been carried out on strategy implementation and its challenges among organizations. Machuki (2005) looked at the challenges to strategy implementation at CMC Motors Group. Koske (2003) studied strategy implementation and its challenges in public corporations using the case of Telkom Kenya Ltd. Awino (2000) looked at the effectiveness and` problems of strategy implementation of financing higher education in Kenya by the HELB. Muthuiya (2004) studied strategy implementation and its challenges in non profit organizations in Kenya using the case of AMREF. Aosa (1992) did a study on the aspects of strategy implementation within large, private manufacturing companies in kenya. Shimechero (2010) reviewed challenges of strategy implementation at Centre for African Family Studies. Kiraithe (2011) studied management of strategic change at Kenya Police Service.

From the above studies, it can be seen that limited studies have focused on challenges facing strategy implementation at the Kenya police Service especially following the promulgation of the new constitution. This study therefore aims to fill this research gap.

What are the challenges of strategy implementation at the Kenya Police Service?

1.3 The Research Objectives

This study was guided by the following objectives:

- i. To establish strategy implementation challenges faced by Kenya Police Service;
- ii. To determine the measures taken by the Kenya Police Service to address the challenges faced by the Service in Strategy Implementation.

1.4 The Value of the Study

The findings of this study have filled the existing information gap in the implementation of the strategies at Kenya Police Service. The managers and administrators in the service use the information in the formulation and implementation process and any foreseen challenges during implementation are overcome in good time to allow smooth strategy implementation. The study has assisted the institution in pointing out areas of difficulties in allocating resources to address the priority areas.

The study has also been useful to government and policy makers in different institutions in formulating policies on areas that necessitate smooth strategy implementation in organizations. The study provides advice to the government on issues to do with challenges of strategy implementation in Kenya and how they can be overcome.

The findings of this study have contributed to the Open Systems Theory, the Resource Based View and the Institutionalization Theory. The findings are in agreement with the three theories and future researchers can refer to this.

The study has formed a base for future scholars and researchers who may want to study in the area of strategy implementation. It is a source of reference as it has provided information on challenges of strategy implementation.

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 theoretical underpinnings, strategy implementation practices, challenges of strategy implementation and finally the measures to mitigate the challenges of strategy implementation.

2.2 Theoretical Underpinnings

This study is based on the Open Systems Theory, Resource Based View and the Institutionalization Theory. Open Systems Theory (OST) refers simply to the concept that organizations are strongly influenced by their environment (Harvey, 2005). OST is a modern systems-based changed management theory designed to create healthy, innovative and resilient organizations and communities in today's fast changing and unpredictable environments. As organizations and communities conduct their business they influence and change their external environments, while at the same time being influenced by external changes in local and global environments in a two-way influential change known as active adaptive change (Pfeffer & Salancik, 2003). The environment consists of other organizations that exert various forces of an economic, political, or social nature. The environment also provides key resources that sustain the organization and lead to change and survival. Organizations and communities are open systems; changing and influencing each other over time.

To ensure viability an open system must have an open and active adaptive relationship with its external environment because a healthy viable open system has a direct correlation with respect to changing values and expectations over time with its external environment (Pfeffer & Salancik, 2003). This means that if the values and expectations of a certain organization or community are out of sync with those that exist in the external environment then that particular organization or community will eventually become unhealthy and unviable. People too are open systems. Through their actions they influence and change their external environment, and at the same time are constantly being influenced by changes in the external environment. From an employee's perspective, the organization itself is their immediate external environment. In today's globalised and networked world socio-ecological change is relentless and increasing exponentially (Pfeffer & Salancik, 2003).

The resource based View refers to the concept that each organization is a collection of unique resources and capabilities. The uniqueness of its resources and capabilities is the basis of a firm's strategy and its ability to earn above average returns. Resources are inputs into a firm's production process. A capability is the capacity for a set of resources to perform a task or an activity in an integrative manner. (Hitt 1.H, 2013) The resource-based view (RBV) as a basis for the competitive advantage of a firm lies primarily in the application of a bundle of valuable tangible or intangible resources at the firm's disposal.

To transform a short-run competitive advantage into a sustained competitive advantage requires that these resources are heterogeneous in nature and not perfectly mobile. Effectively, this translates into valuable resources that are neither perfectly imitable nor substitutable without great effort (Barney, 2001).

A resource must enable a firm to employ a value-creating strategy, by either outperforming its competitors or reduce its own weaknesses. Relevant in this perspective is that the transaction costs associated with the investment in the resource cannot be higher than the discounted future rents that flow out of the value-creating strategy. A resource must be rare by definition. In a perfectly competitive strategic factor market for a resource, the price of the resource will be a reflection of the expected discounted future above-average returns (Barney, 1986). If a valuable resource is controlled by only one firm it could be a source of a competitive advantage. This advantage could be sustainable if competitors are not able to duplicate this strategic asset perfectly.

Even if a resource is rare, potentially value-creating and imperfectly imitable, an equally important aspect is lack of substitutability. If competitors are able to counter the firm's value-creating strategy with a substitute, prices are driven down to the point that the price equals the discounted future rents (Barney, 1986). According to Hitt (2003), a firm should select a strategy that best allows it to utilize its resources and capabilities relative to opportunities in the external environment.

