CHALLENGES FACING STRATEGY IMPLEMENTATION IN THE MINISTRY OF LANDS, HOUSING AND URBAN DEVELOPMENT IN KENYA

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DECLARATION

This research project is my original work and has not been presented for examinations in any other university or institution of higher learning.

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

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Special appreciation goes to my supervisor Dr. John Yabs I wish to sincerely acknowledge his professional advice and guidance in the research project.

To my family and friends for their moral support and encouragement during the study, to all of you, kindly accept my appreciation for your great support.
DEDICATION

I wish to dedicate this project to my family especially my mum, dad and fiancée who encouraged me when I was writing this project.
ABSTRACT

Strategy implementation is one of the essential components of strategic management, it is important for effective management since it impacts every part of the organization’s structure especially when change is introduced in an organization. The objective of this study was to determine challenges facing strategy implementation in the ministry of Lands, Housing and Urban Development in Kenya. To achieve the objective of the study, a case study was adopted in this particular case since not all the potential respondents of the study are knowledgeable about the challenges facing the ministry of land, Housing and Urban Development in the implementation of strategy. 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. The population of the study was the ministry of Land, Housing and Urban Development. 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 Land, Housing and Urban Development. The interview guide contained three sections: part A contained questions on general information about the ministry, section B contained questions on strategy implementation and section C asked questions on the challenges of strategy implementation in the ministry of Land, Planning and Urban Development. The data collected was analyzed qualitatively using content analysis. The study revealed that the complexity of the strategy, employee preparedness for the new change, lack of adequate skills and knowledge, the need for a longer preparation time and misappropriation of funds and corruption were the main impediments that negatively affected strategy implementation in the ministry of land, housing and urban development. The study revealed that the complexity of the strategy, employee preparedness for the new change, lack of adequate skills and knowledge, the need for a longer preparation time and misappropriation of funds and corruption were the main impediments that negatively affected strategy implementation in the ministry of land, housing and urban development. The limitation for this study was that the study was carried out within a limited time frame and resources which constrained the scope and depth of the study. This necessitated the adoption of a case study research design hence these findings cannot be used to make generalizations regarding the challenges façade by other ministries in Kenya when implementing strategies.
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<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
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<td>IFMIS</td>
<td>Integrated financial Management Information System</td>
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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Strategic management has increasingly become an important tool in most organizations globally. Previously, the adoption of strategies was more popular in the private sector because of the need to enhance competitiveness against competitors. Today, the dynamics of the external environment and 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. Most managers would prefer to participate in the formulation of a strategy rather than its implementation (Pearce and Robinson, 2007).

This study is informed by two theories namely: Institutional theory and Institutional theory, according to North (1991), the institutional environment can strongly influence the development of formal structures in an organization. With reference to this theory, innovative structures that improve technical efficiency in early-adopting organizations are legitimized in the environment. This theory affirms the need for the organization to accommodate new changes in the environment in order to achieve efficiency. On the other hand, Resource based view model notes that resources as a key driver in achieving superior performance. The resource based view is grounded in the perspective that a firm’s internal environment in terms of its resources and capability is more critical to the determination of strategic action than is the external environment (Pfeffer and Salancik, 2003)
Due to changes in the external and internal environment, the ministry of land, housing, and urban development might be affected by various changes in the external environment that might need urgent attention. These changes negatively impact on the performance of the ministry if not addressed, leading to poor delivery of services to the public (Public Sector, 2010).

### 1.1.1 Strategy Implementation

Strategy implementation is the putting into action a formulated strategy. It involves the organization of the firm's resources and motivation of the staff to achieve objectives (Ramesh, 2011). Although formulating a consistent strategy is a difficult task for any management team, making that strategy work, that is, implementing it throughout the organization is even more difficult (Hrebiniak, 2006). A myriad of factors can potentially affect the process by which strategic plans are turned into organizational action.

Strategy implementation involves the organization of resources and motivation of staff in order to achieve the objectives and key performance indicators set out in the Strategic plan (Noble, 1999). Strategy implementation may be faced by a set of challenges which may emanate from the leadership and the management, the resources, the organization structure and culture, the organization politics, the motivation of staff, the involvement and participation of staff, the perception and resistance emanating from staff and other stakeholders (Okumus, 2003).

Strategy formulation forms the basis of a challenging task where most managers and implementers of strategies must be at the forefront in articulating sensitive issues involved in implementation of strategies for example: restructuring, technological changes, change of policies, resource mobilization as well as leadership changes. A
strategy could be well thought but its implementation may be poor and thus the strategic objective for which the strategy was meant may not come to pass. A well designated, developed and executed strategy brings success in a firm’s operations (Woodridge, 1990).

