STRATEGY IMPLEMENTATION AT ETHICS AND ANTI CORRUPTION COMMISSION IN KENYA

BY

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DECLARATION

This research project is my original work and has not been presented for the award of

degree in any other university or institution for any other purpose.

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

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DEDICATION

To the memory of my father, Daniel Vincent, whose concern and commitment towards my schooling until his demise 26 years ago lit a flame within my heart whose ember is still alive.

To my dear wife, Roseline, you have been more than just a companion and a source of strength over the last twenty one years. Thanks for bearing with me during the period of my studies and for believing in, and inspiring me to greater things. I am so proud of you.

To my sons Danvin and Vicsam; and to my daughters Belcher, Emma and Jan: thank you all for being the invisible source of motivation to me.

To my mum, Beldina, your prayers and encouragement have been invaluable to me more than anything.

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To my colleagues at the Ethics and Anti-Corruption Commission; especially those whom I had the opportunity to interview during this study, I am so grateful for their cooperation and willingness to grant me an interview during my data collection activity.

Notwithstanding the foregoing, I take full responsibility for any shortcomings that may arise from this study.

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ABSTRACT

Strategy implementation is a continuation of the planning process and is often preceded by strategy formulation. However, successful strategy formulation does not always guarantee successful implementation. Whereas strategy formulation is entrepreneurial and involves theoretical perspective as well as positioning of forces before the action, implementation is basically administrative and involves managing forces during the action by working through other people, organizing, motivating, culture change building and finding the optimal fit between strategy and the organisation structure. Effective implementation, therefore, requires that the strategy is supported by an appropriate organization structure, systems, culture, resources, and a leadership that plays a leading role in the implementation process. This study sought to find out how strategy is implemented at Ethics and Anti-Corruption Commission in Kenya. The Commission is a public body established under Section 3(1) of the Ethics and Anti-Corruption Commission Act, No. 22 of 2011 of the laws of Kenya with the mandate to fight corruption through prevention, education, and law enforcement. The objective of the study was to establish how Ethics and Anti-Corruption Commission implements its strategy, and to find out the challenges by the Commission in the implementation of its strategy. For purposes of this study, the researcher applied a case study and used both primary and secondary data. Whereas primary data was collected through self-administered personal interviews of twelve senior level managers from four Directorates, secondary data was obtained through a desk review of the previous strategic plans. The data was then analysed using content analysis technique. The study established that the Commission implements its strategy through the various departments within its four Directorates whereby each Directorate translates its planned activities into annual work plans. Individual officers are then assigned specific tasks with set performance targets. Implementation is monitored through monthly and quarterly progress reports. Annually, the Commission prepares a statutory report to Parliament on its activities. The study also noted that the challenges facing strategy implementation at the Commission include frequent changes in senior-level leadership structure, high turnover of skilled workforce, lack of an integrated monitoring and evaluation mechanism, and the lack of a scheme that links reward to the achievement of performance targets. The study recommends that the Commission should put more focus on strategy implementation by among other things, having the senior-level leadership to own the strategic plan, and involving all the functional managers and the lower-level employees in setting clear performance targets. The Commission should enhance the capacity and leadership skills of its top managers and also lower-level employees on matters of strategy implementation as a way of bolstering the success of its Strategic Plan implementation. It should also endeavour to establish an integrated monitoring and evaluation mechanism for monitoring strategy implementation progress which should incorporate a performance based reward scheme that is known to all those who are involved in strategy implementation. Strategy implementation should be institutionalized by ensuring that implementation is mainstreamed across all functional areas. The limitation of this study stemmed from the fact that at the time of data collection, the Commission was at the point of drafting a new Strategic Plan for the plan period; 2013 – 2018.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Strategy implementation is often preceded by strategy formulation. However, successful strategy formulation per se does not always guarantee successful strategy implementation. No strategy no matter how brilliantly formulated will succeed if it cannot be implemented. Therefore, once the course of strategy has been charted, the managers' priorities swing to converting the strategic plan into actions and good results. However, there is no single approach to strategy implementation that is universally applicable to all organisations. Instead, implementation must be approached within the context of the operating environment of an organisation as defined by both the internal and external factors.

The chosen approach to strategy implementation helps in ensuring better positioning of an organisation for its future. It involves an integrated set of choices and activities that an organization uses to allocate resources to the various business and functional units; organize its various activities; assign responsibilities to key managers; set policies and employ change management procedures; and establish administrative systems to reinforce, control, and evaluate its strategy. Whereas strategy provides a set of principles which guide the future actions and decisions of an organization with the intention of achieving specified goals, there is no one universal approach to strategy implementation. Strategy implementation is the action part of the strategic planning whose main aim is to find ways of reaching the state that is defined by the vision statement while using the principles and constraints outlined in the mission statement.

1.1.1 Strategy Implementation in Organisations

Strategy implementation is often done within the context of an organization and its operating environment. It is the process of allocating an organisation's resources to support the chosen strategies and includes the various management activities that are necessary to put strategy in motion, institute strategic controls that monitor progress, and ultimately achieve organizational goals. According to Peace and Robinson (1991), strategy must be translated into guidelines for the daily activities of the firm's members. The strategy must be reflected in the way the firm's activities are organised, its values, and beliefs. The key success factor in getting a strategy implemented and achieving strategic goals is the people who implement the strategy. They can only do so if: they understand it and commit to it; have the necessary capabilities to do it; and there is a clear, implementable plan backed up by a management system dedicated to achieving the objectives

Successful strategy formulation does not guarantee successful strategy implementation. Formulation positions forces before the action whereas implementation manages forces during the action. Strategy implementation activities are closely related to one another and decisions about each are usually made simultaneously. Often, the desired results of an organization are established during the strategy formulation process. Implementation, therefore, consists of the issues that are involved in putting the formulated strategy to work. It is necessary, therefore, to spell out more precisely how the strategic choice will come to be. Due to environmental dynamics as defined by the prevailing political, environmental, social, technological, economical, and legal factors, there is no one size fits all approach to strategy

implementation. As such, every organisation operates within a unique environment which in turn determines the approach to be adopted in strategy implementation and dictates the incidental challenges.

1.1.2   The Public Sector in Kenya

According to The Constitution of Kenya 2010, the government of Kenya consists of the Executive, the Legislature and the Judiciary. The Executive is comprised of the National and the County executive whereas the Legislature is comprised of the National, the Senate and County legislative assemblies. Legislature makes laws and deliberates on the procedure of impeaching the president, whereas the County assembly makes laws relating to the operations of respective counties. The judiciary comprises the Supreme Court, Court of Appeal, High Court and the subordinate courts. The Judiciary is established to adjudicate on disputes as laid down in the constitution and the role of the independent Commissions is to protect the sovereignty of the people, secure the observance by all state organs of democratic values and principles, and promote constitutionalism. The National Executive of the Republic comprises the President, the Deputy President, the Attorney General, the Cabinet Secretaries and the Office of the Director of Public Prosecutions. The role of the National Executive arm of government is to implement the executive functions assigned to it by the constitution. The County Executive on its part consists of the Governor and the members of the County Executive and their role is to implement the functions assigned to it by the constitution within the County set up.

There are various law enforcement agencies and organizations in Kenya which deal with different kinds of crime prevention. Law enforcement generally refers to any

system by which some members of society act in an organized manner to promote adherence to the law by discovering and punishing persons who violate the rules and norms governing that society. The term applies to those who directly engage in patrols or surveillance to dissuade and discover criminal activities, and those who investigate crimes and apprehend offenders. Most law enforcement agencies are concerned with the prevention and punishment of crimes. Such agencies include: the Kenya Police Service, the General Service Unit, Kenya Prison Service, Kenya Wildlife Service, Administration Police, Kenya Forestry Service, National Security Intelligence Service, Kenya Defence Forces, Ethics and Anti-Corruption Commission etc. Each of these agencies exists to deal with a given variety of criminal violations of laws, rules and norms.

