CRITICAL SUCCESS FACTORS IN THE IMPLEMENTATION OF THE SOCIAL PILLAR OF KENYA'S VISION 2030

ODHIAMBO VALENTINE ACHIENG'

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

NOVEMBER, 2014

DECLARATION

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

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

ODHIAMBO VALENTINE ACHIENG'

REG NO: D61/76252/2012

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

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

DR. Zachary B. Awino, PhD.

Senior Lecturer

School of Business,

University of Nairobi

DEDICATION

This work is in a special way dedicated to my mother Alice Odhiambo and my aunt Patriciah Odima for the sacrifices they have made to support my education and instilling the value of education early in my life. It is because of the academic foundation laid from those sacrifices that I have managed to pursue my education further.

To my spouse Eng. Daniel Chemitei for his constant love and support and my very energetic son Kigen Chemitei whose vigor and love motivated me most.

ACKNOWLEDGEMENTS

TABLE OF CONTENTS

ABBREVIATIONS AND ACCRONYMS

CSF: Critical Success Factors

ERSWEC: Economic Recovery Strategy for Wealth and Employment Creation

GDP: Growth Domestic Product

HR: Human Resource Management

IMF: International Monetary Fund

MDG: Millennium Development Goal

MDGs: Millennium Development Goals

MTP: Medium Term Plan

PPP: Public Private Partnership

STI: Science, Technology and Innovation

LIST OF TABLES

ABSTRACT

This study was conducted to identify the critical success factors and implementation of the social pillar of the Kenya's Vision 2030. The Objective of the study was to identify the Strategies for the implementation of the vision 2030. The second objective was to identify the relationship between the critical success factors and implementation of the vision 2030. The study adopted a case study analysis using an interview guide for four respondents dealing with the implementation of the social pillar of Kenya Vision 2030. The result findings suggest that there is commitment and support from the government in the implementation of the Vision 2030. In addition, there is successful coordination of the implementation of the social pillar with the delivery secretariat providing oversight despite having limited resources in terms of staffing. It has been reported that most of the improvement in the implementation of the vision 2030 has been observed in the sector of education, health and marginalized persons in the society. The critical success factors addressed included full support and commitment by the government, good communication between stakeholders, confidence in the secretariat team capabilities, scarce resources, increasing involvement of the private sector through PPP, and finally, a satisfactory regular performance review quarterly and bi annually. It has been suggested that there is need to align the funding to the flagship projects, more staff for the delivery secretariat team and training of the current staff to enhance capacity for implementation of the vision 2030 especially in the county level as well. This recommends that further research should be conducted to help establish the impact of success factors on the county governments in the implementation of the vision 2030 devolved functions. There is also a need to assess the participation of the public in the implementation of the vision 2030. It is also recommended that more number of people should be interviewed to get a bigger picture and challenges in the implementation of the social pillar for the vision 2030. This will help change the attitude and win the public confidence in the implementation of the strategy. This study offer ground for the review and re alignment of the strategies adopted in the implementation of the Vision 2030 strategies. It also calls for the need of adoption of evidence based practices in the implementation of the vision 2030 strategy for it to be achieved earlier than 2030.

CHAPTER ONE

INTRODUCTION

1.1   Background of the Study

Critical success factors are the elements necessary for the successful implementation of a project. They are the essential areas of activity that must be performed well if objectives are to be achieved and must therefore be given special and continual attention to bring about high performance. Critical Success Factors (CSFs) additionally create a common point of reference which helps to direct and measure the success of a project and enable stakeholders to pull together towards the same overall aims. Any development undertaking requires that the end result is clear so as to act as a guide and motivation among stakeholders. For this reason, people will not only know where they are going but also the essential elements that are necessary for achievement of their goals. Critical Success Factors focus on the most important areas and get to the very heart of both what is to be achieved and how it will be achieved.