Strategy implementation is a very important activity in a firm however, it is not easy. Johnson, Scholes and Whittington (2006), it is evident that almost all organizations have strategies nonetheless, out of 100 companies only 20 can successfully implement strategies. Strategy as a process focuses mainly on monitoring the effectiveness of set objectives as well as the functional policies with respect to the mission and the function of employees of the firm. It is therefore apparent that the nature of decision and the level of the organization in which it is taken, this decision can only be deemed effective if it receives full support of its implementers and achieves the objectives it is related to (Sababu, 2007).

Strategy implementation is such a difficult task that requires leaders who have the capacity and the capability to influence and make important decisions that are in line with the organizations strategy (Thomson et al., 2006). Proper leaders provide a vision, initiative, motivation and inspiration in steering organization to undertake changes that are essential for strategy implementation (Thomson et al, 2006). Managers at top level in the organization should cultivate team spirit in enhancing cohesiveness and unity in the implementation process Managers should be the role models in motivating and showing commitment towards the process of strategy implementation. Some strategies may require change in leadership through the process of transfers, retirements, demotions, promotions, hiring, and training in order to pave way for desired leadership (Yabs, 2007)..
1.1.2 Ministry of Lands, Housing and Urban Development

In Kenya the public sector comprises of the central government, the county governments and state corporations. The public sector in Kenya is charged with the responsibility of providing various services to the public. The structure of the public sector varies between different countries but in most countries the public sector provides services such as the military, public transit, care of public roads, public education and healthcare as well as all those working for the government as elected officials (Public Sector, 2010). The public sector might provide services that a non-payer cannot be excluded from for example street lighting services which benefit all of society rather than just the individual who uses the service. Currently the national government plays an implementation role whereas the new order expects the national government to play facilitators’ role in most of the sectors for example the ministries (GoK, 2013).

The Ministry of Land, Housing and Urban Development was established in May 2013, through Executive Order No. 2/2013 following the inauguration of the new government that collapsed the hitherto 44 ministries into 18, in accordance with Constitution of Kenya, 2010. The Directorate of Land is charged with the responsibility of ensuring efficient administration and sustainable management of the land resource in the country. Its mandate is to formulate and implement land policy, undertake physical planning, register land transactions, undertake land surveys and mapping, land adjudication and settlement, land valuation and administration of public and community land (Ministry of land and urban Development Report, 2013).

The directorate of Housing is charged with the responsibility of facilitating and coordinating the housing sector in Kenya. Its overall objective is to facilitate Kenyans
to access quality housing in sustainable human settlements. This is to be achieved by enhancing access to excellent, adequate, quality and affordable housing by Kenyans within the overall structure of the Government. The directorate of Urban Development comprises Public Works, Nairobi Metropolitan and Urban Development (Gok, 2013)

Public Works is charged with the responsibility of planning, designing, construction and maintenance of Government assets in the field of built environment and infrastructure development. On the other hand Nairobi Metropolitan Development is to formulate, coordinate and administer policy in respect to Nairobi Metropolitan region. The development on integrated Nairobi Metropolitan areas growth and development strategy covers among others; integrated roads, bus and rail infrastructure. Urban Development is responsible for policy formulation, coordination and monitoring of programmes concerning all issues of urban development in the country. To achieve its objective the ministry of lands implements strategies in to facilitate effective governance structures for sustainable urbanization in the country and reform urban planning to drive sustainable urban development in the Country (Gok, 2013).

1.2 Statement of the Problem

Proper implementation of strategies is a prerequisite for improved service delivery in a turbulent environment. A strategic plan of dealing with strategy implementation challenges serves as a long-term solution to this problem in most organizations. Reed & Buckley (1988) argue that implementation of strategy is a way in which a company creates the organizational arrangement that allows it to pursue its strategy most effectively. Successful strategy implementation therefore must consider issues central
to its implementation which include, matching organizational structure, creating a supportive culture, proper leadership and resources (Raps & Kauffman, 2005).

Mwangi (2014) notes that for a long period of time the ministry of lands and urban development seeks to provide quality services to the public through regaining public confidence and improving its image. To achieve this goal, the ministry recently launched the integrated financial information management information systems (IFIMIS) to increase efficiency of its operations, maintain a lean and efficient staff through improving cost reduction.

Several studies that have been done on strategy implementation, 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. This study was too narrow and did not address the problem of this study which is the measures taken to counter the challenges in the ministry of land, housing and urban development. 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. Ateng (2007) carried a study in the ministry of finance and found out that lack of scheme of service seemed to have been the most challenging factor for Ministry of Finance Strategic Plan Implementation.
Most of the previous studies were too broad and did not address the problem of this study which was to determine the challenges facing strategy implementation in the ministry of lands, housing and urban development in Kenya. This study therefore sought to answer the following question: what are the challenges facing strategy implementation in the ministry of lands, housing and urban development in Kenya?

1.3 Research Objective

The objective of this study was to determine challenges facing strategy implementation in the ministry of Lands, Housing and Urban Development in Kenya

1.4 Value of the Study

The study may have theoretical value since it will add more knowledge on resource based view and institutional theories. In addition, the study will offer insights as to the challenges of strategy implementation in the ministry of land, housing and urban development. 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 government in Kenya.