The concept of performance contracting in Kenya can be traced back to 1989 and was first introduced through the Parastatal Reform Strategy Paper which was approved in 1991. This strategy paper saw the introduction of performance contracting on a pilot basis to two agencies: Kenya Railways Corporation and the National Cereals and Produce Board. Performance contracting was again re-introduced into the Kenyan Public Service in 2004 as part of the Civil Service Reform instituted under the Economic Recovery Strategy for Wealth and Employment Creation. The re-introduction of Performance Contracting was contextualized through an administrative circular issued by the Permanent Secretary and Secretary to the Cabinet and Head of the Public Service and later anchored through subsidiary legislation for State Corporations and Local Authorities. One out of the fourteen criteria for evaluation of performance under Performance Contracting among the State Corporations in Kenya is the level of compliance with the strategic plan. The debate

in the public sector has been more complex than just increasing the effectiveness of strategic management systems and narrowing the gap between ambitious strategies and annual planning. The main concern has been to improve external accountability and increase internal efficiency and effectiveness at the same time.

A study by Rajoro (2010) on challenges facing the implementation of performance contracting in Kenya, found out that whereas the purpose of Performance Contracting is to improve efficiency and effectiveness in the management of public affairs through accountability there was little evidence of success due to a number of challenges in the implementation process. In his study, Rajoro (2010) carried out a survey among the managers and supervisors of state owned corporations with head offices in Nairobi and its environs and found out that some of the challenges encountered in the implementation of performance contracting included: low level of commitment from government and top management, inadequate financial resources, manpower challenges in terms of key competence to undertake key tasks, inadequate training, and low level of awareness of performance contract. The study recommended that there should be more commitment coming from the government and top management, and that more resources needs to be directed towards the enterprises to enable them perform keys tasks and more training given to staff.

1.1.3 Ethics and Anti-Corruption Commission

Ethics and Anti-Corruption Commission (EACC) is a public body established under Section 3 (1) of the Ethics and Anti-Corruption Commission Act (EACCA), No. 22 of 2011. Its precursor; Kenya Anti-Corruption Commission (KACC), was established under the Anti-Corruption and Economic Crimes Act (ACECA), No 3 of 2003. The establishment of EACC was in fulfilment of the provisions of Article 79 Section 3 of

the Kenya Constitution, 2010 and also the requirements of Conventions that were ratified by Kenya. The functions and powers of the Commission are derived from Article 79 - Section 11 and Article 252 - Section 13 of the Constitution of Kenya. The mandate of the Commission is to: ensure compliance with, and enforcement of, Chapter Six of the Constitution; fight corruption through prevention, education and enforcement of law; sensitize and enlist the public in fighting corruption; recommend revision of systems and procedures in public bodies; investigate corruption; recommend prosecution; recover illicitly acquired assets; and partner with other persons or institutions for purposes of fighting corruption.

The Commission's stated vision is to be a world class institution fostering zero tolerance to corruption, and its mission is to combat corruption and economic crimes through law enforcement and public education. In the discharge of its functions and mandate, the Commission may co-operate with other agencies such as the Directorate of Public Prosecutions, Kenya Police Service, Interpol, parliamentary watchdog Committees (Parliamentary Accounts Committee and Parliamentary Investment Committee), Public Procurement Oversight Authority (PPOA) and the Kenya National Audit office (KENAO), Kenya revenue Authority, and State Law office, among others.

1.2   Research Problem

Over the last decade, the fight against corruption in Kenya has experienced tremendous changes in the legal framework that has seen the organization that is charged with the sole responsibility of enforcing anti-corruption laws undergo changes in both its leadership and organizational structure. The challenge, however, is

that strategy implementation is resource intensive; requires buy-in by those who are to be involved in the implementation, and effective leadership attention. This is particularly so since strategic management involves guiding actions and events in a step-by-step process.

Several studies have been carried out on strategy execution in other organizations in Kenya, both in the private and public sector. For example, an empirical study by Awino and Kithinji (2012) on the bottlenecks in the execution of Kenya vision 2030 strategy concluded that implementation of Kenya's Vision 2030 is faced by myriad of challenges such as inadequate and limited resource allocation especially in carrying out development activities; political interference; and uncertain political environment. Kemboi's (2012) study on integration of corporate governance in strategic management at the Ethics and Anti-Corruption Commission revealed that the Commission is often faced with uncertainties due to frequent changes in the top management which are usually politically instigated and that this has seriously distorted the governance function of the Commission, resulting in lack of direction in execution of the Commission's strategies.

The focus of this study goes beyond crafting of strategies. It takes into account the fact that there are always different operating environments for different organisations. As such, no single approach to strategy implementation is universally suited for all organisations. How is strategy implementation conducted at Ethics and Anti-Corruption Commission in Kenya?

1.3   Research Objectives

This study has two objectives:

a) To establish how strategy is implemented by the Ethics and Anti-Corruption Commission in Kenya

b) To establish the challenges faced by Ethics and Anti-Corruption Commission in the implementation of its strategy.

1.4   Value of the Study

It is expected that the findings of this study will contribute to the body of knowledge on how strategy implementation is done within the public sector and specifically at Ethics and Anti-Corruption Commission. The research findings shall benefit the management of the Commission and other stakeholders in identifying existing gaps in the strategy implementation. This may in turn require a re-evaluation of the current strategy implementation approaches in order that the organisation may attain and sustain superior performance in the achievement of its set targets in the course of performing its legal mandate. Ultimately, this shall contribute immensely to the adoption of best practices and overall improvement in the strategy implementation.

Further, it is expected that the findings shall contribute towards enhancement of the Commission's policy formulation in order to boost its operations besides creating general awareness on strategy implementation as a tool for strategic management. In this regard, the findings may also influence the government policy regarding the use of strategy implementation as a tool for measuring performance in the public sector organisations. Finally, the research shall enable scholars in the field of strategic management to conduct further research in the area of strategy implementation, especially within law enforcement agencies and other public sector institutions.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter deals with the systematic identification, location and analysis of literature that is relevant to the research problem. The review is aimed at exploring in detail; the existing knowledge on the topic of study in order to form the theoretical framework within which the research findings are to be interpreted. It provides the theoretical perspective of the proposed study by exploring two existing models: Kotter's change model, and McKinsey's 7s model. By reviewing the existing literature on the topic of study, it is expected that a general overview on the concept will be developed that will inform the study and help in the identification of the existing knowledge gap.

2.2 Theoretical Perspective of the Study

According to Chandler (1962), structure follows strategy. He declares that strategy is the determination of the fundamental long-term goals and objectives of an organization. The adoption of courses of action and the allocation of resources is essential for carrying out the goals and the structure is the design of an organization through which the enterprise is managed. The relationship between the strategy and organizational dimensions has typically been explained in a sequential model where firms decide on a strategy and then put in place appropriate organizational choices such as structure, systems, rewards, and processes. There are two perspectives on how strategic and organizational factors are related: a strategy formulation perspective, where organizational variables influence the formulation of strategy, and a strategy implementation perspective, where the strategy has an impact on organizational variables. By taking a strategy formulation perspective of the relationship between

organizational variables and strategy, it is assumed that organizational variables influence the formulation of strategy. However, the strategy implementation perspective looks at the influence of strategy variables on organizational variables.

According to Thompson and Strickland (2003), the strategy-implementing/strategy-executing task is easily the most complicated and time-consuming part of strategic management. Strategy implementation is a hands-on operation and action-oriented human behavioural activity that calls for executive leadership and key managerial skills. Further, according to Steiner, the implementation process covers the entire managerial activities including such matters as motivation, compensation, management appraisal, and control processes. Strategy implementation is the sum total of the activities and choices required for the execution of strategic plan by which strategies and policies are put into action through the development of programs, budgets and procedures. Although implementation is usually considered after strategy has been formulated, implementation is a key part of strategic management. Thus strategy formulation and strategy implementation are the two sides of same coin.

