

**CHALLENGES OF IMPLEMENTING DEVOLUTION
AND PLANNING OBJECTIVES BY THE MINISTRY OF
DEVOLUTION AND PLANNING IN KENYA**

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DECLARATION

This research project is my original work and has never been submitted for examination to any other University.

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

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DEDICATION

This project is dedicated to my family and friends who encouraged me when writing this project.

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LIST OF ABBREVIATIONS

CDF	Constituency Development Fund
CDTF	Constituency Development Trust Fund
KIPPRA	Kenya Institute of Public Policy and Research Analysis
KNBS	Kenya National Bureau of Statistics
NYS	National Youth Service
YEDF	Youth Empowerment Development Fund

ABSTRACT

The study sought to determine the challenges of implementing devolution and planning objectives by the Ministry of Planning and Devolution in Kenya. The research design for this study was a case study. The study used primary data which was collected using an interview guide. The interview guide contained three sections: part A contained questions on general information about the ministry, section B contained questions on strategy implementation process and section C contained questions on challenges of strategy implementation in the ministry of devolution and planning. A face to face interview was conducted with four respondents: two principal secretaries and their deputies. These respondents were deemed as key informants of the study because they were highly involved in the implementation of strategies in the ministry of devolution and planning and at the County governments. The data obtained from the interview guide was analyzed qualitatively using content analysis. The study further revealed that the ministry had developed mechanisms and strategy in achieving organizational objectives. The respondents indicated that the Ministry had made efforts in mobilizing resources from the government and its international development partners as well as the savings realized through better management of available resources. The study found that top management interest and support was significant in achieving of the objectives of the Strategic Plan. The study further concluded that the respondents interviewed concurred that there was weak collaboration and inadequate teamwork between the management and the employees. This study recommends the ministry should strengthen its human resources management and development through formulating and reviewing human resource policies and develop systems for efficient management and development of staff. This is achieved through developing and providing policy guideline for effective payroll management. The study recommends that the ministry should work in transforming quality and efficiency of public service delivery process reengineering by establishing one stop Huduma Centres in 47 counties to provide integrated public services. The study suggests that it would be interesting to carry out further in another ministry that is similar to the ministry of planning and devolution in terms of size and areas of intervention. Findings can then be compared to assess if there are any commonalities or unique factors. The study was limited to an in depth case study of the ministry of planning and devolution therefore, these findings are unique to this ministry and therefore cannot therefore be generalized to be a representation of all government ministries in Kenya

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In designing an environment for the effective performance of individuals working together in a group, a manager's most essential task is to see that everyone understands the group's mission and objectives and the methods for attaining them. In ensuring that the effort of the group is put in its best use, each and everyone in the organization should know their roles and working towards achieving the goals of the organization, this cannot be achieved without a clear plan of set objectives, this is the function of planning. It is the most basic of all the managerial functions. Planning involves selecting missions and objectives and deciding on the actions to achieve them; it requires decision making that is, choosing a course of action from among alternatives. Plans thus provide a rational approach to achieving preselected objectives (Pfeffer, 1982).

Strategic management plays fundamental role in developing and implementing strategies for dealing with challenges in both external and internal environments that may inhibit the smooth running of the organizations. Strategic management process is a new concept in the public sector in Kenya. The ministry of planning and devolution exists in an environment hit by competitive forces whereby only the organization with competitive advantage survives (Pearce and Robinson, 2005). Effective strategic management creates a productive alliance between the nature and demands of the environment, the organization's culture and values, and the resources that has at its disposal (Musyoka, 2008).

Change management theory explains that the organization should be dynamic to accept any form of favorable change as a way of gaining competitive advantage through strategic planning. A firm needs to formulate a plan on how to succeed in its mission and vision, this is reflected in the strategic plans that the organization put in place to achieve the set goals and objectives. The ministry of planning and devolution seeks to strengthen capacities for county governments to perform their functions effectively, spearhead affirmative action for youth and women in all aspects of national development and to improve co-ordination of development planning, policy formulation and budgeting; this however cannot be achieved without implementation of strategies. Strategic management is an essential ingredient in ensuring successful strategy implementation process (Okumus, 2001).

1.1.1 Concept of Strategy Implementation

A strategy is a critical element in organizational functioning but whereas most organizations have good strategies successful implementation remains a major challenge (Johnson & Scholes, 2006). Strategy implementation is a very critical issue in the success of any organization since without proper strategy implementation even the most superior strategy is useless. Snell (1999), states that once strategies have been developed they need to be implemented; they are of no value unless they are effectively translated into actions.

Strategy implementation may necessitate leadership changes through transfers, retirements, demotions, promotions hiring and training. Some of these are necessary to pave way for the desired leadership (Okumu, 2001). Corporate culture entails beliefs and values members of a certain organization share through unity in enhancing compatibility with strategies being implemented in the organization. According to

(Pierce & Robinson, 2007), organizational leadership and management's role is ensuring that culture and strategy are compatible and working together to achieve organizational goals and objectives.