Resource based view is a theory in strategy implementation. According to (Mwailu & Mercer, 1983, Wernerfelt, 1984, Rumelt, 1984, Penrose, 1959) implementation of strategies that will give a competitive advantage of a firm lies on primary application of the bundle of valuable interchangeable and intangible tangible resources at the firm's disposal. To transform a short-run competitive advantage into a sustained competitive advantage requires that these resources are heterogeneous in nature and not perfectly mobile (Petered, 1993). Effectively, this translates into valuable resources that are neither perfectly imitable nor substitutable without great effort (Barney, 1991). If these conditions hold, the firm's bundle of resources can assist the firm sustaining above

average returns. Electric implementation theory suggests integrating different managerial perspectives and theoretical viewpoints. It further suggests that a successful strategy implementation is a function of variables that in theory have been developed and studied separately but that in practice must be fully integrated. The integration of such variables defines the implementation process. An implementation process (or model) increases its value if at least it is logic, operational, economic, balanced, manageable and efficient (Jofre, 2011). One of the most difficult tasks when implementing strategies is that decision-making occurs in a context of complexity and uncertainty. Hence, a useful implementation model should be able to make sense of complexity and uncertainty and therefore, to be manageable according to the limitations of our cognitive capabilities (Jofre, 2011).

Kenya's Vision 2030 is the country's development programme covering the period 2008 to 2030. It was launched on 10 June 2008 with the main being to transform the country from its current status into a newly industrializing middle income country providing a high quality of life to all its citizens by the year 2030. The overarching vision, therefore, is "A globally Competitive and Prosperous Nation with a high quality of life by the year 2030". The vision is anchored on three pillars namely Economic, Social and Political pillars. To support the three pillars are transversal institutional reforms and infrastructure development interventions. Each pillar has defined objectives to be achieved by 2030, strategies and projects to be implemented in the first 5 year phase. The projects are diverse covering all social and economic sectors and are widely dispersed to cover the whole country (Vision 2030 blue print).

1.1.1 The Concept of Strategy

A strategy is a high level plan to achieve one or more goals under condition of uncertainty. It has not been disputed that strategy is important but it has not been expressly stated what exactly is strategy and how to achieve winning through strategy. No single approach to strategy has been universally accepted (Stacey, 2003). According to (Mintzberg, 1987), strategy can be viewed as a plan, ploy, pattern, position and finally a perspective. Strategy as a plan deals with how leaders try to establish direction for organizations; while as a ploy it takes us to the realm of direct competition, manoeuver is employed to gain competitive advantage. As a pattern strategy focuses on action that is consistent in behavior and is key to achieving organizational goals. Strategy as a position encourages organizations in their competitive environments in order to protect, avoid or subvert competition. Strategy as a perspective is an ingrained way of perceiving the world.

It has been claimed that not all business decisions are strategic. Decisions can only be defined as strategic if they involve consciously doing something 'differently' from competitors and if that difference results in a sustainable advantage (Porter,1996).. Activities which simply increase productivity by making existing methods more efficient ('operational efficiency') are not strategic since they can be easily copied by others. In many instances, many managers confuse operating efficiency with strategy but the two are not the same. In the long run a company cannot compete on the basis of operational efficiency. Competitive strategy is about being different. It means deliberately choosing a different set of activities to deliver a unique mix of value.

Strategies are abstractions which only exist in the minds of interested parties. Another perspective of strategy is fronted by Kim and Mauborgne (2005) where value information is seen as a cornerstone of strategy through the pursuit of differentiation and low cost. Additionally, Ansoff (1987) describes strategy as a rule for making decisions. He seeks to differentiate policy and strategy. He indicates that when policy is a general decision that is always made in the same way whenever the same circumstances arise, a strategy applies similar principles but allows different decisions as the circumstances differ. This definition stands out as it captures and takes cognizance of the changing business environment. Chandler (1962) in defining strategy pioneered the proposition that structure follows strategy and from strategy emanates strategic management.