Institutional theory focuses on the deeper and more resilient aspects of social structure. It considers the processes by which structures, including schemes, rules, norms, and routines, become established as authoritative guidelines for social behaviour (Scott, 2004). Different components of institutional theory explain how these elements are created, diffused, adopted, and adapted over space and time; and how they fall into decline and disuse.

Powell and DiMaggio (1991) define an emerging perspective in organization theory and sociology, which they term the 'new institutionalism', as rejecting the rational-actor models of classical economics. Instead, it seeks cognitive and cultural explanations of social and organizational phenomena by considering the properties of supra-individual units of analysis that cannot be reduced to aggregations or direct consequences of individuals' attributes or motives.

Scott (1995) indicates that, in order to survive, organisations must conform to the rules and belief systems prevailing in the environment. Multinational corporations (MNCs) operating in different countries with varying institutional environments will face diverse pressures. Some of those pressures in host and home institutional environments are testified to exert fundamental influences on competitive strategy.

There is substantial evidence that firms in different types of economies react differently to similar challenges. Social, economic, and political factors constitute an institutional structure of a particular environment which provides firms with advantages for engaging in specific types of activities there. Businesses tend to perform more efficiently if they receive the institutional support.

Different components of institutional theory explain how these elements are created, diffused, adopted, and adapted over space and time; and how they fall into decline and disuse. Institutional theory states that organizations exist in an institutional environment which defines and delimits its social reality (Scott, 1987). In the current study, institutional theory was applicable given that the Kenya Police Service is an organization. It is the organization within which strategy implementation is taking place and the organization has structures, rules, norms and routines. The institutional theory therefore points out the need to focus on the institutional factors that could influence strategy implementation and performance.

2.3 Strategy Implementation Practices

In the world of management, increasing numbers of senior researchers are recognizing that one of the key routes to improved business performance is better implementation (Pfeffer, 1996). However, at the same time, it is also understood that implementation is one of the more difficult business challenges facing today's managers (Pfeffer, 1996). Within this, management ability, or competence, is seen as an important contributor to achieving this aim.

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, while Alexander concludes that the literature is dominated by a focus on long range planning and strategy “content” rather than the actual implementation of strategies, on which “little is written or researched” (Alexander, 1985). 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 (Alexander, 1985).

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 (Homburg et al., 2000; Workman et al., 1998). Downsizing has resulted in the roles of employees altering dramatically as structure is re-engineered (Balogun, 2003). These firms are characterized by decentralized decision-making, small senior executive teams and an emphasis on horizontal rather than vertical communication. 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 organizational or functional unit level to the detriment of a more micro-manager level focus. Our 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 (Speed, 1993). Taxonomy, the classifying of phenomena and the explanation of the classification used, facilitates the development of our knowledge (Galbraith and Schendel, 1983). Taxonomic approaches have become commonplace in marketing theory and in the study of strategy especially. From a corporate governance researcher's perspective and also from the point

of rating agencies and the individual shareholder, the question of interest which builds on the preceding discussion is: how effective boards are in monitoring the implementation of the firm's intended strategy, and how can this be measured?

As previously outlined by Nutt (1995), 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. 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.

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, p. 201). 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 changed. 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. For instance, in the form of case studies Nutt (1995), 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. 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 like financial market pressure and 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.

2.4 Challenges of Strategy Implementation

Strategy implementation can pose a number of challenges. The challenges arise from sources that are internal and external to the organization. The particular challenges that will face strategy implementation will depend on the type of strategy, type of organization, and prevailing circumstances. Many challenges in strategy implementation can be avoided if strategy development is coupled with implementation. The lack of understanding of a strategy and the inability to connect strategy formulation and implementation has an impact on successful implementation. Several challenges have been identified by researchers in strategy implementation (Aosa, 1992).

According to Ansoff, (1999) an organization structure is part and parcel of its internal capability and therefore has the potential of either facilitating or impeding successful strategy implementation. Structural designs typically begin with the organizational chart. It pertains to managers' responsibilities, their degree of authority, and the consolidation of facilities, departments and divisions, tasks design and production technology. Whereas Hall *et al.* (2003) identifies three organizational structure variables (formality, complexity, and centralization), Mintzberg (1979) comes up with five which have varying degrees of formality, complexity and centralization. They include simple structure, machine bureaucracy, professional bureaucracy, divisionalized form and autocracy. The structural design of an organization helps people pull together activities that promote effective strategy implementation.

The structure of an organization should be consistent with the strategy to be implemented. Moreover, the nature of organization's structure to be used in

implementing strategy is influenced by the environment stability and the interdependence of the different units (Koske, 2003). Failure to address issues of the broad structural design (of roles, responsibilities and lines of reporting) can, at a minimum, constrain strategy development and performance (Johnson and Scholes 2002; Koske, 2003).

The way in which a change is presented to employees is of great influence to their acceptance of it. To deal with this critical situation, an integrated communications plan must be developed. Such a plan is an effective vehicle for focusing the employees' attention on the value of the selected strategy to be implemented. According to Johnson and Scholes (2002), communication is a key success factor within strategy implementation. Communicating with employees concerning issues related to the strategy implementation is frequently delayed until the changes have already crystallized. It is recommended that an organization institute a two-way-communication program that permits and solicits questions from employees about issues regarding the formulated strategy in order to ensure smooth strategy implementation. In addition, the communications should tell employees about the new requirements, tasks and activities to be performed by the affected employees and 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.