Leaders should be at the forefront in dealing with sensitive issues in strategy implementation such as resource mobilization, restructuring, culture changes, technological changes, process changes, and leadership changes. If implementation is not effectively managed, the strategic plan may not be fruitful (Ansoff and McDonell, 1987). Visionary form of leadership is essential in motivating and inspiring through steering the organization to undertake changes which are necessary in SI. The top level management should cultivate team spirit and act as a vehicle in strategy implementation process. The middle level managers need to team up with top managers in implementing strategy (Snell, 1999).

1.1.2 Strategic Objectives

The term strategic objectives refer to an organization's articulated aims or responses to address major change or improvement, competitiveness or social issues, and business advantages. Strategic objectives generally are focused both externally and internally and relate to significant customer, market, product, or technological opportunities and challenges (strategic challenges). Broadly stated, they are what an organization must achieve to remain or become competitive and ensure long-term sustainability. Strategic objectives set an organization's longer-term directions and guide resource allocations and redistributions (Dess, Gregory, Lumpkin and Marilyn, 2005).

Strategic objectives are long-term organizational goals that help to convert a mission statement from a broad vision into more specific plans and projects. They set the major benchmarks for success and are designed to be measurable, specific and realistic translations of the mission statement that can be used by management to guide decision-making. Strategic objectives are usually developed as a part of a two-to four-year plan that identifies key strengths and weaknesses and sets out the specific expectations that will allow the company or organization to achieve its more broad-based mission or vision statement (University of Central Arkansas, 2001).

1.1.3 Devolution and Planning Objectives

Devolution is a system under which certain governmental powers are exercised by the counties, not by the national government, and through institutions elected by their people. Devolution and planning objectives are set goals and targets that aim to transform and improve the image of the public service through quality delivery of services, devolution and planning objectives strengthen capacities for county governments to perform their functions effectively (Institutional Reform in the New Constitution of Kenya, 2013).

To achieve the goals of devolution, it is important for the implementers of to have a strategic plan that acts as a guide on planning objectives and how each objective is to be achieved. The ministry is guided by specific objectives to achieve its planning goals, these objectives must be clear about what will be achieved, they must be measurable to quantify results and measure when they have been achieved, they must be achievable and realistic in order to be attained within project resources in a specified timescale Devolution planning objectives are aimed at providing the directions to the set plans in order to focus on the results. It is important for the

implementers of devolution to review their objectives and measure what they want to achieve at the end of the project in order to have a clear picture of what they want to achieve (Republic of Kenya, 2013)

1.1.4 Government Setup in Kenya

Following the promulgation of the new constitution in Kenya 2010, the Kenya government adopted two levels of government that is National Government and County Government. The two levels of government are inter-dependent and distinct (Art 6, (2), fourth schedule specifies functions of the National Government and those of the County Governments. There are 47 County governments in Kenya (Kenya Law reports, 2010). Separation of powers between the three arms of government and between the two levels that is doctrine of mutual control and accountability.

There are Three Arms of Government namely; Executive, Legislature, Judiciary and independent Constitutional commissions whose functions are not devolved. The National Executive shall comprise of the President, the Deputy, President, the A.G., Cabinet Secretaries, Principal Secretaries and the entire National Civil Service (The Kenya Law Reports, 2014). At the county level, it shall comprise of the Governor, Deputy Governor and the entire Public Service. The cabinet size is limited for the National Government and County Government, Executive distinct from the legislature. President's power as Chief Executive limited and checked, the Constitution of Kenya 2010 establishes a legislature that is fundamentally different (in terms of structure, membership and powers). The legislature exists at both the national and county level.

At the national level, there is established a two-chamber Parliament consisting of the National Assembly and the Senate, members of the Cabinet are now to be drawn from outside the legislature (The Constitution of Kenya, 2010).The Judiciary is not devolved that is the County Governments do not have a distinct Judiciary. The Constitution of Kenya 2010 has established ten Constitutional Commissions and two independent offices (Art 248) Constitutional Commissions are independent bodies which are subject only to the Constitution and National Legislation and are independent and not subject to direction or control by any person or authority (The Constitution of Kenya, 2010).

1.1.5 Ministry of Planning and Devolution

The Ministry of Planning and Devolution was structured for the first time May 2013 under the new government. It is a new version of the older Ministry of Planning. The Ministry is one of the two ministries in the Presidency. The new formulation of the ministry follows the need to the new constitution that has divided government to devolved county government and the national government. Ministry of Planning and Devolution is divided into three main spheres: devolution; planning; and office of management and budget (Ministry of Planning and Devolution, 2014).