Depending on how the corporation is organized, those who implement strategy will probably be a much more divorced group of people than those who formulate it. Most of the people in the organization who are crucial to successful strategy implementation probably had little to do with the development of corporate and even business strategy. As such, they might be entirely ignorant of vast amount of data and work into formulation process. This is one reason why involving middle managers in the formulation as well as in the implementation of strategy tends to result in better organizational performance.

Pearce and Robinson (1991) on their part state that to effectively direct and control the use of the firm's resources, mechanisms such as organizational structure, information systems, leadership styles, assignment of key managers, budgeting, rewards, and control systems are essential strategy implementation ingredients. In a single word, therefore, Pearce and Robinson refer to strategy implementation to means "change" and suggest that it is important to analyse a proposed strategy in terms of how much an organization will have to change in order to implement it successfully.

Further, McKinsey's seven elements of strategic fit (7-S's) have an underlying concept that all seven of these variables must "fit" with one another in order for strategy to be successfully implemented. The 7-Ss include strategy, structure, systems, style, staff, skills, and shared values. In the model, shared values form the central core since they are the heart-and soul themes around which an organization rallies. They must, therefore, be shared by all in the organization. Strategy is the coherent set of actions selected as a course of action by the top level management so as to create competitive advantage whereas structure; often shown on the organization chart, sets out the lines of reporting, task allocation, coordination and supervision levels. Systems are about the processes and flows that show how the organization gets things done and may include: information systems, financial reporting systems, payment systems, and resource allocation. Style refers to how the management behaves while staff is about the people in the organization. Lastly, skills refer to the capabilities and competencies possessed by the organization.

Figure 2: McKinsey's 7S Model
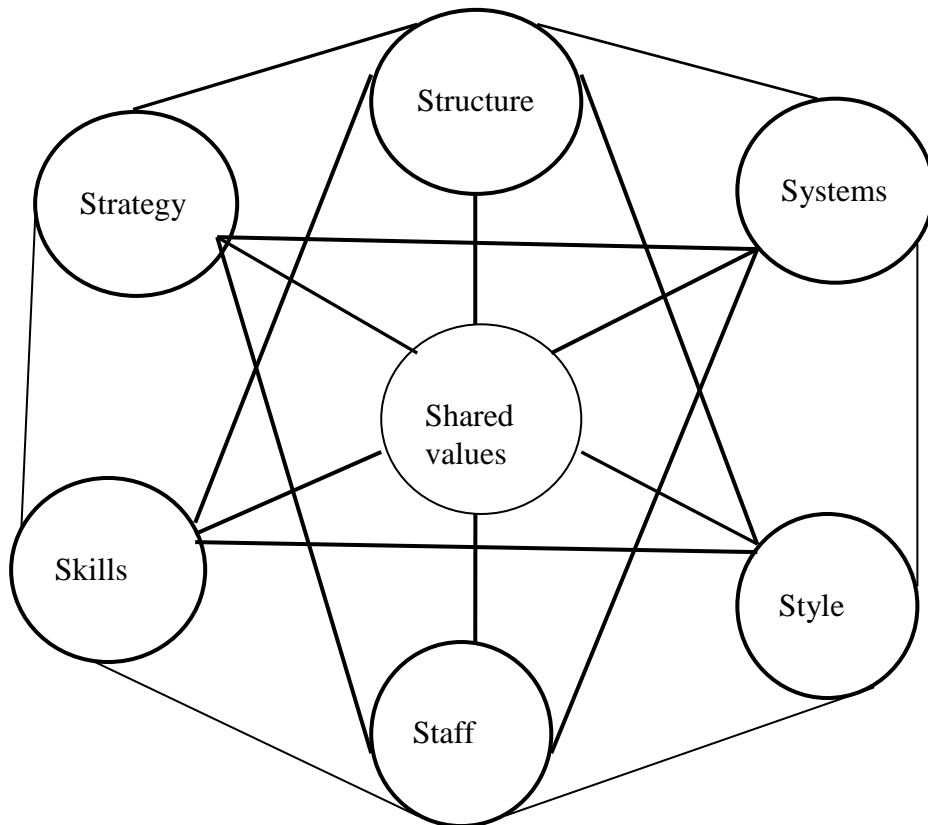
McKinsey's view is that in order for the 7s model to operate successfully, all the seven elements must align synergistically together. By placing shared values in the middle of the model, the model emphasizes that these values are central to the development of all the other six critical elements: structure, strategy, systems, style, staff and skills. As the values change, so do all the other elements. They form the underpinning culture, strategy, effectiveness and performance, and have links with every other element in the framework.

McKinsey's model is further supported by the Harvard Business Review Press (2005) as shown below.

Figure 3: Alignment for strategy implementation
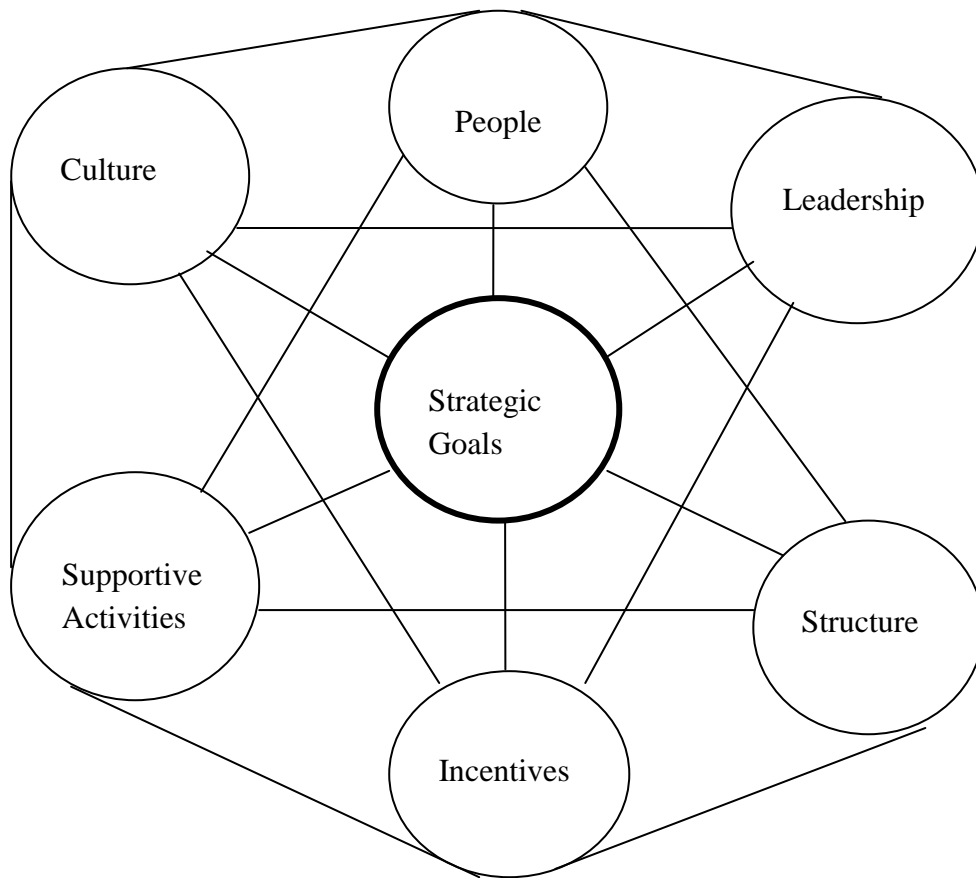
Adopted from Harvard Business Essentials; Harvard Business Review Press (2005) page 65