According to Aaltonen and Ikavalko (2002), overall though, it is increasingly acknowledged that lack of top management backing is not the main inhibiting factors to effective strategy implementation. 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 Ikavalko, 2002). The role of middle managers, arguing they are the key actors who have a pivotal role in strategic communication. Bartlett and Goshal (1996) talk about middle managers as threatened silent resistors whose role needs to change more towards that of a “coach”, building capabilities, providing support and guidance through the encouragement of entrepreneurial attributes. weak management roles in implementation, a lack of communication and 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 as some of the difficulties in implementing strategies (Johnson and Scholes, 2002).

One of the reasons why strategy implementation processes frequently result in difficult and complex problems or even fail at all is the vagueness in the assignment of responsibilities. In addition, these responsibilities are diffused through numerous organizational units (Koske, 2003). Cross-functional relations are representative of an implementation effort. To avoid power struggles between departments and within hierarchies, one should create a plan with clear assignments of responsibilities regarding detailed implementation activities. Responsibilities are clear and potential problems are therefore avoided.

Tavakoli and Perks (2001) stated that challenges of strategy implementation are also found in sources external to the organization. The macro-environmental forces such as

the political-legal forces may hinder favourable legislative framework. Further, political instability may impact negatively on strategy implementation by affecting political goodwill towards resources mobilization for the strategic plan. Civil unrest may destabilize the human resource competence and cause destruction of infrastructure meant to facilitate the process of institutionalization. The macroeconomic may also impact on strategy implementation especially where economic sanctions and inflation interfere with the market share and hence overall profitability (Tavakoli and Perks, 2001).

2.5 Measures to Mitigate the Challenges of Strategy Implementation

According to Machuki (2005), successful strategies require properly marched organization structure. If an organization significantly changes its strategy, it needs to make appropriate changes in its overall structural design since its existing organization structure may become ineffective. Symptoms of an ineffective Organization structure include too many people, too much attention being directed towards solving interdepartmental conflicts, too large a span of control, too many unachievable objectives (David, 1997). However, changes in structure should not be expected to make a bad strategy good, or to make bad managers good, or to make good managers bad, or to make bad products sell (Chandler, 1992).

Brander, Brown and Atkinson (2001) argued that as a first step in ensuring the successful implementation of the firm's strategy, firm leaders must take early and aggressive action to institutionalize the strategy within the firm. The Managing Partner, Chair, and other key leaders must demonstrate visible ownership of the firm's strategy, communicating clearly with partners about the details, value and importance of the strategy to the firm.

Members of management should also seek input and support from key opinion leaders and rainmakers early-on and request their help in championing the strategy to other partners within the firm. Over time, such actions will assist in generating buy-in among partners, leading to greater overall support for the strategic plan and the changes inherent in its execution (Njagi, 2010).

Aosa (1992) indicated that to support effective implementation, firm leaders should ask the question: does the firm have the right leadership, governance and operational structure required to support effective implementation? Are the right people serving in the right places? Very often, firm leaders demonstrate the behavior of dynamic and influential visionaries. However, such leaders may lack an attention to detail and the organizational skills required to effectively drive day to day action. By assessing whether the firm has the right people in the right places, a law firm can better ensure that visionary firm leaders are appropriately supported by individuals who can get the daily actions of implementation done Tavakoli and Perks (2001).

A fundamental and critical step in moving forward with strategy execution involves planning. Implementation planning entails developing a detailed outline of the specific actions and sub-actions, responsibilities, deadlines, measurement tools, and follow-up required to achieve each of the firm's identified strategies. Implementation plans often take the form of detailed charts which map the course of action for firm leaders over a 24-36 month time period. Achieving a level of detail in these plans provides for a tangible and measurable guide by which both the firm and its leaders can assess progress in implementation over time (Shimechero, 2010).

Successful implementation of a firm's strategy also requires alignment of the firm's partner compensation system, performance management approach, and other related practice group and client team management structures and processes with the firm's chosen strategy. The most common (and perhaps critical) example of a structure necessitating alignment is that of partner compensation. Very often firms adopt strategic plans which require partner collaboration and teamwork in order to achieve success, yet fail to modify the partner compensation system to reward such activities. Failure to align management processes and structures with a newly adopted strategy frequently results in a stall out of implementation efforts, as members of the firm direct individual behaviors to align with the firm's historic rewards system, and not the newly stated strategy (Mutambuki, 2011).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter sets out various stages and phases that were followed in completing the study. In this section, the research will identify the procedures and techniques that were used in the collection, processing and analysis of data. Specifically, the following subsections are included; research design, data collection methods and procedures; and finally data analysis.

3.2 Research Design

The researcher applied a case study design because the unit of analysis is one organization which is the Kenya Police Service. Robinson, (2002) said that to refer to a study as a case study might mean that its method is qualitative, small-*N*; and that the research is ethnographic, clinical, participant-observation, or otherwise “in the field”

According to Robinson (2002) a case study design should be considered when: the focus of the study is to answer “how” and “why” questions; one cannot manipulate the behavior of those involved in the study; one want to cover contextual conditions because they believe they are relevant to the phenomenon under study; or the boundaries are not clear between the phenomenon and context. Since this study looks at building a profile on the challenges of strategy implementation at the Kenya Police Service, case study was deemed more appropriate since there is no other organization that can be compared to the Kenya Police Service.