Devolution sector covers matters surrounding devolution, intergovernmental relations, and capacity building at the Counties, while Planning covers the functions of the former Ministry of Planning that includes national development planning and economic policy management. Office of Management and Budget develops and maintains effective government through budget prioritization and policy direction. Since the Ministry has just over one year of operation, and working with the new and young constitution, the ministry has had various challenges as this study will show

(Ministry of Planning and Devolution, 2014).The ministry of planning and devolution face various challenges in its implementation of its strategic objectives inadequate funding of the budget, lack of adequately qualified personnel in strategic management and planning to implement and achieve the vision of the ministry, failure to invest in modern technologies, lack of proper structures and poor coordination between the national government and the county government, mechanistic organization structure (Ministry of Devolution and Planning Strategic Plan, 2014).

1.2 Research Problem

The growing needs of the citizens have raised public concern on the need to review and change the way of doing things through adopting and implementing strategies that are in line with the mission and vision of the firm to ensure quality and cost effective services (Okumus, 2001).Strategies implementation is challenging and tedious to most firm managers due to complexity and risks involved. Managers and project planners would prefer to participate in the formulation of a strategy rather than its implementation. This is because the success of strategy implementation is not certain (Hrebiniak, 2006).

The Ministry of planning devolution is facing various challenges in implementation of strategies making it difficult to achieve its goals and vision; this has triggered the need to counter these challenges through proper implementation of devolution that will enable the ministry to cope with the changes in the external environment in order to achieve devolution and planning objectives (Ministry of Devolution and Planning, Strategic Plan, 2014).Several studies that have been done on strategy implementation and planning objectives, a study conducted by Kitutu (2009) concludes that there exist

various challenges to strategy implementation. Among the greatest challenges faced by the Ministry of Roads include resistance to change, unsupportive culture, poor compensation and lack of fit between strategy and structure. Other researchers: Mwangi (2011) who did a case study on the effect of strategy implementation and performance in the ministry state for development of Northern Kenya and other arid lands, he concluded that there was the need to attain a competitive advantage over other ministries dependent on strategy implementation and performance. Musyoka (2013) concluded that effective top management support and cooperation played a critical role in enhancing successful strategy implementation process.

The above studies do not address the problem of this study which is to determine the challenges of implementing devolution and planning objectives by the ministry of devolution and planning in Kenya. This study finds it necessary to address this problem. What are the challenges of implementing Devolution and Planning objectives by the Ministry of Planning and Devolution in Kenya?

1.3 Research Objectives

The objective of this study was to determine the challenges of implementing devolution and planning objectives by the Ministry of Planning and Devolution in Kenya.

1.4 Value of the Study

The study will provide more insights as to how best to counter the challenges of implementing devolution and planning objectives by the ministry of planning and devolution and in Kenya.

In practice, the citizens will benefit from improved services delivery that will result from better, more practical and feasible strategic plans developed by ministries in Kenya. The government will also use the findings to formulate future strategies in improving service deliveries in the national and county governments.

The study will also serve as an area of reference to researchers interested in this area of study or other related topics. Besides they can use this study as a basis for further research by filling the gaps in this study. The study adds to the knowledge bank of students in strategic management and the entire academia.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section covers the implementation process, implementation of organizational objectives and the challenges of implementing organizational objectives in the ministry of planning and devolution.

2.2 Theoretical Foundation of the Study

The change management theory was propounded by Lewin (1987), the concept of this theory is familiar in most businesses today, however the way organizations manage change and how successful they are at it varies enormously depending on the nature of the business, the change and the people involved. The most important part of this theory is that it depends on how far people within it understand the change process. One of the cornerstone models for understanding organizational change was developed by Lewin back in the 1950s, and still holds true today. His model is known as Unfreeze -Change-Refreeze, it refers to the three stage process of change. The first stage is understanding why the change must take place. Motivation for change must be generated before change can occur. One must be helped to re-examine many cherished assumptions about oneself and one's relations to others. This is the unfreezing stage from which change begins (Cloete and Jaros, 1994).

In the second stage, after the uncertainty created in the unfreeze stage; the change stage is where people begin to resolve their uncertainty and look for new ways to do things. People start to believe and act in ways that support the new direction (Lewin, 1987), In order to accept the change and contribute to making the change successful,

people need to understand how the changes will benefit them. When the changes are taking shape and people have embraced the new ways of working, the organization is ready to refreeze (Bridges and Bridges, 2000). The outward signs of the refreeze are a stable organization chart, consistent job descriptions, and so on. The third stage is the refreeze stage, this stage involves helping the people and the organization internalize or institutionalize the changes. This means making sure that the changes are used all the time; and that they are incorporated into everyday business. With a new sense of stability, employees feel confident and comfortable with the new ways of working (Bridges and Bridges, 2000).

The rationale for creating a new sense of stability in our every changing world is often questioned. Even though change is constant in many organizations, this refreezing stage is still important. Without it, employees can easily get caught in a transition trap where they are not sure how things should be done and this may makes the employees not to execute their duties conclusively. In the absence of a new frozen state, it is very difficult to tackle the next change initiative effectively (Argyris, 2005).