1.1.2   Strategy Implementation

Implementing a strategy, according to Pearce and Robinson (2007), is the process through which a set of agreed work philosophies is translated into functional and operational targets. Kotter and Best (2006) see the real challenge in strategic planning resting with turning tactic into a strategy for the company and doing this requires effective implementation. They further support this position when they state that implementation addresses the who, where, when and how, and it is thus the tactic that drives the strategy of the company. According to Hussey (2000), implementation follows a six step process namely, envision, activate, install, ensure, and recognize. He further states that the implementation of strategy remains one of the most difficult areas of management and its success depends both on the selection of an appropriate strategy and converting that strategy into action.

Hussey (2000) further explores the subject of successful strategy implementation by introducing the concept of "soft" and "hard" aspects of implementation. He argues that there are soft and hard elements which need to fit together if the strategy is to be implemented. The soft elements comprise the behavioral dimensions while the hard elements comprise the analytical dimensions to the process of making and the subsequent implementation of strategy. He contends that the issue then becomes one of creating a strategic fit between the soft and hard elements and organizational variables.

For effective implementation of strategy, there is need for adequate leadership and commitment from the top. The way in which the strategy is implemented can have a significant impact on whether it will be successful. In large companies, those who implement the strategy will likely be different people from those who formulated it. Thus, care must be taken to communicate strategy & the reasoning behind it; otherwise implementation might not succeed if the strategy is misunderstood. In lower level position, managers resist its implementation because they do not understand why the particular strategy was selected.

Implementation involves activities that effectively put the plan to work. Implementation of the tactic drives the strategy of the company. Strategy implementation is likely to be successful when congruence is achieved between several elements crucial to this process. This may be grouped into two groups of structure and process elements. Structure defines the configuration of a company showing the relationships that exists between the various parts of the company. The process element includes leadership, culture, resources and other administrative procedures.

The structure of the company should be compatible with the chosen strategy. If there is incongruence, adjustment will be necessary either for the structure or for the strategy itself. Chandler (2002) points out that while structure follows strategy, there is also evidence that structure influences strategy in certain situations. It therefore goes without saying that effective implementation of an average strategy beats mediocre implementation of a great strategy every time. To effectively direct and control the use of the form'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 (Pearce & Robinson, 2000).

1.1.3 Critical Success Factors

The idea of Critical Success Factors was first presented by D. Ronald Daniel in the 1960s. It was then built on and popularized a decade later by John F. Rockart, of MIT's Sloan School of Management, and has since been used extensively to help businesses implement their strategies and projects. Critical success factors are those elements necessary for the successful implementation of a project which must be performed well if objectives are to be achieved (Boardman, 2014).Special and continual attention is necessary to bring about high performance and create a common point of reference which helps to direct and measure the success of a project. Critical Success Factors focus on the most important areas and get to the very heart of both what is to be achieved and how it will be achieved.

Inevitably, the concept has evolved, and whereas there is no hard and fast rule, it's useful to limit the number of CSFs to five or as fewer absolute essentials. This will help in the CSFs having maximum impact, and so give good direction and prioritization. The importance of identifying Critical Success Factors is that it enables people to not only know where they are going but also the essential elements that are necessary for achievement of their goals. Arguably, many of the most commonly cited causes for implementation failure are either myths or excuses that have gained credibility from being repeated often (Sterling, 2002). Some of the identified critical success factors in implementation of strategy by researchers have been Alignment of organizational design and capabilities with the strategy, Consistent and persistent communication and continuous monitoring and accountability.

1.1.4 The Social Pillar of Kenya's Vision 2030

The social pillar is one of the three pillars identified under vision 2030 and it deals specifically with issues relating to the citizens of Kenya. The overall objective of the Social Pillar is investing in the people of Kenya in order to improve the quality of life for all Kenyans by building a just and cohesive society, enjoying equitable social development in a clean and secure environment. This quest is the basis of transformation in eight key social sectors. The sectors are; Education and Training; Health; Water and Sanitation; the Environment; Housing and Urbanization; as well as in Gender, Youth Sports and Culture, equity and poverty reduction. It also makes special provisions for Kenyans with various disabilities and previously marginalized communities. These policies will be founded on all-round adoption of science, technology and innovation (STI) as an implementation tool. (Source; Vision 2030 blueprint).