Getting from strategy to implementation requires attention to a number of structural, personnel, and resource issues. This calls for an alignment for strategy implementation in which an organization's structures, support systems, processes, human skills, resources, and incentives support its strategic goals. Among the elements of alignment that must be considered by strategy implementers, therefore, involve people, incentives, supportive activities, organizational structure, culture, and a leadership of the business

In the alignment for strategy implementation, each element is aligned with strategic goals and with each other elements to form a solid platform for implementation and eventual success. Organizations that fail to achieve such alignment fail to get the desired results. Every member of an organization, from the executive to the lowest level must be involved with strategy implementation and the senior management has the responsibility to communicate strategic intent to employees, and mid – and lower-level managers must reiterate that intent and translate it into the way their subordinates work. Managers must also ensure that the organization has: people with relevant skills to make the strategy succeed; people with attitudes that support the strategy; and the resources that people need to do their jobs well. Unless people have real incentives to implement the strategy, they will not commit to it leading to possible failure. The best assurance of implantation is a reward system that aligns employees' interest with the success of the strategy. To achieve this, every unit and employee should have measurable performance goals with clearly stated rewards for goals achievement and the organization's culture should be appropriate for the strategy – and vice versa.

2.3   Strategy Implementation Process

The performance of a firm is a function of how effective it is in converting its Strategic Plan into action and executing it. Implementation per se can be said to be the process by which strategies and policies are put into action through the development of programs, budgets and procedures. As such, implementation is the key to performance given an appropriate strategy. Strategy implementation comprises several components which include building of an organization with the competencies, capabilities, and resource strengths needed for successful strategy execution. Shaping

the work environment and corporate culture to fit the strategy, and installing information, and operating systems enable the organization's personnel to better carry out their strategic roles proficiently. Establishment of strategy supportive policies, allocating ample resources to strategy critical activities, and instituting best practices while pushing for continuous improvement equally forms part of strategy implementation components. Equally critical is exercising strategic leadership needed to drive implementation forward, and tying rewards and incentives to the achievement of key strategic targets.

Strategy implementation process is, therefore, the actual translation of chosen strategy into organizational action so as to achieve strategic goals and objectives. It includes the various management activities that are necessary to ensure that the formulated organisational strategy is put in motion together with the requisite strategic controls that monitor implementation progress and ultimately achieve organizational goals. Whereas corporate strategy defines the range of businesses that an organization intends to pursue, the kind of economic and human resource it intends to utilize, and the nature of the economic and non-economic contribution it intends to make to its shareholders, employees, customers and communities, there is no one best way for implementation that universally guarantees superior performance. Involving operating managers in the development of functional strategies improves their understanding of what must be done to achieve annual objectives which in turn, contributes to successful implementation besides increasing the commitment of operating managers to the strategies developed. Every business unit of an organisation should ask what is required of them in order to implement their part of the overall strategic plan and how best can it be done.

Quinn (1980) in his incremental model of strategy implementation suggests that the most effective strategies of major enterprises tend to emerge step by step from an iterative process in which the organization probes the future, experiments, and learns from a series of partial (incremental) commitments rather than through global formulations of total strategies. He goes on to recommend that incremental processes should be consciously used to integrate the psychological, political, and informational needs of organizations in setting strategy. He further argues that incrementalism is the most appropriate model for most strategies changes, because it helps the strategic leader to: improve the quality of information utilized in corporate strategic decisions; cope with the varying lead times, pacing parameters, and sequencing needs of the subsystems through which such decisions tend to be made; deal with the personal resistance and political pressures any important strategic change encounters; build the organizational awareness, understanding, and psychological commitment necessary for effective implementation; and decrease the uncertainty surrounding such decisions by allowing for interactive learning between the enterprise and its various impinging environments.

Thompson, Gamble, and Strickland (2006) developed a nine steps model for strategy implementation that begins with staffing the organization with the needed skills and expertise, consciously building and strengthening strategy-supportive competencies and competitive capabilities, and organizing the work effort. The next step is creating an organizational culture and work climate that is conducive to successful strategy implementation and execution. This is followed by the third and fourth steps which involve the development of budgets that steer ample resources into those activities critical to strategic success, and ensuring that policies and operating procedures facilitate rather than impede effective execution respectively. Use of the best-known

practices to perform core business activities and pushing for continuous improvement is the fifth step of the model, followed by installation of information and operating systems that enable company personnel to better carry out their strategic roles day in and day out. The seventh step of the model involves motivating people to pursue the target objectives energetically and, if need be, modifying their duties and job behaviour to better fit the requirements of successful strategy execution. Tying rewards and incentives directly to the achievement of performance objectives and good strategy execution is the eighth step. The last step involves exerting the internal leadership needed to drive implementation forward and keep improving on how the strategy is being executed.

2.4   Strategy Implementation Challenges

To support effective strategy implementation, the critical question for an organization to ask is: does it have the right leadership, governance structure, and operational system required to support effective implementation? Are the right people serving in the right places? By making an early assessment as to whether it has the right organizational environment and people culture, an organization may overcome some of the challenges encountered during strategy implementation such as:

2.4.1   Wide array of managerial challenges with many options to proceed

Depending on how a corporation is organized, strategy implementers will probably be a much more divorced group of people than those who formulated it. Most of the people in the organization who are crucial to successful strategy implementation probably had little to do with the development of corporate and even business strategy. Therefore, they might be entirely ignorant of vast amount of data and work that went into formulation process. For this reason, involving middle managers in the

formulation as well as in the implementation of strategy tends to result in better organizational performance.

There is no single universal approach to strategy implementation. Every approach is unique within a given context. A fundamental and critical step in moving forward with strategy implementation involves planning. This entails developing a detailed outline of the specific actions and sub-actions, responsibilities, deadlines, measurement tools, and follow-up required to achieve each of the firm's identified strategies. As such, for every strategy, there are varied options to implementation which invariably presents a challenge in deciding which option is most effective and efficient.

2.4.2 Weak or inappropriate strategy and resistance to change

During the course of strategic planning, the lack of a realistic and honest assessment of the firm may lead to the development of a weak, inappropriate or potentially unachievable strategy. A weak strategy may also result from an adoption of an ill-fitting strategy with respect to organization's current position or market competition. Without a viable strategy, effective implementation becomes a struggle. As such, weak or inappropriate strategy at the formulation stage may, in itself present a great challenge to implementation.

Strategy implementation is about change. More often than not, executing a strategy requires adopting a change in approach and new ways of doing things. According to Kotter's (1996) eight steps change management model, strategic change entails: establishing a sense of urgency, creating the guiding coalition, developing a vision

and strategy, communicating the change vision, empowering board-based action, generating short-term wins, consolidating gains and producing more change, and anchoring new approaches in the culture. Contextually, this translates to convincing members/stakeholders that change is needed and that the chosen approach is the right one which can be a challenge.

2.4.3   Ineffective leadership and difficulties of integrating efforts across functions and groups

Failure to align management processes and structures with a newly adopted strategy frequently results in a stall out of implementation efforts. Lack of an integrated system that links the activities of the various functional units, and groups within the same functional units may be a hurdle to strategy implementation. For example, some members of an organization may direct their individual behaviours to align with the organization's historic rewards system, and not the newly stated strategy.

Leading strategy implementation requires a balancing act - the ability to work closely with partners in order to build cohesion and support for the firm's strategy, while maintaining the objectivity for making difficult decisions. Strategy implementation frequently fails due to weak leadership, evidenced by firm leaders unable or unwilling to carry out the difficult decisions agreed upon in the plan. To compound the problem, there is often failure to hold leaders accountable for driving implementation.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1   Introduction

This chapter provides the procedures that were used by the researcher to conduct the research. A brief description is provided of the research design together with the methods that were used in identifying the respondents, the data collection instruments, the collection procedures, and data analysis techniques.