2.3 Implementation Process

To achieve a successful implementation process, it's important for the management to develop mechanisms and strategies that will aid in achieving the intended objective of the organization. Eight managerial tasks crop up repeatedly in an organization's efforts to execute organizational objectives (Kaplan and Norton, 2006). Implementation of strategic objectives requires sufficient money and people behind the drive for the strategy execution; instituting policies and procedures that facilitate rather than impeded strategy execution; adopting best practices and pushing for continuous improvement in how value chain activities are performed; installing

information and operating systems that enable employees to carry out their strategic roles objectively (Thompson, 1992).

In devising an action agenda for implementing and executing strategic objectives, the managers can start probing an assessment of what the organization intends to do differently and better to carry out its strategy successfully (Macmillan, 2007). In big organization with geographically scattered operating units, the action agenda of senior executives mostly involves communicating the case for change to others, building consensus on how to proceed, installing strong allies in positions where they can push implementation along key organizational units. (Govindaranjan, 1988).

Top management support is important in strategy implementation process; top managers must work closely with their employees to ensure a successful implementation process, the management is charged with the responsibility of giving directions, supervision and monitoring to ensure that organizational objectives are achieved. The management should involve its employees in decision making processes by giving them an opportunity to express their views about the process and how the decisions affect their contributions as employees.

During implementation, top management deals directly with frontline managers and employees, personally orchestrating the action steps and implementation sequence, observing firsthand how implementation is progressing, and deciding how hard how fast to push the process along (Bryson, 2005). Regardless of the organization's size and whether implementation involves sweeping or minor changes, the most important leadership traits are a strong, confident sense of what to do and how to do it. Having a strong grip on these two things comes from understanding the circumstances of the

organization and the requirements for effective strategy execution (Thomson et al, 1992).

2.4 Achieving of Organizational Objectives

Some companies do strategic planning once and never update those plans. Companies who do strategic planning on a regular basis will outperform those that do not plan at all. Often the strategies of organizations are determined with no clear direction on how to implement the objectives. Implementation translates a formulated plan into policies and procedures for achieving a grand decision and involves all levels of management in moving the organization toward its mission. The process seeks to create a fit between the organization's formulated goals and its ongoing activities (Beer, Eisenstat and Spector, 1990).

The aims and objectives of the firm defines where the business would like to be in the future through controlling their plans, motivating staff and ensuring that everybody is given a sense of direction. Decisions made within the organization should be in line with the aim objectives of the firm to ensure a successful implementation process. These objectives are influenced by various stakeholders as well as the nature of the business and their implementation is key towards achieving the organizational mission and vision (Aaltonen and Ikavalko, 2002).

Organizational objectives require a plan to achieve organizational objectives through monitoring and evaluating the effectiveness of the plan in achieve. Manage a plan to achieve organizational objectives; and monitor and evaluate the effectiveness of the plan in achieving the objectives. Implementation of organizational objectives requires commitment for adequate resources that meets the needs of the set plan to enhance all

the activities that are geared towards the implementation of this objective (Drazin, and Howard, 1997).

The main function of the management team is to steer a business enterprise towards well defined objectives, the central role of the objective or business targets is to meet the broader business goal of organization. Top management should work together with the employees to ensure successful implementation of organizational goals and objectives; this is achieved through top management commitment and effective communication between the employees and the management. Implementing business objectives requires effective communication with staff to align business goals with individual and team goals. It also requires strategic planning, budgeting and on going monitoring of specific performance measurements (Corboy and O'Corrbui, 2000).

To succeed in the implementation of organizational objectives specific elements of business objectives are generally split among senior managers based on their business function or department, or by service or product. Once specific managers are assigned elements of an objective, they can develop operational and budgeting plans that identify the tasks and activities required to accomplish objectives. This generally includes assigning teams and individuals to carry out specific components of the assigned business objective (Bryson, 2005).

The firm should ensure that the objectives of the employees are in harmony with strategic business objectives Ansoff and Igor (1992) this concept is known as managing by individual objective as noted by authorities like Peter Drucker in his book in 1954 titled "The Practice of Management". The management tactic involves a continuous focus on the needs of customers. Individuals within an organization are

charged with executing this tactic through annual goal setting that aligns with customer-oriented business objectives (Johnson and Whittington, 2006).

Performance review sessions are the best time to educate and update each employee about current business objectives. This allows them to align the broader business objectives with individual goal-setting within the organization (Alexander, 1991). The organization and project management teams are formulated to execute specific business objectives. Team and project managers should be given clear business objectives that can be implemented using formal methodologies. This is a bottom-up technique that harnesses the knowledge and experience of groups within the organization to implement specific components of business objectives.

2.5 Challenges of Achieving Organizational Objectives

Implementation of organizational objectives is a noble process that requires proper coordination between top level managers and the employees. The biggest challenge within strategy implementation is to deal with potential barriers of the affected managers. Implementation efforts often fail when these barriers are underestimated and prevention methods are not adopted at the initial stages of strategy implementation (Drazin and Howard, 1997). Barriers against implementation of organizational objective can lead to a complete breakdown of the formulated strategy to achieve the objective of the firm (Rapa and Kauffman, 2005).