3.3 Data Collection

The study used primary and secondary data that were collected through face to face interview with the researcher and review of the contents of various relevant publications and reports. An interview guide consisting questions that the interviewer asked interviewees were used to collect data on how strategy implementation was done at Kenya Police Service. The guide with open-ended questions was used to collect in depth information from the senior managers in the organization. This enables oral administration of questions in a face-to-face encounter therefore allowing collection of in depth data. This involved in-depth discussion through individual meetings with the senior managers at Kenya police Service at the Headquarters office.

With unstructured questions, an interviewee's response may give an insight to his feelings, background, hidden motivation, interests and decisions and give as much information as possible without holding back (Robinson, 2002). Mugenda and Mugenda (2003), emphasize the value of personal interview when they stated that it enables in depth and detailed information to be obtained.

Specifically, the study included 7 senior managers at Kenya police Headquarters. These included: the deputy inspector general, administrative secretary, chief finance officer, chief economist, director planning, director operations, and the assistant director human resources management. These respondents have been selected because of the key role they play in strategy formulation and implementation at the Kenya Police Service.

3.4 Data Analysis

The study obtained data that was largely qualitative in nature. Therefore qualitative approach to data analysis using conceptual content analysis was used. This is the best suited method of analysis since it is a case study. Content Analysis is defined by Mugenda and Mugenda (2003) as a technique for making inferences by systematically and objectively identifying specific characteristic of messages and using the same approach to relate trends.

According to Mugenda and Mugenda (2003), the main purpose of content analysis is to study the existing information in order to determine factors that explain a specific phenomenon. The researcher used content analysis to categorize and make valid and replicable inferences from data, summarize quantitative analysis of messages that relies on the scientific method.

The researcher analyzed the information provided by the interviewees against known strategic management concepts and implementation models to describe and determine how strategy implementation was done at KPS. It also enabled the researcher to identify, or interpret and make a scholarly judgement on the challenges of strategy implementation at KPS.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

The research objective was to establish strategy implementation challenges faced by Kenya Police Service and to determine the measures taken by the Service to address the challenges it faces during the Strategy Implementation process. The researcher interviewed seven managers who were expected to respond to questions in the guide under the direction of the researcher. This chapter presents the analysis and findings with regard to the objectives and discussion of the same.

4.2 Strategy Implementation at Kenya Police Service

This section of the interview guide sought to establish from the interviewees whether they understand the strategic process of the Kenya Police Service. The section covered questions on the strategic process period, persons involved in the process and the involvement of the staff in the process.

On the question of whether the interviewees are aware of the strategic process of the KPS, it was established that they were aware and that it covered the organizations strategic plans cover a five year period. The uniform answers gotten from the interviewees indicated that all of them understand the organizations strategic process. The officers involved in the strategic process were diverse. It was indicated that the chief economist, Deputy inspector General and all the directorates, sections, formations and county commanders were involved. The widespread involvement of all employees in all the counties in Kenya implies that the strategic process is an all inclusive process, an

attribute that makes the process to be supported by all the staff. In particular, the involvement of section heads – the smallest unit of organizations management- in the strategic process ensured that the views of all the staff are incorporated in the organizations overall strategies.

An organizations' strategic plan is long-term in nature and it is expected that the day- to-day operational plan and annual program should be undertaken in such a way to ensure that the long term strategic objectives are achieved. Towards this end, the researcher sought to establish whether the organizations operational and annual programs work in tandem towards the achievement of the overall strategic plan. The respondents pointed out that indeed the organization's annual program are developed and performed in line with the overall strategic plan. All the interviewees noted that all the work plans and programs are formulated from the strategic plans. The researcher sought to establish whether there was a particular officer responsible for the strategic planning process .It was established that the Chief Economist of the Service is the one in charge of the coordination process. In addition to the chief economist, it was also found out that the various head of departments are involved in preparing time tables that includes measurable performance targets linked to the annual works.

The strategy implementation process of organizations should be a whole involving process where all important stakeholders are involved. One of these important internal stakeholders is organizational employees because they are the ones who are tasked with the actual duty of implementing the strategies. At KPS, it was found out that the

organization appreciates the role played by employees in process of developing and eventually implementing the strategy. It was established that employees are involved during the preparation of the work plans, budgets and setting performance targets and then later on during performance of their duties to achieve the set targets. They argued that since the staff is involved in the strategy development phase, there will be less level of resistance during the implementation period and this will therefore increase the rate of success.

It was also observed that the employees are involved in strategy implementation during preparation of Ministerial Performance Expenditure Review and Medium Term Expenditure Framework and in the whole process; there is continuous communication between the Chief Economist office and the relevant staff for purposes of controlling the actual activities undertaken. The strategy development phase in the organization requires that individual section heads in consultation with all the staff in the sections come up with their task that are achievement as well as being measured so that during the implementation period, the actual results can be compared with the budget. This process will facilitate detection of any variance and any unfavorable variance is investigated with the aim of remedying it.

There are various means used by organizations to communicate any strategic process information. The selection of the appropriate means of communication will depend on the sector, coverage, sensitivity of the information and also the urgency of the communicating the same. The interviewees appreciated the sensitive nature of the Kenya

Police Service since it deals with matters relating to security and were able to point out that if the information being relayed is of a sensitive nature and also there is some form of urgency, the organization will ordinarily use radio communication that is dedicated to the force. However, if it is strategy communication that is not touching on security matters, then the most preferable mode of communication is the internal memos to Head of Departments, through email, through telephone conversations and also verbally.