3.2   Research design

For purposes of this study, the researcher applied a case study since the unit of analysis was a single organization. Case studies place more emphasis on a full contextual analysis of fewer events or conditions and their interrelations (Cooper and Schindler, 2005). The case study approach is a powerful tool for conducting a qualitative analysis that involves a careful and complete observation of the social unit and, therefore, allow for gathering of information from a people who are conversant with the operating environment of the unit of study and its rich contextual variables, and an empirical analysis of practical events within the organisation.

The case study approach was expected to enable the researcher to have an in-depth understanding of the behavioural patterns of the subject organisation; Ethics and Anti-corruption Commission, with respect to strategy implementation through collection and analysis of data from the cross-functional areas. The Commission's organisational structure comprised of four distinct functional areas known as Directorates. Each of these Directorates was headed by a Coordinator and comprised of at least three

Departments which acted as the operational units through which the mandate and functions of the Commission are accomplished.

3.3 Data Collection

Data for this study was of two types; primary and secondary. Primary data was collected through self-administered personal interviews of senior level managers from four Directorates that together form the Commission. In total, twelve respondents drawn equitably from among the top management of each of the four Directorates namely: Directorate of Investigations and Asset Tracing, Directorate of Legal Services, Directorate of Preventive Service, and Directorate of Finance and Administration were interviewed.

The interview guide used for the personal interviews had open ended questions. Secondary data, on the other hand was obtained through a desk review of the previous strategic plans and the published midterm and end-term review reports on the status of strategy implementation. At the time of the study, the Commission had so far had two strategic plan periods; 2006-2009 and 2009, 2013 from which the secondary data for this study was sourced.

According to Mugenda and Mugenda (2003), an interview guide is a set of questions that the interviewer asks when interviewing the respondent. The respondents in this study had the advantage of seeking to fully understand the interview questions and the freedom to respond as conclusively as possible. The gathering of secondary data was to add other existing evidence on strategy implementation at the Commission and proof of the primary data collected.

3.4   Data Analysis

Analysis of the data that was collected using the interview guide was done qualitatively. Content analysis makes general statements on how categories or themes of data are related. Since the researcher was able to describe, interpret and at the same time criticize the subject matter of the research, a qualitative analysis was adopted. Content analysis allows for a systematic qualitative description of the composition of the objects of the study (Hsieh and Shannon, 2005).

Content analysis is a widely used qualitative research technique. It involves observation and detailed description of objects, items or things that comprise the object of study. The analysis of data in this study could not be possible through use of other numerical and/or statistical methods.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1   Introduction

This chapter presents the analysis of the data, and discussion of the findings of the study whose objectives were twofold: to establish how strategy is implemented at Ethics and Anti-Corruption Commission in Kenya; and to establish the challenges faced thereon. The chapter also discusses the study findings and makes a comparison between the study findings and the theoretical framework, and other empirical studies.

4.2   Background Information on Respondents

The researcher sought to establish how conversant the respondents in the study were with the strategic objectives and the organization's vision, mission and goals. By incorporating the senior managers from all the three departments within each of the four Directorates, the study ensured that all the functional units were equally represented. It is at the senior management level that leadership and direction is provided and resources marshalled towards the achievement of performance targets in the course of strategy implementation. All the twelve respondents interviewed confirmed that they have had personal involvement in the implementation of the Commission's strategic plan and trying to achieve the set strategic performance targets. Majority however, said they were very conversant with the strategic objectives of the organization as others responded that they were only fairly conversant. As at the time of conducting the interviews for the study, the respondents indicated they had served in their current positions for between four months to nine years and that all of them had worked for the Commission for at least seven years.

Having worked for the Commission for such a period in different positions and serving in their current senior-level management positions, the respondents had first-hand experience in the implementation of the Commission's strategic plan at all levels. They all stated that they had obtained their first university degrees and majority of them were also postgraduate degree holders with only one of them who was pursuing post graduate degree as at the time of the interview. It was, therefore, easy for all the respondents to appreciate the concept being investigated and they comfortably handled all the questions put to them during the interview.

4.3   Strategy Implementation at Ethics and Anti-Corruption Commission

The strategy implementation variables that were considered during the study interviews involved mainly structure of the organization, leadership, systems, and human resource. For instance, how often the senior-level management is involved in strategy implementation; what senior-level leadership factors and/or behaviour influenced the achievement of strategic performance targets; and what factors and/or behaviours motivated the senior level manager in ensuring successful implementation of the strategy and the achievement of the performance targets. The personal interviews also sought to establish the challenges that the organization has faced in the course of its strategy implementation and the possible changes that are needed so as to make strategy implementation both efficient and effective in order to guarantee the achievement of set performance targets.

4.3.1   Leadership Style

The study established that all the twelve respondents were always involved at personal level with the strategy implementation by providing the necessary leadership

and that all their departments had annual work plans. However, much as all the respondents confirmed their personal involvement in the strategy implementation at their respective departmental levels, they identified several factors and/or behaviours as having the potential of discouraging them from exerting personal effort in the implementation of the strategic plan in the future. The study established that the senior-level leadership of the organization has created a strategy-supportive work environment and removed the executive roadblocks to ensure executive performance in the implementation of the strategy. This; the respondents observed, exerted the internal leadership needed to drive implementation forward and to improve on how the strategy was executed. Inability by senior-level leadership to effectively communicate the strategic performance targets to subordinates, poor coordination across functions, and lack of knowledge within top management team on how to achieve the strategic objectives were, however, noted by the respondents.

Regarding their level of personal involvement in trying to achieve the strategic performance targets of the organization, majority of the respondents said they were very much involved while the rest said they were either somewhat or rarely involved. Personal financial reward and the sheer enjoyment of being involved in the achievement of the set targets were stated by the respondents as some of the factors and/or behaviours that motivated them to put personal effort into achieving the strategic performance targets. Other additional factors identified by the respondents included the challenge of actually executing the plan; the desire to succeed in a major leadership and management process; the desire to perform one's obligation as the job demands.

Besides personal commitment and involvement by the operating managers in the implementation of strategy, at the departmental level, the respondents indicated that they all have departmental annual work plans/objectives. However, it emerged that there is no uniform approach across functions as to how often departments hold their meetings to deliberate on the implementation of their work plans. The response to the question as to how often their departments meet to discuss the implementation of their work plans was varied across the departments. All the respondents in the departments falling under Legal Services Directorate indicated that they usually hold quarterly meetings to discuss the implementation of their departmental work plans. On the other hand, the respondents in the departments that form Investigations and Asset Tracing Directorate indicated that they either meet monthly to discuss the implementation of their departmental work plans or quarterly. Within Finance and Administration Directorate, however, the respondents indicated that they hold departmental meetings to discuss the implementation of their work plans either rarely, monthly and quarterly. Some of the respondents within the Preventive Services Directorate indicated that they meet monthly to discuss the implementation of the departmental work plans whereas stated that they hold such meetings quarterly.

As to how often the organization holds meetings to discuss the implementation of its strategy, the findings of the study was so varied among the respondents much as it would be expected that such meetings ordinarily involve all the line managers across the entire organization at any one time. Some of the respondents stated that the organization rarely holds meetings to discuss its strategy implementation while others stated that such meetings are held monthly. Still, some other respondents stated that such meetings are held after every three months while another category held that the

meetings are held annually. Tied closely to how often the organization holds meetings to discuss the implementation of its strategies at the level of operating managers is the question of how often the senior-level leadership communicated the organization's strategy to the entire staff over the last twenty four months (two years). The responses were equally varied with all the respondents (save for one), stating that within the last one year, there has been an attempt to change the strategic plan for the organization. This was probably due to the fact that at the time of conducting this study, the organization was in the process of formulating a new strategic plan for 2013 – 2018 which had proposed to change its vision and mission.