The study will also serve as a point 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 chapter summarizes the information from other researchers who have carried out their research in this field of study. It describes the theoretical basis, strategy implementation practices and the measures taken to deal with challenges of strategy implementation.

2.2 Theoretical Foundation

The theoretical foundation gives the theoretical evidence from different researchers and scholars in relation to theories that support challenges of strategy implementation. This study is guided by two theories namely: Resource Based View and institutional theory as indicated below:

2.2.1 Resource Based View

The resource based view model was propounded by Pfeffer and Salancik (2003) and this model recognizes resources as a key driver in achieving superior performance. The resource based view is grounded in the perspective that a firm’s internal environment in terms of its resources and capability is more critical to the determination of strategic action than is the external environment (Robinson, 1997). This resource based view model explains that the external control in the organizational perspective is an extension of open-systems theories where the external control of organizations is based on the notion that the behavior, choices, and actions of an organization are best understood by analyzing the environmental or the social context of that behavior (Barney, 2001).
Prehalad and Gary (1990) suggested that firms match their resources, skills and expertise into core competences and distinctive competence to gain competitive advantage. From their definition, core competence are those activities that a company does best in relation to other while distinctive competence is what a firm does better that all its competitors (Hrebiniak, 2006). A strategy is acts as an integral role between the organization’s goals and objectives in an organization, strategy acts as a plan that links together an organization’s major goals, policies and action sequences towards achieving a common goal (Roithaermel, 2012). In reference to Mintzberg (1987), he defined a strategy with a broad viewpoint: as a plan, pattern, position and finally as a perspective which the organization or individual has in mind towards achieving a certain goal.

According to RBV proponents Pitelis (2007), it is much more feasible to exploit external opportunities using existing resources in a new way rather than trying to acquire new skills for each different opportunity. In RBV model, resources are given the major role in helping companies to achieve higher organizational performance. There are two types of resources: tangible and intangible (Weyland, 2005). Tangible assets are physical things. Land, buildings, machinery, equipment and capital all these assets are tangible.

Physical resources can easily be bought in the market so they confer little advantage to the companies in the long run because rivals can soon acquire the identical assets. Intangible assets are everything else that has no physical presence but can still be owned by the company (Barney, 1991). Brand reputation, trademarks, intellectual property are all intangible assets. Unlike physical resources, brand reputation is built over a long time and is something that other companies cannot buy from the market.
Intangible resources usually stay within a company and are the main source of sustainable competitive advantage (Rothaermel, 2012).

2.2.2 Institutional Theory

On the other hand, the proponents of institutional theory break down the distinction between the institutional and cultural. The influence and durability of institutions is a function of the extent to which they are inculcated at the individual or organizational level, and the extent to which they thereby tie up material resources and networks (Szymanski and Ann-Marie, 2003). Institutional theories as applied to most organizations posit two distinct forms of institutions’ influence over policy and action (Thelen, 2003).

Institutions can be constraining, superimposing conditions of possibility for mobilization, access, and influence (Thelen, 1999). Institutions limit some forms of action and facilitate others. In reference to this study, it is important to note that there factors that affect implementation of strategies and these factors have a huge implication on the success of a strategy (Weyland, and Kurt, 2005). Some factors that may hinder an organization from implementing its strategies are: culture, organizational structure among others. Managers of an organization have a role in to play strategy implementation through providing the necessary resources to ensure this process is successful (Swank, 2001).

2.3 Strategy Implementation

Strategy formulation forms the basis of a challenging task where most managers and implementers of strategies must be at the forefront in articulating sensitive issues involved in implementation of strategies for example: restructuring, technological
changes, change of policies, resource mobilization as well as leadership changes. A strategy could be well thought but its implementation may be poor and thus the strategic objective for which the strategy was meant may not come to pass. A well designated, developed and executed strategy brings success in a firm’s operations (Woodridge, 1990). Strategy implementation is a very important activity in a firm however, it is not easy.

According to Johnson (1987), it is evident that almost all organizations have strategies nonetheless; out of 100 companies only 20 can successfully implement strategies. Strategy as a process focuses mainly on monitoring the effectiveness of set objectives as well as the functional policies with respect to the mission and the function of employees of the firm. It is therefore apparent that the nature of decision and the level of the organization in which it is taken, this decision can only be deemed effective if it receives full support of its implementers and achieves the objectives it is related to (Ramesh, 2011).