The success of an organization's plan is dependent on several factors. On the question of what factors is considered to affect the success or failure of the strategic process in the organization, the interviewees pointed that enhanced communication, prudent utilization of the available resources, committed staff, teamwork and partnerships, transparency and accountability, and commitment to meeting deadlines/timelines are some of the key factors that influence the organization's success. The interviewees also appreciated that the top leadership of the organization affects the strategy implementation process. They pointed out that leadership of the firm should support the process through directing both human and material support towards the strategy implementation process. The leadership should also liaise with other stakeholders outside the organization that will affect the success of the strategies being undertaken. It was appreciated that the majority of the organization's strategies requires collaboration with other government agencies who are concerned with provision of necessary finance and other support. The interviewees pointed out that in dealing with these external stakeholders, the leadership of the organization will be the ones to perform this task.

4.3 Challenges of Strategy Implementation at the Kenya Police Service

Formulating appropriate strategy is not enough. For effective strategy implementation, the strategy must be supported by decisions regarding the appropriate organization culture, structure, management, leadership, resources and capacity. Just as the strategy of the organization must be matched to the external environment, it must also fit the multiple factors responsible for its implementation. The researcher sought to establish the challenges that KPS faces in its strategy implementation process. All the respondents identified different factors that have hindered effective implementation of the strategy in the organization and how the same factors impacts on strategy implementation. The challenges ranged from: organization culture, structure, leadership and management, reward and sanctions, inadequate resources and capacity building.

The interviewees were asked whether they have been able to accomplish implementing a given strategy without any challenge. It was pointed out that indeed they have faced challenges during their implementation process that has affected their success rate and therefore time of completion. They noted that there is a lack of cooperation from relevant senior officers; most of the equipment is obsolete, lack of finances and other resources as some of the factors affecting their implementation. Inadequate funds, obsolete equipment, lack of cooperation from relevant senior officers and the fact that most officers especially the ones in the field have not embraced IT and consequently affecting the speed and communication of decisions made. Another factor that was found to hinder the implementation of individual staff duties was found to be presence of different conflicting priorities.

Several factors that affect an organization during the strategy implementation process were highlighted. The researcher sought to establish what common factors that influence the success of strategy at the Kenya Police service. A number of operational factors came out as affecting the KPS. The Kenya police work in tandem with other security agencies and any factor resulting from the other parties will influence the implementation of the service strategy. Political interference came out strongly as an external factor that affects the performance of the force. The respondents pointed out that in some cases political changes lead to change in the service leadership composition and with such changes in the leadership, the implementation of the organizations plans are normally distracted. The evolution of International terrorism, inadequate human resources, inadequate modern security equipment, and change of Government rules and regulations was also cited as some of the other factors affecting implementation of the strategies.

Inadequate funding was pointed out as affecting the number of police personnel recruited and currently, they observed that the ratio of police – to -citizen is way below the internationally recognized level. It was also noted that in the recent past, the force has lost several senior employees to other sectors and by the key officers leaving the organization during strategy implementation process, successful realization of the objectives is greatly affected.

The success of implementing an organization strategy will depend on the ability of the organization to steer through the environmental challenges that will face the firm. It is on the basis of the same that the researcher sought the views of the interviewees on what environmental factors affect their strategies. It was found that Political interference leads

to diversion of resources, tainted image of the organization and adoption of latest technology in the security sector which in turn affect their performance.

The changes in technology have also made criminals advanced in their operations and this move has made the organization change their mode of operations more frequently to be ahead of the criminals. International terrorism, human trafficking including drug and substance abuse, organized crimes and negative public image coupled with high crime rate and economic unpredictability which affects prices of goods and services have affected negatively the organizations success in implementing their strategies. It also came out that the public has a negative perception of the Kenya police Service in general and have been unwilling to cooperate fully with the offices though the same has tended to change more recently.

The social scan of KPS environment reveals a high level of youth unemployment, a lack of resources and opportunities that consequently has led to the youth engaging in criminal activities. The increased crime rate that can be attributed to the high unemployment level has stretched the limited resources that the police service has currently and therefore the deterrence aspect of policing function has not been useful enough. The introduction of legal changes in the NPS such as the NPS Act 2011 has not been implemented fully plus other relevant legal instruments. This Act if implemented fully will help in improving the living conditions, compensation and reward system of the police service and this is expected to increase the level of motivation and consequently success in strategy implementation.

Relationship with the community stakeholders such as the human rights groups affects the organizations strategy implementation. It was found out that the human rights groups were concerned with the protection of the public but the same vigor is not reflected when a member of the service is affected. Rigidity and bureaucracy in decision making process coupled with the failure of the organization to embrace new ideas and innovation technology in business was noted as yet another challenge. In addition, differences in opinion, forced removal of project leadership, disputes in project leadership election were pointed out as indicators of the existence of leadership and management problems in the implementation of the KPS strategies.

Ineffective coordination and sharing of responsibilities among the staff came out as another factor that affects the success of implementing strategies in the Kenya Police Service. Overlapping of activities during the implementation phase was found to create confusion among the implementers and therefore leading to delays in implementation and unnecessary bureaucracies. In some cases, the interviewees also noted that conflicts/mistrust amongst relevant stakeholders and those implementing the strategy have created unnecessary tension between the force and members of the public which has led to low level of cooperation between the two groups.