4.3.2 Staff, Strategy and Structure

Despite the fact that all the respondents in the study were the departmental managers who presided over the activities of their respective departments in the implementation of the organization's strategies, they observed that the lower level employees are inadequately trained in strategy implementation. The study registered varied responses regarding what the respondents perceived as the level of employee understanding of the objectives of the organization in its latest strategic plan (2009 – 2013). Majority of the respondents felt that the organisation's employees somewhat/fairly understood the organization's strategies whereas others have very low understanding. Still, other respondents felt that the employees have a full understanding of the organization's objectives as per the latest Strategic Plan.

Some of these factors identified by the respondents in the study as having the potential of discouraging them from exerting personal effort in the implementation of the strategic plan in the future included the fact that key implementation tasks and

activities were poorly defined. As such, the respondents observed that strategy implementation took significantly longer time than was originally planned. There were emergence of unanticipated and uncontrollable major problems from within and outside the organization; activities were ineffectively coordinated across functions; and that competing activities and crises tended to distract people's attention from the strategy implementation process.

In terms of the organization trying to accomplish its strategic performance targets in the previous plan period (2009 – 2013), some of the respondents felt that the organization was quite successful, while others felt it was either somewhat successful or not very successful. Unlike the 2006-2009 Strategic Plan that identified twenty one strategic objectives for implementation, the study found out that the Commission's 2009-2013 Strategic Plan identified only three strategic objectives which culminated into seventeen strategies to be implemented by the four Directorates of the Commission as per Table 1 below.

Table 1: Objectives and Strategies of the Strategic Plan 2009-2013

Objectives	Strategies
To strengthen the capacity of the Commission to deliver on its mandate	1. Enhance the Human resource capacity of the Commission 2. Enhance the financial Resources of the Commission 3. Enhance and Optimize the physical infrastructure of the Commission 4. Expanding National Presence and Coverage 5. Improve the corporate image and brand of the commission
To enhance the	1. Facilitate the strengthening of Legal Framework

Objectives	Strategies
legal framework and undertake investigations and Asset Recovery	2. Improve on intelligence gathering mechanisms 3. Enhance investigations, asset tracing, and recovery 4. Integrate technology in intelligence and investigations 5. Facilitate the formulation of guidelines for asset recovery
To reduce the prevalence of corruption and economic crime	1. Enhance capacity for corruption prevention in public, private and civil society sectors 2. Intensify Anti-corruption public education, training and awareness 3. Institutionalize a monitoring and evaluation system 4. Promote targeted and integrated research on corruption and governance 5. Promote ethics, integrity and corruption intolerance in public, private and civil society sectors 6. Strengthen partnership, coalitions and networks against corruption 7. Strengthen policies, systems, procedures and practices of work in public institutions (MDAs)

As at the time of conducting this study, the respondents stated that the Commission had just concluded a job evaluation exercise that came up with a new leadership structure. The on-going development of a new Strategic Plan 2013 – 2018 was premised on the creation of new structure for its successful implantation. According to the respondents in the study, this was as a result of taking in account the lessons learnt during the previous plan periods.

4.3.3 Systems

Whereas the tying of rewards and incentives to the achievement of performance objectives and good strategy execution/implementation were identified by the respondents in the study as a senior-level leadership factor that contributed to the achievement of the performance targets, it also emerged from the study that the organization does not have a policy or scheme in place for rewarding the staff that is based on the achievement of the strategic performance targets. Most of the respondents stated that such a scheme does not exist while others stated that salary and promotions are based on performance. The respondents also cited lack of implementation policies to support strategies, and inadequate information system for monitoring implementation activities as other potential de-motivating factors.

Unanticipated internal business problems such as lack of adequate resources (both human and financial), deficient senior-level leadership skills, and lack of commitment towards strategy implementation among the lower-level management and front-line employees were also identified as factors that negatively affected the achievement of strategic performance targets. Other factors were lack of clear policies on how work is to be done, inadequate monitoring and evaluation mechanisms, and that the lower level employees were insufficiently trained. From the study findings, it emerged that out of the twelve respondents (who are the top managers of their respective departments); most of them have not received any training in strategy implementation methods over the last four years. At the time of conducting the study, the Commission was in the process formulating a new Strategic Plan for the period 2013 – 2018 which

proposed a new vision. Similarly, the Commission was in the process of adopting a new organizational structure resulting from a just concluded job evaluation exercise.

4.3.4 Success Factors

According to the end-term review of the Strategic Plan (2006-2009), the study established that five success factors were identified. Effective planning and budgeting that ensured ownership of the Strategic Plan is noted to have led to better strategy implementation. This is said to have entailed proper alignment of project objectives from Strategic Plan to department's objectives and cascading downwards to divisions and individual assignments, effective programme targeting where available resources were rationalized with Strategic Plan activities, and substantial efforts made to mobilize financial resources for the plan. Efficient use of resources through procurement of goods and services where innovative aspects were adopted, formulation and reviewing of working operation manuals and policy guidelines to facilitate timely implementation, and hiring of skilled and experienced staff was yet another success factor identified. The third success factor was effective inter-agency collaboration to improve Strategic Plan implementation which involved identification of key stakeholders in public and private sectors to widen outreach structures, liaison with other investigative and oversight bodies that facilitate joint tasking and information sharing, and effective carrying out of training activities. Use of research findings to inform anti-corruption programmes and other Government reform measures was the fourth factor and lastly, the availability and application of information and communication technology (ICT) infrastructure in efficiency gains in the Commission's operations.

However, an end term review of the 2009 – 2013 Strategic Plan identified only two success factors namely supportive legislative, policy and institutional framework, and effective stakeholder participation and support. The promulgation of the Constitution of Kenya 2010 entrenched the Commission in the Constitution and set very high standards of integrity through its own provisions and enabling statutes. The Constitution is noted to have further provided for reforms in the institutional and legislative framework that strengthened key institutions crucial in the fight against corruption and unethical conduct; key among them, the Judiciary and Directorate of Public Prosecutions, and supportive reforms to enhance transparency and accountability in the public sector which propelled the work of the Commission. Cooperation from internal and external stakeholders also led to enhanced awareness levels on issues of anti-corruption and ethical behaviour, adequate management support in programme implementation and policy, and continued financial support by the Government of Kenya for anti-corruption programmes.

On their part, the study's respondents observed that senior-level leadership factors contributed to the achievement of the performance targets. Among the factors identified to have positively influenced the achievement of the performance targets was that the senior level leadership: ensured that the organization had the competencies, capabilities, and resource strengths to carry out its strategy implementation successfully; developed budgets that steered resources into those activities that were critical to the success of the strategy implementation; established effective strategy-supportive policies and procedures; and instituted best practices and pushed for continuous improvement. Information, communication, and operating

systems that enabled the organization's personnel to carry out their roles successfully were also installed according to the respondents in the study.

4.4   Strategy Implementation Challenges at EACC

Arising from the interviews conducted during the study, there are several challenges to strategy implementation Ethics and Anti-Corruption Commission in Kenya (EACC). The challenges are both internal and external and have both direct and indirect effect on the success or otherwise of strategy implementation at EACC. Key among the external challenges are lack of adequate resources (both financial and human), frequent changes in the law leading to instability in the leadership of the organization, poor/weak legislative framework, and lack of political good will in the fight against corruption. Unpredictable political, legal and technological environment, were also identified as major challenges.

Internally, high staff turnover and changes in the leadership structure in the recent past led to serious skills-gap in the Commission across all levels. This impacted negatively on the success of strategy implementation at the Commission. Non-institutionalization of the Strategic Plan and lack of commitment to strategy implementation at all levels of the organization was noted as being among the internal challenges. Other internal challenges included poor leadership in the formulation and implementation of the strategy, inadequate staff training on matters of strategy implementation, and poor monitoring and evaluation of strategy implementation activities.