Managing implementation and execution of any strategy must take into account operations of the organization through making things happen which is aimed at shaping the performance of core business activities in a strategic manner. Strategy implementation is indeed the most demanding and time consuming part of a strategy management process. The process of converting strategic plans into actions and results basically tests the abilities of a manager influencing organizational change, motivating employees, leading by example strengthening company’s competencies, creating a strategy supportive of work climate as well as meeting performance targets (Thomson et al, 2006).
Strategy implementation is such a difficult task that requires leaders who have the capacity and the capability to influence and make important decisions that are in line with the organization's strategy (Ramesh, 2011). Proper leaders provide a vision, initiative, motivation and inspiration in steering the organization to undertake changes that are essential for strategy implementation. Managers at top level in the organization should cultivate team spirit in enhancing cohesiveness and unity in the implementation process. Managers should be the role models in motivating and showing commitment towards the process of strategy implementation. Some strategies may require change in leadership through the process of transfers, retirements, demotions, promotions, hiring, and training in order to pave way for desired leadership (Yabs, 2007).

2.4 Strategy Implementation Practices

The process of implementing strategies in any organization is critical therefore proper coordination and cooperation is essential in this process. The top management and the employees should work together in harmony, the duties and responsibilities of both the employees and the management should be clearly defined to facilitate a smooth flow of activities when implementing strategies. There are various strategy implementation practices that an organization should use to ensure that the process of implementation is successful; these strategies are but not limited to top management commitment, communication, decisions (Reed and Buckley, 2005).

2.4.1 Commitment of Top Management

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

To successfully improve the overall probability that the strategy is implemented as intended, senior executives must abandon the notion that lower-level managers have the same perceptions of the strategy and its implementation, of its underlying rationale, and its urgency. They must not spare any effort to persuade the employees of their ideas (Rapa and Kauffman, 2005).

2.4.2 The Role of Communication

Communication is a strategy implementation practice that play a pivotal role in communication processes and procedures should be emphasized in the implementation process seems to be a very simple one. Miniace and Falter, (1996), communicating with employees concerning issues related to the strategy implementation is important in achieving a successful strategy implementation process. It is recommended that an organization institute a two-way-communication program that permits and solicits questions from employees (Olson, et al., 2005).

A well designed communication framework between implementers of strategy and employees allows soliciting questions and feedback, proper communication channels enables employees to learn about the new requirements, tasks and activities to be performed by the employees. It is important to keep the employees informed of the developments before and after strategy implementation process in all levels of the organization. An integrated communications plan is important in strategy implementation. Such a plan is an effective vehicle for focusing the employees’
attention on the value of the selected strategy to be implemented (Rapa and Kauffman, 2005).

2.4.3 Clear Responsibilities

Responsibilities are an important strategy implementation practice that employees should adopt to ensure successful strategy implementation. Responsibilities are an essential ingredient in strategy implementation. Responsibilities are roles that employees are assigned to complete at a given time. Each and ever employee should be assigned duties and responsibilities when implementing strategy in an organization. Rapa and Kauffman (2005), the reasons why strategy implementation processes frequently result in difficult and complex problems or even fail is the vagueness of the assignment of responsibilities. These responsibilities are diffused through numerous organizational units (Corboy and O'Corrbui, 1999).

Cross-functional relations are representative of an implementation effort. This is indeed a challenge, because most employees limit themselves on certain ways of doing things that they are used to in their respective departments especially when the processes of doing things are bureaucratic (Beer et al., 1990). The employees involved in strategy implementation process should create a plan with clear assignments and responsibilities regarding detailed implementation activities to ensure that all the procedures and processes of implementing strategies are followed, this helps in avoiding conflicts between implementers of strategies and the employees (Barney, 2001).

2.4.4 Participative Decision Making Processes

Managers should fully involve and engage their employees in all decision making processes. The management should strive to together in harmony through ensuring
they the employees participate in the process of decision making. This is important in ensuring a successful strategy implementation process through proper cooperation and coordination of activities in aimed at increasing the speed and efficiency in strategy implementation (Rapa and Kauffman, 2005).

A well coordinated process of decision making improves the speed and efficiency of strategy implementation process since managers and employees are able to agree on fundamental issues that affects the process strategy implementation. This helps in time and cost saving leading to a good working relationship between the employees and the managers of the organization. On the other hand, the employees are able to execute their duties and responsibilities geared towards achieving successful strategy implementation process. Employee’s involvement in decision making helps in minimizing conflicts between employees and the top level managers (Johnson, Scholes, and Whittington, 2006).

2.5 Challenges to Effective Implementation of Strategies

Johnson & Scholes (2006), implementing strategy has always been a challenge for organizations across the industry. Ability to implement strategy is the deciding factor between success and failure of a company’s strategy. Implementation manifests the strategic intent of a company through various tactical and competitive actions to achieve the desired results, which otherwise may remain as distant dreams. In reference to Kotter (1990), indicated that for a company to gain all the important ability to put strategic plans into action, its strategy implementers must change their perception of strategy formulation and implementation (Aaltonen and Ikavalko, 2002). Contrary to general belief, strategy formulation and strategy implementation
are not two discrete processes but are intertwined together. Great strategies are not discovered over a couple of strategic sessions.