The major cause for these barriers range from delay to outright rejection, by changing the way they view and practice strategy implementation, senior executives can effectively transform change barriers into gateways for a successful execution. There various measures that organization should adopt to deal with challenges of achieving

organizational objectives ,these measures are ensuring availability of sufficient resources and capacity, leadership and management, organizational culture and organizational structure (Wehrich and Koontz, 2000).Teamwork plays an important role in working towards achieving of organizational goals and objectives. To achieve the goals of the organization, teams play an important role in sharing ideas and working together towards the mission and vision of the organization (Rapa and Kauffman, 2005). Differences in personality can result in serious inconsistencies on how strategies are understood and acted on. Recognizing different personality types and learning how to handle them effectively is a skill that can be taught (Noble, 1999).

Organizational structure cannot solely guarantee successful implementation of organizational goals and objectives. Effective leadership is a fundamental tool of achieving organizational objectives; a leader plays an important role in influencing others towards attaining goals and objectives enshrined in the organizational constitution. Leaders seek to move people the entire organization towards attaining certain goals. In the contemporary business environment, a leader adds a lot of value in providing effective leadership as well as sharing a clear vision, direction and purpose for the organization (Bateman and Zeithaml, 2000).

Leadership is fundamental in facilitating achievement of organizational goals, mission and vision. The CEO of a company plays a fundamental role of guiding employees in implementation of strategies in the organization, he directs employees on the way Schein (1995) culture is defined as a set of assumption that employees of a certain organization share in common (share beliefs and values) or a certain way of doing things that employees of a certain organization are used to. Any organization should

cultivate a culture that enhances dissemination of core values and nurturing the talents in achieving goals and objectives of the organization. Implementing a new strategy mainly focuses on adjustments in the structure, systems, employees and the culture of doing things to adjust to the perceived needs of the strategy (Pierce and Robinson, 2007). Wehrich and Koontz (1993) perceived culture as a general pattern of behavior, common beliefs and values members share in the organization. Culture can be defined from the way people do things and how they conduct themselves in the organization.

For an organization to succeed in achieving its goals and objectives, it should have sufficient flow of resources and facilities in order to implement its objectives without hindrances. The process of implementing strategies requires huge resources to coordinate employees, run activities and implement the process. Qualified employees play an instrumental role in providing ideas; they act as ‘think tanks’ on important aspects of strategy implementation that enable the organization to achieve its desired goals and objectives (Bateman and Zeithaml, 2000).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the proposed research design that was used in this study; it includes the research design, data collection instruments and procedures, and the techniques for data analysis.

3.2 Research Design

The research design for this study was a case study. Yin (2009) indicated that a case study is an in-depth investigation of an individual, institution or phenomenon and the primary purpose is to determine factors and relationships among the factors that have resulted in the behavior under study.

A case study was adopted in this particular case since not all the potential respondents of the study are knowledgeable about the challenges of strategy implementation facing the ministry of Devolution and Planning.

3.3 Data Collection

The study used primary data which was collected using an interview guide. An interview guide is a set of questions that the interviewer asks when interviewing; it is a tool for data collection that answers open ended question prepared by the researcher to interview the respondents. The interview guide contained three sections: part A contained questions on general information about the ministry, section B contained questions on strategy implementation process and section C contained questions on challenges of strategy implementation in the ministry of devolution and planning.

A face to face interview was conducted with four respondents: two principal secretaries and their deputies. These respondents were deemed as key informants of the study because they were highly involved in the implementation of strategies in the ministry of devolution and planning and at the County governments.

3.4 Data Analysis

The data obtained from the interview guide was analyzed qualitatively using content analysis. Content analysis was used to describe, interpret and make general statements on how categories or themes of data in relation to theory, at the same time criticize the findings of this study based on the objective of this study. Neuendorf (2002) defines content analysis as the systematic qualitative description of the composition of the objects or materials of the study.

It involves observation and detailed description of objects, items or things that comprise the object of the study. In content analysis, the researcher argued in favor of both case study research as a research strategy and qualitative content analysis as a method of examination of data material to encourage the integration of qualitative content analysis into the data analysis in case study research.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The study sought to obtain information on the main objective of this study which was to determine the challenges of implementing devolution and planning objectives by the Ministry of Planning and Devolution in Kenya.

4.2 Response Rate

To achieve the intended objective of the study, a total of 4 respondents were targeted for scheduled interviews: two principal secretaries and their deputies were interviewed. They were deemed as key informants because they are highly involved in the implementation of strategies in the ministry of devolution and planning and at the County governments and National government. The researcher managed to interview only 3 respondents one principal secretary and their deputies one of the respondents cited busy schedules as the reason for not being interviewed. This represents a percentage response of 75% which was considered sufficient for the study

4.3 Demographics

An in depth analysis of the employees was done and the findings revealed that most of the employees (75%) had worked in the ministry for a period of less than one year. Of the, 75% of the respondents interviewed, the findings revealed that most of them had served in their current positions for a period of less than one year. The employees confirmed that the ministry was very new and most of its employees had served for less than two years since the ministry was started in 2nd of May 2013.