According to the end-term review of the 2006-2009 Strategic Plan as captured in the Kenya Anti-Corruption Commission's 2009 – 2013 Strategic Plan, the following challenges to strategy implementation were noted. Inadequate legislative framework (inadequate provisions in Anti-Corruption and Economics Crime Act, 2003 and complementary laws; and criminal Justice System that does not deter corruption); managing expectations (high public expectation that was not fully met); operational challenges (budgetary constraints, inadequate staff and low capacities in terms of skills for some departments, emerging numerous administrative assignments that are not part of the Strategic Plan among others); intelligence/investigative challenges (under-developed intelligence/investigative infrastructure, disruption of investigations due to staff turnover, and reliance on other government departments for effective discharge of the Commission's mandate); and lack of monitoring and evaluation system which constrained the tracking of plan implementation progress while lack of baseline information as well as experience led to setting up unrealistic targets for some programmes.

4.4.1   Proposed Changes

The study found out that the following changes are necessary so as to make the task of strategy implementation and achievement of strategic performance targets successful at EACC. Involvement of the employees in the strategy formulation process and setting of performance targets, simplification and provision of clear explanation of strategies and objectives, and introduction of performance-based reward scheme. Improvement of coordination and communication of strategy implementation together with the adoption of an integrated monitoring and evaluation system were also deemed to be necessary. Other proposals are that the organisation should focus its

resources towards its core business areas beside reviewing and realigning its structure. There is the need for regular (monthly) communication on the progress of strategy implementation and conducting quarterly reviews of the implementation. Socialization of the Strategic Plan amongst the staff should not be an event but a continuous as a way of ensuring that its implementation is fully mainstreamed throughout the organization, and that it is owned at all levels. Finally, the respondents further proposed that the organization should employ more staff, provide training on leadership and supervisory skills as a way of enhancing leadership, and that the executive should own the strategy.

4.5   Discussion

This section compares the study results with the theories that guided the study. It also draws a parallel with the findings of similar studies of the same concerns. The context plays a key role in setting the framework for strategy implementation at the individual organizational level. As such, strategy implementation at Ethics and Anti-Corruption Commission; to a larger extent, is greatly influenced by its operating environment.

4.5.1   Comparison with Theory

Strategy implementation is contextual. According to Chandler (1962), structure follows strategy and that the relationship between the strategy and organizational dimensions is such that firms decide on a strategy and then put in place appropriate organizational choices such as structure, systems, rewards, and processes. In this study, it was established that the Commission is setting up a new leadership structure to steer the implementation of its 2013-2018 Strategic Plan. Again, it was established that the Commission is working on developing integrated systems for monitoring and

evaluating the implementation process by setting targets and linking rewards to the achievement of the implementation targets.

Further, according to Thompson and Strickland (2003), strategy-executing task is easily the most complicated and time-consuming part of strategic management. They posit that Strategy implementation is a hands-on operation and action-oriented human behavioural activity that calls for executive leadership and key managerial skills. However, arising from the findings of this study, lack of uniformity in response by the respondents as to how often the organization holds meetings to discuss strategy implementation suggests that the level of personal involvement by the respondents who are departmental heads varies across the organization. Alternatively, it may also mean that attendance by the operating managers of such meetings is not regular.

It is therefore, imperative employees at all levels in the organization are conversant with the organization's objectives so as to focus on their achievement. As was noted during this study, some of the respondents observed that apart from the fact that the employees are not fully socialized and/or sensitized on the strategic plan, the operationalization of the Strategic Plan should not be treated as an event but should be continuous. Commitment by the employees towards the success of the organization's strategic plan was also noted by some of the respondents as not being particularly focused on the achievement of the performance targets as set in the strategic plan. Instead, the commitment is towards (at times) uncoordinated daily activities. Some of the reasons given for the erosion of employee commitment towards the success of the strategic plan are the changes in the leadership structure, and constant external threats to the organisation.

The five success factors that were noted during the end-term review of the Strategic Plan (2006-2009) mirror the nine step model developed by Thompson, Gamble, and Strickland (2006) for strategy implementation. The model calls for staffing an organization with the needed skills and expertise, consciously building and strengthening strategy-supportive competencies and competitive capabilities, developing budgets that steer ample resources into those activities critical to strategic success, and ensuring that policies and operating procedures facilitate rather than impede effective execution. Further, according to the seventh and eighth strategy implementation model by Thompson, Gamble, and Strickland (2006), it is a requirement that people are motivated to pursue the target objectives energetically and; if need be, modify their duties and job behaviour to better fit the requirements of successful strategy execution; and that rewards and incentives are tied directly to the achievement of performance objectives and good strategy execution respectively. The study has noted that the Commission has, and continue to experience high staff turnover but does not have an established reward system that is performance based.

4.5.2 Comparison with other Empirical Studies

The study findings tally with the study findings by Kemboi (2012) that revealed that the Commission is often faced with uncertainties due to frequent changes in the top management which are usually politically instigated. Whereas Kemboi noted that frequent changes in the top management have seriously distorted the governance function of the Commission resulting in lack of direction in execution of the Commission's strategies, the findings of this study reveal that one of the greatest challenges in strategy implementation at Ethics and Anti-Corruption Commission in Kenya is the frequent changes in the leadership structure. Transitional challenges

related to the protracted process and delay in the appointment of the Commissioners and the Chairperson exposed the Commission to numerous litigations. From the study findings, institutional challenges together with inadequate legal and policy framework are identified as the other major challenges to strategy implementation. Other challenges arising from this study and associated with inadequate legal and policy framework were that most of the enacted legislations are weak to fight corruption and unethical conduct. Lack of political will to effect and establish proper laws that would bolster the fight against corruption is also evidenced by the weak legislations that were enacted.

Rajoro's (2010) study on challenges facing the implementation of performance contracting in Kenya found out that whereas the purpose of performance contracting is to improve efficiency and effectiveness in the management of public affairs through accountability, there was little evidence of success due to a number of challenges in the implementation process. Similarly, Awino and Kithinji (2012) also concluded after carrying out a study on the bottlenecks in the execution of Kenya vision 2030 strategy that implementation of Kenya's Vision 2030 is faced by myriad of challenges. This study also has concluded that similar challenges akin to those established in the previous studies that were conducted on public bodies such as inadequate and limited resource allocation especially in carrying out development activities, political interference, and uncertain political environment also confront strategy implementation at Ethics and Anti- Corruption Commission.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of the findings from the study in relation to the study objectives. It also covers the conclusions and recommendations made pursuant there from. Limitations of the study are cited together with suggestions for further research.

5.2 Summary of Findings

The first objective of the study was to establish how strategy is implementation at the ethics and Anti-Corruption Commission in Kenya whereas the second study objective was to establish the challenges faced by the Commission in the implementation of its strategy. The findings of the study are as summarized below:

5.2.1 Strategy Implementation at Ethics and Anti-Corruption Commission

Arising from the study findings, it was established that strategy implementation at Ethics and Anti-Corruption Commission is spearheaded at every Directorate level. At the Directorate level, the execution takes place at each of the departments forming the Directorate. There is some varying degree in the implementation approach across the Directorates. Implementation is spearheaded by the top-level managers of the respective Directorates. However, most of these senior level managers have not received any form of training in strategy implementation methods over the last four years preceding this study.

According to the study findings, among the factors that positively influenced strategy implementation was the establishment of information, communication and operating systems by the senior-level leadership. This enabled the organization's personnel to carry out their strategy implementation roles successfully. The study also established that the Commission does not have an integrated monitoring and evaluation mechanism in place to monitor the progress of implementation across all functions. Equally, the Commission does not have a system in place that links the achievement of the performance targets to rewards for its staff.