Implementers of the strategies need to be answerable to their actions. However, it was found that in some instances, there has been a lack of accountability within the Service especially for some actions and this becomes a source of discouragement to the other staff members who are expected to be accountable. Another challenge that was faced by

the organization has been a lack of morale amongst implementers, misinterpretation of the organization strategy, lack of proper reporting and therefore no feedback. Proper monitoring of strategy implementation was also found to be lacking.

The culture of an organization affects the success of strategy implementation process. There is need to align the organizations culture to its strategies. On the question of whether the KPS culture is aligned to the realization of the overall objectives, the interviewees answered to the contrary. It was found that there is no strong organization alignment towards goal achievement, and employees are not consistent in performing well and also team cohesiveness is lacking. In some cases the culture of resisting change even if it is to the betterment of the overall organizations good, was highlighted to affect the level of success of the strategies. However, some respondents indicated that the culture that has been adopted by the organization might be affected by external factors such as political pressures and economic conditions.

4.4 Measures taken to Mitigate the Challenges

The respondents highlighted a number of measures to be taken in overcoming some of the challenges faced by the organization in the implementation of its strategies. They therefore recommended various ways of addressing these challenges, among them engaging human resource specialists and business units in harmonizing all roles in the project committees, communication of roles and responsibilities at an early stage and involvement of middle line managers at the early stages of strategy development because eventually they will be the ones to implement the same projects.

Alignment of the organization culture to the strategy, motivation of staff to enhance performance, accountability of the leaders, fast communication of the strategy and team work was identified as yet other measures to be undertaken by the organization. The strategic process of the KPS was noted to require participatory and consultative approach in strategy formulation and implementation process to enhance ownership. Other interviewees suggested to the organization that they should embrace an all inclusive, participatory consultative and informative stakeholder analysis, in strategy implementation to enhance ownership, political good will in the Medium Term Expenditure Framework (MTEF) and Program Based Budgeting processes(PBB) and finally, embrace Public Private Partnership(PPP) in resource mobilization.

Limited resources were found to be another factor that affected the level of success in implementation of strategies. It was suggested that the organization should consider sourcing for funds to enable the department implement its strategy, facilitate training of employees for proper implementation, motivation of staff and improve communication between the strategy formulators and implementers. A comprehensive sensitization program targeting officers of all ranks on the organization strategy to enhance ownership and effective implementation is needed in the organization. It was also found that the police service need to undertake a public relations exercise aimed at improving the members of public confidence to the service and this is expected to also lead to greater cooperation on matters of combating the level of crime.

The researcher also gave the interviewees a chance to suggest what other ways can be used by the KPS to overcome various implementation challenges they face. They pointed out that the organization structure is too long thus individuals are answerable to many supervisors and proper allocation of resources becomes a challenge. In addition, the government was implored to fast track the implementation of National Police Service Act 2011, National Police Service Commission Act 2011, and the new constitution to overcome the challenges that KPS is facing. It was also suggested that the service improves relations with communities through community policing and creating the necessary environment sufficient to attract and retain qualified man power.

The present day ICT infrastructure was identified to require modernization to help in combating crime and enhance efficiency and effectiveness. The top management should also be held accountable for failure of the strategy implementation process, and the management should lobby for more finances from the National Treasury.

4.5 Discussion

Implementation of an organization strategy requires resources that is, financial, human and capital resources. The Resource Based View states that each organization is a collection of unique resources and capabilities. The uniqueness of its resources and capabilities is the basis of a firm's strategy and its ability to earn above average returns (Hitt, 2013). The KPS suffers from insufficient funds, inadequate capital resources and inadequate qualified personnel.

This affects the implementation of the organization strategy. This is also in agreement with Muthuiya (2004) when he observed that availability of the necessary resources is key to the success of an organization strategy implementation process.

The success of an organizations strategy implementation process will depend on the level of involvement of stakeholders; both internal and external. It was found that the KPS had widespread consultation in process during the development of its strategies. However, the same consultation seemed to concentrate more on the senior managers and commanders. The observation made by Kaplan and Norton (2001) to the effect that in practice, managers and supervisors at lower hierarchy levels who have important and fertile knowledge are seldom involved in strategy formulation and when they do, the probability for realizing a smooth targeted and accepted strategy implementation process increases substantially seem to apply to this case. It therefore becomes imperative that an organization considers involving all cadres of employees to enhance the level of success of the implemented strategies.

In addition it also came out that stakeholder involvement during the implementation of strategies will help in the success of an organizations strategy and as Shimechero (2010) posited that an organization's value is created when it meets the needs of the firm's important stakeholders in a win-win fashion by attending to the interests of all the stakeholders - not just their shareholders.

He stressed that many actors are involved in decision making and that these actors not only possess vital resources to realize policy goals and outcomes but also have different perceptions on the problem definition and have different information and ideas on solutions.

Leadership is the key to effective strategy implementation in an organization and this point came out strongly during the research. The respondents pointed that the leadership of the firm should support the process through directing both human and material support towards the strategy implementation process. The leadership should also liaise with other stakeholders outside the organization that will affect the success of the strategies being undertaken and seek their support in realization of the same strategies.