Some employees pointed out that they were not happy with the Cabinet Secretary following the sacking and transfer of Mr. Rugut without following due process, as required by law. However most of the employees explained that they were comfortable working in the ministry and were optimistic that the ministry was in the process of delivering its mandate. This was a clear indication that the employees were contented with their job. The findings of this study revealed that the ministry had a strategic plan, most of the employees agreed that the ministry had a strategic plan which acted as a guide for the ministry in executing its mandate. The findings of the study further revealed that Ministry of Devolution and Planning Strategic plan Launch that was deliberated by CDF Board in an event held at the K.I.C.C spearheaded by Cabinet Secretary Ms. Ann Waiguru.

4.4 Implementation Process

The study sought to find out the process of implementing devolution and planning objectives by the Ministry of Planning and Devolution in Kenya. From the study findings, it was found that the ministry had developed mechanisms and strategy in achieving its goals. According to the interviewees, to achieve its goals, the ministry adopted some mechanisms for instance, the ministry covered devolution, intergovernmental relations and capacity building at the counties. These findings are consistent with the Kaplan and Norton (2006) who contended that to achieve a successful implementation process, it's important for the management to develop mechanisms and strategies that will aid in achieving the intended objective of the organization. Eight managerial tasks crop up repeatedly in an organization's efforts to execute organizational objectives (Kaplan and Norton, 2006).

It was further revealed that Planning was one of the ministry's main functions which covered the functions of the former Ministry of planning that includes national development planning and economic policy management.

The employees also pointed out that under the office of management and budget, the ministry developed and maintained effective government through budget prioritization and policy direction. The ministry also reviewed the organizational structure and management procedures in the executive branch to ensure that the ministry was working towards achieving a common goal. The employees contended that that unit dealt with human resource management and public sector reform to ensure that intended results of the ministry were achieved.

The study also found that the ministry needed a lot of facilities and finances to implement its strategies and objectives. To achieve its objective, the study findings revealed that the ministry had access resource centers' for capacity development like Kenya School of Government, Kenya Institute of Public Policy and Research Analysis (KIPPRA) and Kenya National Bureau of Statistics (KNBS), availability of equipment and machinery for capacity and infrastructure development (NYS).

The findings revealed that the Ministry mobilized adequate resources from the Government and its international development partners as well as savings realized through prudent management of available resources. For instance to implement the strategic bill for a period of five years (2013/14 to 2017/18) the ministry required approximately Kshs. 584.35 billion, a large proportion of which will be funded through the Exchequer.

As a result the ministry was allocated Kshs 77.828 billion to finance both its recurrent and development expenditures. The allocation will rise to Kshs 109.141 billion in 2014/15 and is projected to rise further to Kshs 120.055 billion in 2015/16; Kshs 132.061 billion in 2016/17; and Kshs 145.267 billion in 2017/18. This was a clear indication that the ministry needed a lot of finances and resources to execute its functions. The findings further revealed that the Ministry enjoyed cordial relations with development partners who provided funding to support implementation of key programs and projects. The principal secretary planning cited that their relationship with the development partners was expected to continue providing support during the implementation of this Strategic Plan. It was further revealed that devolving resources included other established funds which are: Uwezo, YEDF, CDTF and CDF to the county governments. Huge funds of financial resources were required to operationalize devolution.

The study found that top management interest and support was crucial to the achievement of the objectives of the Strategic Plan. The respondents unanimously agreed that top management was committed to achieving results and attaining excellence. The respondents indicated that there was a growing understanding within the public sector of the importance of monitoring & evaluation that require deliberate and sustained effort to operationalize and strengthen the functions of the ministry and top management was a key ingredient in achieving this objective.

The respondents unanimously agreed that the cabinet secretary involved all the employees in decision making processes involving matters of strategy implementation. According to the respondents, there were proper structures in place to facilitate effective decision making processes. Organization had an integrated

system that allowed sharing of information and thus improving the processes of decision making between the cabinet secretary, her deputies and the employees.

The principal secretary for devolution acknowledged that all employees' views were considered in any decision that was made by the Cabinet Secretary. The deputy principal also concurred with the comments made by the secretary about participative processes of decision making, the respondent argued that the ministry had adopted an organic organizational structure to enhance flexibility to enhance the process of decision making through removing barriers.

4.5 Challenges of Achieving Organizational Objectives

As per the objective of the study, to determine the challenges of implementing devolution and planning objectives by the Ministry of Planning and Devolution in Kenya. One of the respondents interviewed concurred that there was weak collaboration and inadequate teamwork between the management and the employees. According to this respondent, this was a major impediment towards achieving the set goals and objectives of the ministry.