5.2.2 Challenges of Strategy Implementation at Ethics and Anti-Corruption Commission

Strategy implementation at Ethics and Anti-Corruption Commission in Kenya faces several challenges as revealed by the study. These challenges generally stem from both internal and external sources. Weak and poor legislative framework, coupled with frequent changes in the leadership structure of the Commission that has been occasioned by uncontrollable external factors is partly to blame for some of the failures in the strategy implementation. The study identified lack of clear communication of the strategic objectives by the senior-level leadership as well as poor coordination across functions as factors that hamper strategy implementation at the Commission. High staff turnover of skilled workforce who invariably possess institutional memory equally interfered greatly with the strategy implementation due to the fact that as more and more staff exits the Commission, a skills-gap is created that takes time to fill leading to serious bottlenecks in the achievement of the performance targets as set out in strategic plan.

Other internal challenges to strategy implementation at the Commission as per the study findings include poor leadership in the implementation of the strategy, non-institutionalization of the strategic plan and lack of firm commitment to strategy implementation at all levels of the organization, inadequate staff training on matters of strategy implementation, and poor monitoring and evaluation of strategy implementation activities. Other internal challenges were precipitated by external events such as lack of adequate resources (both financial and human) and instability in the leadership of the organization due to transition occasioned by changes in the law. External challenges stemmed from poor/weak legislative framework, lack of political good will, and unpredictable political, legal and technological environment.

5.3   Conclusion

Context is critical in strategy implementation as there is no one single approach that is applicable universally across all organizations. For every organization, success in is largely measured by how successful it is in the implementation of its strategy and the achievement of its set performance targets. For Ethics and Anti-Corruption Commission, strategy implementation has not been quite a smooth ride due to both internal and external challenges as have been noted in this study. Despite the past recorded successes, the implementation process still needs to be re-looked with a view to establishing a synergic alignment between the seven key elements that are needed to ensure successful strategy implementation, namely; strategy, structure, systems, style of leadership, staff, shared values, and skills.

It is concluded that contextualisation of strategy implementation at Ethics and Anti-Corruption Commission is key to performance. This requires institutionalisation of

strategy implementation across the functional areas as defined by the Directorates. To this extent, the findings of this study agree with the existing theories and studies on strategy implementation. Continuous reviews of internal systems and aligning the Commission to its operating environment is needed throughout the strategy implementation period.

5.4   Recommendations

Based on the foregoing study findings and conclusions, coupled with the fact that strategy implantation is contextual without one universal approach to all organizations, it is recommended that Ethics and Anti-Corruption Commission should put more focus on strategy implementation by among other things, having the senior-level leadership to own the strategic plan, and involving all the functional managers and the lower-level employees in setting clear performance targets. The Commission should socialize its Strategic Plan and also endeavour to establish an integrated monitoring and evaluation mechanism for monitoring strategy implementation progress. Such a mechanism should incorporate a performance based reward scheme that is known to all those who are involved in strategy implementation. Once strategy formulation exercise is complete, implementation of the same should be institutionalized by ensuring that it is mainstreamed across all functional areas.

Lastly, the study recommends that Ethics and Anti-Corruption Commission should enhance the capacity and leadership skills of its top managers as well as that of its lower-level employees on matters of strategy implementation as a way of bolstering the success of its Strategic Plan implementation. There should be developed a clear strategy of retaining its skilled workforce as a way of stemming the high staff

turnover. Being a public body within the Government of Kenya that is charged with the sole responsibility of spearheading the war against corruption, Ethics and Anti-Corruption Commission should lobby the government for enough resources, proper legislation, and supportive national policies that entrenches the culture of accountability, war against corruption and unethical conduct.

5.5   Limitations of the Study

The limitation of this study stemmed from the fact that at the time of data collection, the Commission was at the point of drafting a new Strategic Plan for the plan period; 2013 – 2018. It was thus not easy to get the audience with the target respondents in a face to face interview as they were often involved in the activities associated with strategy formulation. As such, there was a serious time constraints during the data collection period. The flip side of this limitation, however, is that since the respondents were involved in strategy formulation exercise, they were much alive to the issues of concern in this study.

The other limitation in this study was being a case study, it was necessary that the data collection through face to face interview sessions was conducted by the researcher himself. This was particularly so in order to ensure consistency in conducting the interview. Due to work engagements, the researcher experienced a lot of strain during data collection. However, the researcher was able to ensure that this did not impact negatively on the quality of data collected.

5.6   Suggestions for further Research

The objectives of this study were to establish how strategy is implemented at Ethics and Anti-Corruption Commission and the incidental challenges. It is noted that during

the study, the Commission was at the point of drafting a new Strategic Plan for plan period of 2013 – 2018. Equally noted was that the Commission has so far implemented two Strategic Plans; 2006-2009 and 2009 – 2013. A review of the implementation status of the two previous plan periods yield mixed results on the level of success and challenges.

Base on the foregoing, and arising from the findings of this study, it is proposed that further studies be conducted on other aspects of strategy implementation at the Commission. One such study should attempt to establish the tools for success in strategy implementation at Ethics and Anti-Corruption Commission in Kenya. The findings of such a study may assist in anchoring strategy implementation at the Commission. It may also bolstering the Commission's performance in carrying out its constitutional and statutory mandate.

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APPENDICES

Interview Guide

Code No: _____Directorate: _____

Department: _____

SECTION I: PRELIMINARY QUESTION

1. Have you been personally involved in any way, with trying to achieve the strategic performance targets of a Strategic Plan in the organization over the last two years?

2. How conversant are you with the Strategic Objectives as set out in the Strategic Plan for your organization?

3. Are you conversant with your organization's set:

    a. Vision

    b. Mission

    c. Goal(s)

SECTION II: STRATEGIC IMPLEMENTATION QUESTIONS

4. To what extent have you personally been involved with strategy implementation in your current job?

5. How often do you meet to discuss the implementation of the organization's strategy, and annual work/business plans?

6. Does your department have annual work plans/objectives?

7. If yes in (6) above, how often do you meet as a department to discuss the implementation of your departmental annual work plans/objectives?

8. In terms of your organization trying to accomplish its strategic objectives and performance targets, how successful was the achievement of those objectives in the previous plan periods according to your opinion?

9. In the past 24 months, how often has the senior-level leadership communicated the organization's strategy to its entire staff?

10. How long ago was there an attempt to implement a change in direction or Strategic Plan in the organization?

11. According to your opinion, what are the senior-level leadership factors and/or behaviours that have positively affected the strategic performance targets set for the organization?

12. According to your opinion, what are the senior-level1eadership factors and/or behaviours that have negatively affected the strategic performance targets set for the organization.

13. How does your organisation compensate the staff for the achievement of the strategic performance targets set for the organization?

14. What is the level of your personal involvement in trying to achieve the strategic performance targets set by your organization?

15. What were the factors and/or behaviours that motivated you to put effort into achieving the strategic performance targets set for the organization?

16. What are the factors and/or behaviours that might discourage you from exerting effort in implementing a strategic plan in the future?

17. How well do you feel people at all levels across the organization have worked together in implementing the strategic performance targets set for the organization?

18. To what extent has there been conflict in the organizational culture based on resistance to the implementation of a Strategic Plan?

19. According to your opinion, how well do the employees at all levels understand the objectives of the organization's latest strategic plan?

20. In your own assessment, how committed are employees to the success of the organization's strategic plan?

21. What changes do you think would be needed to make the task of achieving the strategic performance targets more successful?

22. In your opinion, what are the major challenges facing your organisation in its strategy implementation?

SECTION IV: BACKGROUND INFORMATION QUESTIONS

23. What is the highest level of education you have completed?

24. How often have you been trained in strategy implementation methods in the last four years

25. How long have you been employed in your current position with the organization?