In fact great strategies evolve over time as a result of rigorous monitoring of progress towards strategic goals, when emerging realities are discussed thread bare, the learning of which helps in revising the strategies. In effect, it can be said that meticulous implementation has strategy development embedded in it (Thomson & Gamble, 2006). Planning is no doubt important, but making the plan work is a bigger challenge which deals with organizational politics, culture and sometimes managing change. All of which require single minded pursuit from top and unquestionable commitment from managers. Organizational politics (especially when strategy execution contradicts the existing power structure in the company) may hamper proper allotment of resources, which will adversely impact strategy deployment (Whittington & Scholes, 2006).

Kiiru (1991), strategy implementation is a long drawn out process, and so in order to sustain the interest and enthusiasm of managers and leaders alike it is absolutely essential that strategic plans have short term wins built in them. These milestones not only specify standards of performance but help in keeping managers focused on the results. Communication is very important as implementation involves many more people working for seemingly unrelated processes but with the same end goal. Spirit of the people is something that cannot be imitated by the competitors and is a decisive factor between success and failure of execution (Okumus, 2001). Mintzberg (1990), organizational culture (information sharing, amenable to change, ownership etc.) is the crucial factor which determines how quickly or how readily the people can adapt to the new demands that deployment of strategy may make on them. Commitment of
the people can be ensured through clear communication of strategy and individual role in fulfillment of the same. This is the gap which is filled by strategy maps.

Mauri and Michaels (1998) aligning individual aspiration with the strategic goals of the company through judiciously designed reward schemes, monetary incentives, well thought out support to individual to plan their career, and stimulating their intellectual faculties with challenging responsibilities are some of the things that can be done to ensure high levels of commitment from the people who make the strategy work. Organizational culture of trust and empowerment are bare necessities for effective execution of the strategy through informed and quick decisions (Pearce and Robinson, 2007).

Employees may be demotivated. This may be attributable to the loss of competitiveness to an organization and the ultimate loss of sustainability of the organization. Challenges of strategy implementation may be as a result of poor leadership and management, inadequate resources, the lack of fit between strategy and organization structure and culture, harmful organization politics, demotivated staff, the lack of involvement and participation of staff, unenthusiastic perception and resistance emanating from staff and other stakeholders (Olson et al, 2005).

Organizations experience challenges in strategy implementation, according to Drazin et al.(1993), strategy implementation is the match between an organization's resources and skills and the environmental opportunities as well as the risks it faces and the purposes it the goals it seeks to achieve. Researchers have investigated a number of problems attributed to strategy implementation which include: weak management roles in implementation, a lack of communication, lack of 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 (Drazin and Howard, 1997).

Although the least frequent factor of strategy implementation in this study is information systems which were used to monitor implementation, the results found these systems were inadequate. Strategy implementation requires a shared vision and consensus (Beer et al., 1990) and “failures of strategy implementation are inevitable” if competence, coordination and commitment are lacking. Alexander (1991) identified the “deadly sins of strategy implementation” which involves: lack of understanding of how the strategy should be implemented; customers and staff not fully appreciating the strategy, unclear individual responsibilities in the change process; difficulties and obstacles not acknowledged, recognized or acted upon; and ignoring the day-to-day business imperatives (Alexander, 1991).

In reference to Hrebiniak’s research survey of 400 managers contributed to the identification of additional factors that may cause obstacles to successful strategy implementation included: Lack feelings of "ownership" of a strategy or implementation plans among key employees, not having guidelines or a model to guide strategy-execution efforts, lack of understanding of the role of organizational structure and design in the execution process, inability to generate agreement on critical execution steps or actions, lack of incentives or inappropriate incentives to support execution objectives; insufficient financial resources to execute the strategy. Brannen (2005) survey based study concluded that in order to improve implementation certain issues have to be tackled. This include inadequate or unavailable resources, poor communication of the strategy to the organization, ill
defined action plans, ill defined accountabilities and cultural barriers. Brannen’s survey unearthed another significant obstacle to effective strategy implementation namely, failing to Empower or give people more freedom and authority to execute. On the other hand Johnson (2002) in his survey found that the five top reasons why strategic plans fail are related to motivation and personal ownership, communications, no plan behind the idea, passive management, and leadership.

2.6 Measures to Deal with Challenges in Strategy Implementation

Implementation of strategies 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).

It is important to note that barriers against implementation of strategy can lead to a complete breakdown of the formulated strategy. (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 strategy implementation challenges, these measures are ensuring availability of sufficient resources and capacity, leadership and management, organizational culture and organizational structure (Weihrich and Koontz, 1993).
2.6.1 Team Work

Teamwork plays an important role within the process of strategy implementation. When it comes down to implementation activities, however, it is often forgotten. It is indisputable, that teams can play an important part to promote the implementation (Rapa and Kauffman, 2005). Differences in personality can result in serious inconsistencies in 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).