The various sectors identified under the social pillar will be revamped through various flagship projects. Plans for Education and Training included building and equipping 560 new secondary schools to provide room for the increased primary school graduates courtesy of the Free Primary School education programme introduced in 2003 and recruit about 28,000 teachers to offset the personnel deficit in the sector (Mwenzwa & Onduru, 2010). The aim of the health sector for 2030 is the effective provision of quality health care for all citizens. The Vision rightly recognizes that Kenya is a water-scarce country and therefore the other target sector in this pillar is water and sanitation, whose vision for 2030 is to ensure that water and sanitation services are not only available, but also sustainably accessible to all Kenyans.

The gender, youth and disadvantaged groups' vision for 2030 is equity, improved livelihoods for vulnerable groups and a responsible and prosperous youth. The sector's goal for 2012 is to increase opportunities for the aforementioned groups in line with the principles of equity. The other target sector is housing and urbanization whose goal is to increase annual production of housing units from the 2007 level of 35,000 to 200,000. To ensure equity and poverty reduction is realized, the goal is to reduce the number of people in poverty by placing citizens at a level of sufficient income to cater for basic requirements. Regarding environmental conservation as spelled out in the Millennium Development Goal (MDG), the goal of the sector is to increase forest cover to enhance disaster preparedness in disaster-prone areas.

To achieve the foregoing, it is recognized that exploitation of knowledge in science, technology and innovation (STI) is paramount. As such STI will be applied across all sectors in the three pillars for efficiency, improved welfare and enhanced democratic governance. To achieve the journey towards prosperity, the social pillar must be implemented successful as it deals with the most critical success factor; the people. The other two pillars, Economic and Political are also important but their success is pegged on successful implementation of social pillar as it focuses on the key ingredients of successfully implementing the other pillars. The success of the vision is tagged on successful implementation of the flagship projects, all of which deserve attention and support.

1.1.5 Kenya Vision 2030

The literal meaning of the term vision is a desired picture of the future. Any development endeavor requires that the end result is defined so that it acts as the guide and motivation among the stakeholders. Consequently, a vision when applied to a development blueprint like the Kenya Vision 2030 can be looked at as a statement or affirmation that defines time-bound and specific long-term direction of what a country intends to achieve or become in the future. The Kenya Vision 2030 is a long-term development plan for the country, a result of multi-stakeholder engagement and participation starting in October 2006. The Vision was launched on 10 June 2008 by the President of the Republic of Kenya. It came up immediately after the implementation of the Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC) 2003-2007 (Republic of Kenya, 2003; 2004).

The vision 2030 aims to make Kenya "a globally competitive and prosperous nation with a high quality of life" (Vision 2030 blue print). The Kenya Vision 2030 Strategy is to be implemented in successive five-year Medium Term Plans (MTP), with the first such plan covering the period 2008 – 2012. The main intention of the blueprint is to help build understandings of the government actors engaged in development planning and resource allocation, as well as their partners in civil society and the private sector, on the impacts of inequalities on development performance generally and specifically. Historically, Kenya has been one of the most unequal societies in the world (Kenya Vision 2030 audit,2012). The launch of Vision 2030 thus provide a key opportunity to suggest ways of better conceptualizing and addressing these inequalities for the good of development in the country.

1.2   Research Problem

Bambrick (2011) in his research concluded that success is without doubt a large motivator in the outcome of any project and that the issue surrounding the measurement of success is that it opens up discussion and questions such as how can it be measured? Can it be measured at all and if so by what means? In turn by knowing how to measure project success, it may also be possible to understand what factors can stop it from being achieved. Therefore, it is the aim of this paper to gain an understanding of how project success is measured and in doing so clarify how critical success factors (CSF's) relating to project success are identified and managed. Critical success factors can be viewed as situated exemplars that help extend the boundaries of process improvement, and whose effect is much richer if viewed within the context of their importance in each stage of the implementation process.