As Aosa (1992) noted the right managers must also be in the right positions for effective implementation of a new strategy since the top management goodwill and ownership to drive the process is also critical to effective implementation of strategy. The finding was also supported by Thompson (1997) when he observed that a strategic leader must direct the organization by ensuring that long term objectives and strategies have been determined and are understood and supported by managers within the organizations who will be responsible for implementing them.

Ineffective coordination and sharing of responsibilities among the staff came out as another factor that affects the success of implementing strategies in the Kenya Police Service. Overlapping of activities during the implementation phase create confusion among the implementers and therefore leading to delays in implementation. In some

cases, the respondents also noted that conflicts/mistrust amongst relevant stakeholders and those implementing the strategy have created unnecessary tension between the service and members of the public which has led to low level of cooperation between the two groups. This view was also highlighted by Njagi (2010) when she observed that 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. She therefore recommended that an organization structure should be clearly defined to limit the level of these conflicts and overlapping of responsibilities. This finding support the position by Chelimo (2012) who posit that in order for a firm to realise its strategic objectives there should not be vagueness of the assignment of responsibilities and the same tasks should be organized in a way to that the daily duties help in the attainment of the organizations objectives. At the same time, he suggested that the allocation and the coordination of the daily operational duties that will help in the attainment of the strategic goals should be handled by an office that has necessary resources.

Open Systems Theory (OST) refers simply to the concept that organizations are strongly influenced by their environment (Harvey, 2005).As organizations and communities conduct their business they influence and change their external environments, while at the same time being influenced by external changes in local and global environments in a two-way influential change known as active adaptive change.KPS is affected by the external environment during implementation of their strategy and as the organization interacts with other organizations ,delays occur and distracts the process.

CHAPTER FIVE : SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings, conclusion and recommendations of the study. These will be informed by the study findings and discussion presented in the previous chapter.

5.2 Summary

In summary, the study shows that the interviewees are aware of the strategic process of the Kenya Police Service and the challenges that affect the success of its strategy implementation. The organization strategy covers a 5 year period and is clear and concise and can be understood by the staff though the organisation adopts a top-down approach in its strategy development. As a result the junior staff and some of the middle level managers feel that they need to be involved more by the top managers especially in strategy policies that affect them.

Several factors were identified to affect the success or failure of the strategic process in the organization. Efficient communication channels, prudent utilization of the available resources, committed staff teamwork and partnerships, transparency and accountability, and commitment to meeting deadlines/timelines are some of the key factors that influence the organizations success. In addition, the top leadership of the organization affect the

strategy implementation process through directing both human and material support towards the strategy implementation process. The organizations' leadership also liaises with other stakeholders outside the organization that affect the success of the strategies being undertaken.

Several challenges were identified in the strategy implementation process of the organization. They noted that there is a lack of cooperation from relevant senior officers; most of the equipment is obsolete, lack of finances and other resources as some of the factors affecting their implementation. There is also lack of cooperation from relevant senior officers and that most officers especially the ones in the field have not embraced IT and consequently affecting the speed and communication of decisions made. Political interference came out strongly as an external factor that affects the performance of the force. The respondents pointed out that in some cases political changes lead to change in the Service leadership composition and with such changes in the leadership, the implementation of the organizations plans are usually affected. The evolution of International terrorism, inadequate human resources, inadequate modern security equipment, and change of Government rules and regulations were also cited as some of the other factors affecting implementation of the strategies.

A number of measures were identified that will help in reducing the factors that affect the success of strategy implementation in the KPS. Some of the measures suggested included the need to align the organization culture to its strategy, motivation of staff to enhance performance, accountability of the leaders, fast communication of the strategy and team work. The strategic process of the KPS was noted to require participatory and

consultative approach. Other respondents suggested to the organization that they should embrace an all inclusive, participatory consultative and informative stakeholder analysis, in strategy implementation to enhance ownership, political good will in the MTEF processes and finally, embrace Public Private Partnership in resource mobilization.

5.3 Conclusion

The strategy implementation process is a very vital process in the sustainability of the organization. From the findings, it was established that the strategy formulation process in the organization projects follows a top-down approach while implementation process adopts a bottom up approach. This disconnect in the strategy process of the organization has in some way brought about challenges in the success of implementing the set strategies. The strategy implementation process cannot be free of any challenges and it is incumbent upon the management to develop appropriate mechanism to reduce or eliminate the effect of these challenges.

Another important conclusion from the study is that in the present day operating environment, in which the actions of an organization will affect and be affected by stakeholders, it is important that an organizations strategic process be all inclusive where the junior staff, community and non-governmental organizations views are accommodated for in order to realize reduced resistance during the implementation phase. Further, effective monitoring and evaluation of the strategies during implementation was found to be critical. The organization should be able to put in place

measures for tracking down progress and facilitating learning and decision making in a quick manner and therefore increase the chances of achieving the same strategies. In an effort to improve Monitoring & Evaluation, an external consultant will be recommended that will give independent opinions and guidance towards the achievement of the same objectives.

5.4 Implications on Policy and Practice

In terms of capacity building and training the development guidelines and manuals would be necessary. Basic policies systems and procedures should be addressed for effective operations of the service. The exercise may require adequate expertise. Clear alignment of individual responsibility for service delivery should be recognized among the senior officers and service employees. Proper offices, equipment and transport should be enhanced.