2.6.2 Leadership and Management

Organizational structure cannot solely guarantee successful implementation of strategy. Effective leadership is instrumental enhancing strategy implementation. 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, 1993). Leadership is fundamental in facilitating effective strategy implementation. The CEO of a company plays a fundamental role of guiding employees in implementation of strategies in the organization.

2.6.3 Resources and Capacity

Thompson et al, (1992) contend that effective strategy implementation depends on competent personnel and effective internal organizations systems for example the ministry of land; housing and urban development installed a new system called
integrated financial management information systems (IFIMIS) to enhance effective and efficient delivery of services to the public (Drazin and Howard, 1997). The organization can hope to perform the activities required for successful strategy implementation without attracting, motivating and retaining talented managers and employees with better skills and intellectual capital. The task of implementing challenging strategic initiatives must be assigned to executives who have the skills and talents to handle and can be counted on to turn decisions and actions into results to meet established targets. Building a capable organization is thus a priority in strategy execution (Cummings, 1993).

2.6.4 Cultural Change

Schein (1985) 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, 1997). Weihrich 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.

2.6.5 Qualified Personnel

Qualified personnel play an important role in facilitating success implementation of strategies, managers of an organization should be qualified enough in order to understand key concepts in implementation of strategies. Indicates that among the top
companies in strategy implementation in the world have the most competent managers (Stark, 2009). An organization that intends to implement strategies should hire and recruit a competitive team of personnel that is creative and motivated to work in order to provide quality input that highly contributes to successful implementation of strategies (Bateman and Zeithaml, 1993).

Raps and Kauffman (2005) argues that knowledge and skills play a significant role in strategy implementation. In most cases, managers who understand the process of strategy implementation can be able to consider many factors that may hinder the success of its implementation for example lack of sufficient resources and facilities. In so doing, the manager can easily. Qualified managers play an instrumental role in making key decisions that highly affect the implementation of strategy. These decisions must be followed by each and every employee as stipulated in the strategic plan (Paul, 1994).
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 facing the ministry of land, Housing and Urban Development in the implementation of strategy.

The reason why the researcher chose a case study is because with case study a lot of detail can be collected that would not normally be easily obtained by other research designs. The data collected is normally a lot richer and of greater depth than can be found through other experimental designs.

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. The population of the study was the ministry of Land, Housing and Urban Development.
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 Land, Housing and Urban Development.

The interview guide contained three sections: part A contained questions on general information about the ministry, section B contained questions on strategy implementation and section C asked questions on the challenges of strategy implementation in the ministry of Land, Planning and Urban Development.

3.4 Data Analysis

The data obtained from the interview guide was analyzed qualitatively using content analysis. To achieve the objective of this study which was to determine challenges facing the ministry of land, Housing and Urban Development, 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 study. Content analysis is the analysis of texts of various types including writing, images, recordings and cultural artifacts. Content analysis was used in the study in making descriptions in reference to the object of study this was achieved through reports collected from interviews, journals and electronic sources.
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presented analysis and findings of the study as set out in the research methodology. The results were presented on the challenges facing strategy implementation with a specific reference to the Ministry of Land Housing and Urban Development. The data was gathered exclusively through an interview guides as the research instruments. The interview guides were designed in line with the objectives of the study and were used to collect qualitative data through interviews.

4.2 Response Rate

To achieve the intended objective of the study, a total of 4 interviewees 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 Land, Housing and Urban development. The researcher managed to interview only 3 interviewees one principal secretary and the deputies. One of the principal secretaries was too busy and therefore did not manage for the scheduled interview. This represents a percentage response of 75% which was considered satisfactory for the study.

4.3 Demographics of the Interviewees

When asked about their level of education two of the interviewees had attained the first degree while one of them had attained master level of education. The interviewees were requested to indicate the period of time they had served in the ministry. From the findings, two of the interviewees had worked in the ministry for 5-
10 years and one of them had worked in the Ministry for more that 10years. This was a clear indication that the interviewees had adequate experience on the challenges affecting effective implementation of strategies at the ministry of Land, Housing and Urban Development. When asked to comment on the things that they liked most in their current positions. The interviewees unanimously agreed that there was autonomy in their work places and thus enjoyed the working environment.

4.4 Strategy Implementation

The researcher requested the interviewees to give their views, stating the strategies that have been implemented in the ministry of land, housing and urban development in Kenya. From the findings, two of the interviewees stated that the implementation of integrated financial management systems (IFMIS) was a major step towards strategy implementation, one of the interviewees indicated that there was adequate support by the top management in implementation of strategies.

The interviewees agreed that performance contracting and employees training have been implemented in the Ministry of Land, Housing and Urban Development. This implied that the Ministry was putting efforts to ensure successful strategy implementation in order to improve efficiency and the quality of services offered to the public.