The other two respondents indicated that there was collaboration and team work between the management and employees in the ministry of Devolution and Planning. One of the respondents pin pointed that there was a weak internal and external communication mechanisms. One of respondents indicated there was bureaucracy in making key decisions.

According to the findings, the other challenge that faced the ministry of planning and devolution was lack of adequate facilities and professionals with adequate knowledge on matters of devolution and planning especially in the implementation of strategic

objectives. These findings are consistent with Thompson (1992) who contended that implementation of strategic objectives requires sufficient money and people behind the drive for the strategy execution; instituting policies and procedures that facilitate rather than impeded strategy execution; adopting best practices and pushing for continuous improvement in how value chain activities are performed; installing information and operating systems that enable employees to carry out their strategic roles objectively. Bateman and Zeithaml (2000) indicated that for an organization to succeed in achieving its goals and objectives, it should have sufficient flow of resources and facilities in order to implement its objectives without hindrances. The process of implementing strategies requires huge resources to coordinate employees, run activities and implement the process. Qualified employees play an instrumental role in providing ideas; they act as ‘think tanks’ on important aspects of strategy implementation that enable the organization to achieve its desired goals and objectives.

The findings further revealed that political interference was also a major problem that inhibited effective implementation of devolution and planning objectives in both the national government and the county governments. It was also revealed that the ministry faced challenges due to lack of sufficient funds to implement the devolution and planning objectives by at the national government and the grassroots.

4.6 Discussion

According to the findings, it was found that the ministry had developed mechanisms and strategy in achieving its goals. According to the interviewees, to achieve its goals, the ministry adopted some mechanisms for instance, the ministry covered devolution, intergovernmental relations and capacity building at the counties. These findings are

consistent with the Kaplan and Norton (2006) who contended that to achieve a successful implementation process, it's important for the management to develop mechanisms and strategies that will aid in achieving the intended objective of the organization. It was further revealed that Planning was one of the ministry's main functions which covered the functions of the former Ministry of planning that includes national development planning and economic policy management.

The employees contended that that unit dealt with human resource management and public sector reform to ensure that intended results of the ministry were achieved. The study also found that the ministry needed a lot of facilities and finances to implement its strategies and objectives. The findings revealed that the Ministry mobilized adequate resources from the Government and its international development partners as well as savings realized through prudent management of available resources.

The study found that top management interest and support was crucial to the achievement of the objectives of the Strategic Plan. The respondents unanimously agreed that top management was committed to achieving results and attaining excellence. The respondents indicated that there was a growing understanding within the public sector of the importance of monitoring & evaluation that require deliberate and sustained effort to operationalize and strengthen the functions of the ministry and top management was a key ingredient in achieving this objective. One of the respondents pin pointed that there was a weak internal and external communication mechanisms. One of respondents indicated there was bureaucracy in making key decisions.

In reference to the challenges facing the ministry of planning and devolution, it was revealed that there was lack of adequate facilities and professionals with adequate

knowledge on matters of devolution and planning especially in the implementation of strategic objectives. These findings are consistent with Thompson (1992) who contended that implementation of strategic objectives requires sufficient money and people behind the drive for the strategy execution; instituting policies and procedures that facilitate rather than impeded strategy execution.

It was also observed that the process of implementing strategies requires huge resources to coordinate employees, run activities and implement the process. Qualified employees play an instrumental role in providing ideas; they act as ‘think tanks’ on important aspects of strategy implementation that enable the organization to achieve its desired goals and objectives. The findings further revealed that political interference was also a major problem that inhibited effective implementation of devolution and planning objectives in both the national government and the county governments. It was also revealed that the ministry faced challenges due to lack of sufficient funds to implement the devolution and planning objectives by at the national government and the grassroots.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The final chapter of the study chapter focused on the summary of the research findings, recommendations, limitations of the study, suggestions for further research and conclusions. The findings were presented in respect to the main objective of the study which was to determine the challenges of implementing devolution and planning objectives by the Ministry of Planning and Devolution in Kenya.

5.2 Summary of Findings

The objective of the study was to determine the challenges of implementing devolution and planning objectives by the Ministry of Planning and Devolution in Kenya. Results of the study identified the following challenges as an impediment to successfully implementing strategy. There was a weak collaboration and inadequate teamwork between the management and the employees. The other challenge was a weak internal and external communication mechanism. The other challenge that was revealed by the study is inadequate records and data management system.

Lack of an updated skills inventory for all staff, Weak monitoring and evaluation systems; Weak succession management in the public service; Slow pace in adoption of information and communication technology advances. Insufficient legal framework for planning, skills gap in certain disciplines areas like macroeconomics, devolution and other specialized areas; Inability to attract and retain quality and skilled staff. Non-progressive schemes of service and stagnation in career progression.