The department should lobby for more resources especially the finances from treasury. PPP should be enhanced to enable the department source for more resources. Proper management of available resources and transparency and accountability among the leaders .Adherence to public financial regulations should also be enhanced.

Procurement regulations should be hastened an unnecessary bureaucracy done away with. The management should lobby for faster procurement procedures and process to ensure that the operations of the organization do not stall. Qualified staff should be employed in the procurement section and in-service training carried out to improve performance.

Strategy implementation process should not be taken as a onetime process in which the program is initiated and then rolls on continuously without any intervention from the management. Instead, the management should inculcate a practice of regular review and reference making of the Strategic Plan throughout its lifespan. The leadership of an organization should also take a pro active step in the strategy implementation process because the liaison process with the other stakeholders will be effectively managed with the organization leadership involvement.

Successful implementation of strategies also requires that the progress of strategy implementation be monitored. Therefore, it becomes imperative that a monitoring and evaluation officer be built in the implementation process. This officer will be tasked with continuously monitoring and evaluating the progress of the strategies and if need be, a change of the implementation program will be necessitated to ensure that successful strategy implementation be made.

To enhance a positive and adaptive culture, the Police Service has to work out its relationship with the external environment. It has to establish partnerships with actors in the external environment and collaborate with them to support its efforts. Increase in the number of personnel and training is essential for the Police Service to execute its mandate appropriately. In the age of information and other advanced technologies, the Police Service should not be left behind. The acquisition of Police Service equipment and tools of work should be in tandem with society.

The Police Service has not cultivated a 'team cohesiveness' and 'consistency' culture. Efficiency, organizational alignment towards goal achievement that would give a

competitive edge to the Police Service is lacking. The same applies to the culture of maintaining a high employees' morale. These are fundamental factors that the Police Service needs to entrench in its organizational culture if it is to succeed in strategy implementation and improve performance.

5.5 Limitations of the Study

The study was on challenges of strategy implementation at KPS and the measures taken to address the same and this is what was covered. This could not allow for an evaluation of the effect of strategic implementation on organizational performance at KPS.

It was a case study on one organization and the data gathered might differ from the challenges of strategy implementation in other organizations. Different organizations adopt different strategies and implement them in different manners. The limitation of this study emanated from the fact that officers in the service will only release information when they are sure of its use due to confidentiality, they treat enquiries with suspicion. This was evident during data collection forcing the researcher to exercise patience and take longer than expected. The interviewees were not free to provide all the information required by the study hence limiting generalization of these findings to other organization in Kenya.

The interviews were held with top management officials at KPS headquarters. Reference was not made to employees in middle & lower level management or even staff at the divisional officers. While we acknowledge that top management officials are

instrumental to strategic direction, staff at lower levels are critical in the implementation of the strategy. Therefore, the study findings may not be reflective of the actual situation on the ground hence an identification of the study.

5.6 Recommendations for further studies

This study recommends that further research should be done on an evaluation of the effect of strategy implementation on organizational performance at Kenya Police Service. This will enable the researcher to link the strategy implementation process and the organization's performance.

Further research should document challenges of strategy implementation in other public or Government organizations and opportunities provided by the organizational culture in regard to performance and strategy implementation. In addition, further research should focus on the specific strategic leadership actions that promote or inhibit performance in the Police Service.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION


UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAMME

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

P.O. Box 30197
Nairobi, Kenya

DATE 13/08/2013

TO WHOM IT MAY CONCERN

The bearer of this letter RISPER ADMA NYONGESA
Registration No. DEI/72206/2011

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

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

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

Thank you.


PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS



APPENDIX II: INTERVIEW GUIDE

CHALLENGES OF STRATEGY IMPLEMENTATION AT THE KENYA POLICE SERVICE

Section A: Introduction

This is a management research seeking to establish the challenges of strategy implementation at the Kenya Police Service. This guide has been solely designed for the purpose of giving direction to the interview process for the study and information contained in it shall be used for the purpose of this study only and treated in ultimate confidence.

Section B: strategy implementation

1. Are you aware of a strategic Plan at Kenya Police Service and if yes what period does it cover?
2. Who is involved in strategy implementation process at the Kenya Police Service?
3. Is an operational plan or annual program of work formulated from the strategic plan?
4. Who is responsible for preparing a timetable that includes measurable goals linked to the annual work plans?
5. At what stage of strategy implementation process is the organization staff involved?
6. How was the current strategic plan communicated to the staff? How is the progress of Strategic Implementation communicated to the staff?
7. What are the factors leading to strategy implementation success at your organization?

8. Is the culture of the organization aligned to the strategy of the organization?

Section C: Challenges of strategy implementation and measures taken to address the challenges

9. Have you done your work on strategy implementation and completed on time?

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

11. What factors in the external environment had an adverse impact in strategy implementation at the Kenya Police Service?

12. What are some of the competing activities that cause distractions inhibiting strategy implementation at the Kenya Police Service?

13. How fast are the changes made to the organization strategy communicated to the staff?

14. Is there adequate support from the management during strategy implementation?

15. Are the information systems used to monitor strategy implementation adequate?

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

17. What are the challenges you face in strategy implementation at the Kenya Police Service?

18. Which strategies do you think would be effective in helping overcome the challenges encountered during Strategy Implementation?

19. Please give any other views regarding strategy implementation challenges or ways to overcome them at Kenya Police Service.