Although CSFs may remain fairly constant over time, at least in the sense of a strategic planning period, from Rockart and Bullen's perspective, CSFs change "as the industry's environment changes, as the company's position within an industry changes, or as particular problems or opportunities arise" (Bullen 1981). It is therefore appropriate to stress that success does not just happen, it is planned for. The social pillar of Kenya's vision 2030 presents' comprehensive social interventions aimed at improving the quality of life of all Kenyans and Kenyan residents so as to create a just, cohesive and equitable social development in a clean and secure environment.

In order to meet the goals of the social pillar, our research found it paramount to ask the following questions: What critical success factors influence the implementation of the social pillar of Kenya's vision 2030? Relationship between critical success factors and the implementation of social pillar of Kenya's vision 2030?What other determinants apart from the critical success factors put forward in this study affect the social pillar of Kenya's vision 2030?This study seeks to understand the critical success factors in implementation of the social pillar of Kenya's Vision 2030.

In theory, there has been articles and research on Kenya's Vision 2030 among them being Sustainable Development in Kenya: (2012) and The Challenges of Achieving Kenya's Vision 2030;A Macro Perspective (Lofgren and Kumar, 2007). Locally, studies that are similar to this context include The Challenges faced by Kenya Vision 2030 Delivery Secretariat in the implementation of the Kenya Vision 2030 Strategy (Nyamai, 2012) ,Critical Factors in Strategy implementation of the Economic Pillar of Kenya Vision 2030

(Mwangoe, 2011), Effectiveness of Communicating government Policies; A case of Kenyan Vision 2030 (Kyalo, 2012). The researcher has found none per se that has laid emphasis on the social pillar of the vision. Most studies have focused on the sectors under the social pillar among them being Capacity Building and Women Empowerment towards realization of Kenya Vision 2030 (Karani, 2009) and The role of Human Resource Development in the realization of Kenya's Vision 2030 (Kimutai & Patrick, 2011). As the struggle to achieve middle income status by 2030 in Kenya continues, what are the critical success factors in the implementation of the social pillar of Vision 2030?

1.3   Research Objectives

This study seeks;

I.   To determine the strategies used for the implementation of the social pillar of Kenya's vision 2030.

II.   To establish the critical success factors for implementation of the social pillar of Vision 2030.

1.4   Value of the Study

A report by the Washington-based International Monetary Fund (IMF) asserts that since the time the long-term economic development strategy was initiated, a number of issues, which can materially affect the realization of the vision, have occurred. The government of Kenya is also aware that the road towards realization of the vision is increasingly bumpy. That Kenya is in the midst of a challenging period is an understatement. The devolved government introduced an aspect that had not been envisioned in the development of the strategy but which must be taken into consideration.

It is clear that the development strategy paper did not provide for such risks and was conceptualized with pre - 2006 economic indicators in mind (Amene, 2010).Bolo and Nkirote (2012) in their empirical study of the bottlenecks in the execution of Kenya's vision 2030 strategy concluded that some of the challenges facing the implementation of Vision 2030 are inadequate and limited resources. They further found that failure to effectively communicate the strategy is one of the major reasons slowing down implementation of Kenya Vision 2030.According to Mwailu & Mercer, (1983), Wernerfelt, (1984), Rumelt, (1984), Penrose, (1959), implementation of strategies that will give a competitive advantage of a firm lies on primary application of the bundle of valuable interchangeable and intangible tangible resources at the firm's disposal.

The theory explains the ability of a firm to deliver sustainable competitive advantage when resources are managed in a proper way. In the context of the Kenya's vision 2030, the resources to be well managed are the flagship projects which when actualize, will lead to successful implementation of the social pillar and Vision 2030. Black and Boal 1994, Grant 1995 cited by Ordaz *et al*., 2003, stated that resources, if considered as isolated factors, do not result in productivity; hence, coordination of resources is important. Realization of Vision 2030 will make Kenya a globally competitive and prosperous nation.