5.3 Conclusions

The study further revealed that the ministry had developed mechanisms and strategy in achieving organizational objectives. According to the interviewees, the ministry adopted some mechanisms for instance, the ministry covered devolution, intergovernmental relations and capacity building at the counties. It was further revealed that Planning was one of the ministry's main functions which covered the functions of the former Ministry of planning that includes national development planning and economic policy management. The findings revealed that the ministry was not sufficiently equipped with adequate facilities and finances to implement its strategies and objectives. The respondents indicated that the Ministry had made efforts in mobilizing resources from the government and its international development partners as well as the savings realized through better management of available resources. The study found that top management interest and support was significant in achieving of the objectives of the Strategic Plan.

The study further concluded that the respondents interviewed concurred that there was weak collaboration and inadequate teamwork between the management and the employees. According to the findings, the other challenge that faced the ministry of planning and devolution was lack of adequate facilities and professionals with adequate knowledge on matters of devolution and planning especially in the implementation of strategic objectives. The findings further revealed that political interference was also a major problem that inhibited effective implementation of devolution and planning objectives in both the national government and the county governments. It was also revealed that the ministry faced challenges due to lack of

sufficient funds to implement the devolution and planning objectives by at the national government and the grassroots.

5.4 Recommendations

This study recommends the ministry should strengthen its human resources management and development through formulating and reviewing human resource policies and develop systems for efficient management and development of staff. This is achieved through developing and providing policy guideline for effective payroll management.

The study recommends that the ministry should work in transforming quality and efficiency of public service delivery process reengineering by establishing one stop Huduma Centres in 47 counties to provide integrated public services.

The study recommends that the ministry should promote performance management to fully institutionalize performance appraisal system and performance contracting through gender balance and cultivating a culture of quality service delivery.

The study further recommends cooperation between Kenya and regional and international economic institutions in building capacity within the ministry to deal with the regional and integration and international social-economic cooperation matters and initiatives.

Finally, the study recommends the strengthening bilateral, regional and international economic partnerships and negotiate domesticate and comply with gender related international and regional treaties and conventions through participation in National, regional and international Treaties, Conventions and Protocols.

5.5 Limitations of the Study

The study was limited to an in depth case study of the ministry of planning and devolution therefore, these findings are unique to this ministry and therefore cannot therefore be generalized to be a representation of all government ministries in Kenya.

Being a new ministry, the findings and conclusions of this study could stand the test of time since the findings might not be conclusive. The study therefore recommends that a study should be conducted after a period of 5-10 years in order to compare the findings of this study based on facts.

5.6 Suggestions for Further Research

The study suggests that it would be interesting to carry out further studies in another ministry that is similar to the ministry of planning and devolution in terms of size and areas of intervention. Findings can then be compared to assess if there are any commonalities or unique factors.

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APPENDIX I: INTERVIEW GUIDE

Challenges Facing Implementation of Objectives in the Ministry of Planning and Devolution

Section A. General Interview Questions

1. How long have you worked in this ministry?
2. How long have you served in this position?
3. What have you or did you like least about the Ministry?
4. Does the ministry have a strategic plan?

Section B Implementation Process

1. Does the ministry develop mechanisms and strategy in achieving its goals?
2. Does the ministry require a lot of facilities and finances to implement its strategies and objectives?
3. Does top management support strategy implementation process in the ministry?
4. When does the ministry communicate the change process to its employees
5. Does the ministry provide the resources needed to effectively implement the process
6. Does top management engage its employees in all its decisions regarding the process of strategy implementation
7. Any other? Please state

Section C. Challenges of facing implementation of Objectives in the Ministry of Planning and Devolution

1. Does your ministry face political interference that prevent effective implementation of strategic objectives
2. Does the ministry face challenges from inadequate funding?
3. Does the ministry face challenges in strategy implementation due to lack of employees with adequate skills and experience?
4. Does the organizational culture hinder strategy implementation in the ministry?
5. Is the organizational structure a hindrance towards strategy implementation?

6. Does the ministry have proper communication channels for enhanced decision making?
7. Does the constitution empower the ministry in strategy implementation?
8. Does the ministry provide adequate resources and facilities to enable employees execute their duties?
9. Does the ministry have modern technologies for example information communication systems to effectively carry out its operations?

APPENDIX II: LIST OF GOVERNMENT MINISTRIES

1. Ministry of Interior & Coordination of National Government.
2. Ministry of Devolution & Planning.
3. Ministry of Defence.
4. Foreign Affairs.
5. Education (composed of the Department of Education & Department of Science & Technology)
6. The National Treasury
7. Health.
8. Transport & Infrastructure
9. Environment, Water & Natural Resource
10. Land, Housing & Urban Development.
11. Information, Communication & Technology
12. Sports, Culture & Arts.
13. Labour, Social Security and Services.
14. Energy and Petroleum.
15. Agriculture, Livestock and Fisheries
16. Industrialization and Enterprise Development.
17. Commerce and Tourism
18. Mining

Source :(Republic of Kenya, 2013)