The interviewees were asked to comment on the necessary conditions for successful implementation of strategy in the Ministry. From the findings, interviewees explained that the necessary conditions for successful implementation of strategy were collective participation of all staff, adequate relevant training, clear communication of strategy and creation of awareness to stakeholders in advance and effective monitoring of evaluation of strategy implementation process. Also the proper legal
frameworks are the necessary conditions for successful implementation of strategy in the Ministry.

The study sought to find out the role played by the Cabinet Secretary in strategy implementation in the ministry. From the study findings, on of the interviewees indicated that the cabinet secretary made key decisions on strategy implementation to boost the process of implementation through efficient communication processes. The other two interviewees indicated that the cabinet secretary also ensured that the employees had the necessary resources and facilities to implement strategies. The study further revealed that the cabinet secretary was the main actor in initiating projects and development agenda at the National and County governments.

The study sought to investigate the role of employees' involvement in achieving effective strategy implementation in the ministry. From the findings, two of the interviewees indicated that the employees highly contributed to effective strategy implementation, it was further revealed that employees were part of the planning process in strategy implementation, monitoring and evaluation of the program to implement. One of the interviewees noted that employees played an integral role in providing feedback in order to achieve a successful strategy implementation process. The study further revealed that the employees were fully involved in the strategy implementation process; there were proper communication channels between the top management and the employees to ensure that the process was successful. Employees were given an opportunity to provide their views on strategy implementation and they areas that they felt that there was need for improvement. This created a good working relationship between the management and the employees since everybody was part of the process.
The study assessed the interviewees view on the need for a timeframe for strategy implementation at the ministry of Land, Housing and Urban Development. The interviewees unanimously agreed that a timeframe was important for strategy implementation since it enables successful implementation process. The ministry has a duty its staff to prepare for the new change. The study found that it was important for the ministry to conduct a pilot study before implementation of strategies to ensure relevant adjustments are made before actual implementation. The ministry should assess the visibility options for appropriate adjustments to ensure that both the top management and the staff fully support the process.

The study investigated on the impact of national politics on the ministry’s strategy implementation process, all the interviewees interviewed were of the opinion that national politics did not in any way interfere with the strategy implementation process. The interviewees pointed out that with the new government the ministry enjoyed autonomy to work without interference from national politics. Similarly, one of interviewees interviewed indicated that national politics negatively impacted on strategy implementation processes of the ministry. The study found that most of the decisions made by the cabinet secretary were under high influence of the executive.

**4.5 Discussion of Findings**

The interviewees were asked to comment on the challenges that the ministry of Ministry of Land Housing and Urban Development faced during the implementation process. The findings revealed that two of the interviewees indicated that inadequate and limited resources allocation was a key challenge to strategy implementation. One of the interviewees pointed out that resistance to change was a major impediment to strategy implementation process. It was found that most of the employees were not
prepared for change; they feared the new change and this prevented proper implementation of the new change. Some of the interviewees (two) indicated that the public were not ready for the new change since they were not familiar with the new processes and procedures.

One of the interviewees interviewed pointed out that political interference was a challenge to strategy implementation in the ministry. Two of the interviewees noted that political interference did not interrupt strategy implementation in the ministry. The study established that lack of adequate knowledge and skills was one of the main challenges that hindered effective implementation of strategy in the ministry. With the introduction of integrated financial management systems, employees faced difficulties in interacting with the new systems this however affected the quality of services provided to the public before the employees got used to the new system.

The interviewees unanimously agreed that the organizational structure was a major challenge towards successful implementation of strategy. It was found out that the process of decision making too so long this however delayed the implementation process and thus a lot of costs were involved. This view was supported by all the interviewees who were interviewed.
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the summary of the findings in chapter four, and also it gives the conclusions and recommendations based on the objective of the study. The objective of the study is to determine the measures taken by the ministry of land, housing and urban development to counter the challenges of implementing strategy.

5.2 Summary of the Findings and Discussion

According to the findings, the researcher managed to interview only 3 interviewees one principal secretary and the deputies. One of the principal secretaries was too busy and therefore did not manage for the scheduled interview. The findings further revealed that two of the interviewees had attained the first degree while one of them had attained master level of education. The interviewees were requested to indicate the period of time they had served in the ministry. From the findings, two of the interviewees had worked in the ministry for 5-10 years and one of them had worked in the Ministry for more than 10 years. The interviewees unanimously agreed that there was autonomy in their work places and thus enjoyed the working environment.

The study established that the necessary conditions for successful implementation of strategy involved collective participation of all staff, adequate training, proper communication channels and effective monitoring and evaluation of strategy implementation process. It was found that the government needed to invest more in modern technologies and facilities in order to boost effective and efficient implementation of strategies. Proper legal framework was also found to be essential in
ensuring that due processes and procedures are followed when implementing strategies and change processes in the ministry.

The study established that during implementation of strategies the ministry faced various challenges for instance, the new system (IFMIS) integrated financial management information systems was faced by inadequate resources allocation, lack of proper structures to enable effective strategy implementation process, improper communication channels, complicated processes of decision making political interferences and staff and public resistance to change.

The study revealed that the complexity of the strategy, employee preparedness for the new change, lack of adequate skills and knowledge, the need for a longer preparation time and misappropriation of funds and corruption were the main impediments that negatively affected strategy implementation in the ministry of land, housing and urban development. These findings are in line with Raps and Kauffman (2005) who argue that knowledge and skills play a significant role in strategy implementation. Managers with adequate knowledge and skills are able to overcome difficulties during implementation process through making wise decisions which enable the organization to improve on its efficiency and thus making the process successful.

5.3 Conclusion

The study concludes that one of the measures taken by the ministry to counter challenges of implementing strategy is implementation of a new system (Integrated financial management information system) to enhance efficiency in its operations through modernization of land registries to make land registries publicly accessible and improve on storage and retrieval of land records.
The study further concludes that there was continuous monitoring of the strategy implementation by the ministry to ensure that it was in line with the strategic plan of the ministry goals and the mission due to better communication channels and procedures between the cabinet secretary and the employees which improved the process of decision making leading to increased efficiency in the ministry’s operations’ and thus improving the quality of services offered to the public.

The study also concludes that the ministry of Land Housing and Urban Development has improved on sharing of information between the employees and top management especially with the introduction of integrated financial information management systems, this is because most of the employees were given an opportunity to participate in the process of decision making and thus there was more improved information sharing between the employees and the management team in the ministry.

5.4 Recommendations

The study recommends that the government should invest more in modern technologies in order to achieve integration and enhance efficiency in its operations. Public involvement in strategy implementation process is very important since they are the end users of these services.

The study also recommends more inclusion and participation of the public in decisions and strategies to improve public confidence and trust on the quality of services offered to the public. This enables the public to understand the processes and procedures required to easily access services from the ministry.

The study further recommends that the government should put more efforts in its fight against corruption especially in fighting land grabbers. It should put in place punitive
measures to ensure that due processes are followed in all transactions involving land. This will help eradicate malpractices in land dealings and all land grabbers prosecuted.

The study further recommends that the government should sensitize the public on the importance of embracing new change to facilitate efficient and effective delivery of services to the public. On the same note, the ministry should hire competent and experienced professionals to ensure quality delivery of service to the public. They should also provide assistance and guidance to the old generations to enable them to access services.

Finally, the study recommends that the government should carry out regular audits to ensure that all the strategic plans and change processes are implemented within the stipulated time, cost and quality.

5.5 Limitations of the Study

This study was carried out within a limited time frame and resources which constrained the scope and depth of the study. This necessitated the adoption of a case study research design hence these findings cannot be used to make generalizations regarding the challenges façade by other ministries in Kenya when implementing strategies.

5.6 Recommendations in Theory and Practice

These findings will play a significant role in policy formulation by the government on the better ways of countering challenges on strategy implementation in the ministry of land Housing and Urban Development since they are in a better position to understand
the challenges faced by this ministry in implementation of strategies. This will shed more light in resolving critical issues involving land and prosecute land grabbers.

In theory, this study will provide more insights to researchers and academicians in adding to the bank of knowledge to students of strategic management on the challenges facing the ministry of land, Housing and Urban Development. From the recommendations of this study, researchers will be informed on better ways and techniques of dealing with challenges of strategy implementation in order to provide quality services to the public.

Since other government ministries in Kenya may be experiencing similar challenges faced by the ministry of Land, Housing and Urban Development, they can use the findings of this study to better understand the ways of countering challenges of strategy implementation. This will assist the top management of the ministries to make accurate and more reliable decisions on how to deal with challenges of strategy implementation.
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APPENDIX: INTERVIEW GUIDE

Goal of the interview Process
To determine the challenges facing implementation of strategy in the Ministry of Land Housing and Urban Development

Interview questions
The following sections provide sample questions to be used in determining the challenges facing implementation of strategy in the ministry of Land Housing and Urban Development

A. Respondent Background interview
1. What is the highest level of education you have achieved?
2. How long have you served in this organization?
3. Have long have you served in your current position?
4. What do/did you like best about the positions/ you have held?
5. What do/did you like least?

B. The Ministry of Land Housing and Urban Development Strategy Approach
1. How are you involved in the strategy implementation process?
2. What percentage of your working time do you give to strategic issues?
3. Are there established systems of communication supporting the implementation of strategy in the ministry?
4. Who is leading strategy implementation and who are the key actors?
5. How do you rate the commitment of the strategy implementation team?
6. Was there need to train the employees and the management on organizational change before strategy implementation commenced?
7. What has been the role of the cabinet secretary in strategy implementation process?
8. What would you say has been the role and / or impact of national politics and the government on ministry’s strategy implementation process?
C. Challenges of Strategy Implementation

If yes, why? Please explain

THANK YOU FOR YOUR TIME