The journey towards realization of vision 2030 is one marred with challenges and which need a total mind shift if it is to be realized. There is also a general feeling that the Vision is a mirage. In the article Good leaders are Key to Vision 2030; the important role of NGO and civil society in actualization of the social pillar was affirmed. Kenya's Vision

2030 cuts across every aspect of the lives of Kenyans and driving it requires the concerted effort of a broad array of players, not just government. Since the future is about the people, the social pillar of Kenya's Vision 2030 concerns itself with the population in relation to their social, economic and overall well-being. It seeks to accomplish the goals whereby people enjoy high standards of living, a good quality of life and have access to quality education, health and other vital services. All of these aspirations translate into a long life expectancy and sustainable population growth.

The theory thereby seeks to contribute to the existing research by further examining and determining the critical success factors in each of the eight sectors in the social pillar that will help in the implementation of Kenya's vision 2030. By creating an understanding of the critical success factors, the delivery secretariat will be able to devise appropriate actions to ensure the implementation progress is not curtailed. The recommendation could also be used to evaluate strategy implementation processes of the various flagship projects under not only the social pillar but economic and political pillar as well. We are also seeking to find the various ways in which Vision 2030 is expected to reduce inequalities and move the nation significantly up the scale of human development, to be ranked high among the developed and developing countries in the world. The study will further aim to create a fundamental framework through which other researchers could recommend other key factors that are necessary for successful implementation of Kenya's vision 2030.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature that covers Critical success factors and implementation of strategy. It further touches on the social pillar of Kenya's Vision 2030 strategy and the challenges in actualizing the Vision 2030.

2.2 Theoretical Foundation

The link between strategy implementation and resource availability cannot be denied. The Resource based view of strategic management suggests that a firm is a bundle of resources and capabilities and this makes different firms differ in different ways. According to (Mwailu & Mercer, 1983), (Wernerfelt, 1984), (Rumelt, 1984) and (Penrose, 1959) implementation of strategies that will give a competitive advantage of a firm lies on primary application of the bundle of valuable interchangeable and intangible tangible resources at the firm's disposal. To transform a short-run competitive advantage into a sustained competitive advantage requires that these resources are heterogeneous in nature and not perfectly mobile (Petered, 1993). Effectively, this translates into valuable resources that are neither perfectly imitable nor substitutable without great effort (Barney, 1991). If these conditions hold, the firm's bundle of resources can assist the firm sustaining above average returns. The process of resource allocation is also influenced by the strategic context (Burgelman, 1983). Resource allocation is an iterative process (Noda and Bower 1996) and is a bottom up process.

According to (Barney, 1986), although a competitive advantage had the ability to become sustained, this is not necessarily the case. A competing firm can enter the market with a resource that has the ability to invalidate the prior firm's competitive advantage, which results in reduced rents. Sustainability in the context of a sustainable competitive advantage is independent with regard to the time frame. Rather, a competitive advantage is sustainable when the efforts by competitors to render the competitive advantage redundant have ceased (Rumelt, 1984). When the imitative actions have come to an end without disrupting the firm's competitive advantage, the firm's strategy can be called sustainable. This is in contrast to views of others that a competitive advantage is sustained when it provides above-average returns in the long run.

This view proposes analyzing and identifying an organization's strategic advantages based on an examination of its physical assets, human resource and intangible assets (Barney, 2001).Understanding the resource allocation process allows one to understand how strategy is made. The process of resource allocation is intimately connected to strategy. The resource based view of strategic management focuses resources to activities on different levels of the organizations. At the corporate level, the interest is in economies of scope and corporate resources and costs are focused on determining the industrial and geographical boundaries of the firm's activities (Zack, 1999). He further stresses that at the business level, resources are focused on beating competition and profitability. At this level an organization will focus on studying competition, analyzing its own competitive imitations, focuses on its resources creating competitive advantage and how the will catapult the organization to profitability. Together, these contributions amount to what has been termed the resource-based view of the firm.

The Electric implementation theory suggests integrating different managerial perspectives and theoretical viewpoints. It further suggests that a successful strategy implementation is a function of variables that in theory have been developed and studied separately but that in practice must be fully integrated. The integration of such variables defines the implementation process. The degree of usefulness of the process on the other hand is driven by at least six criteria. An implementation process (or model) increases its value if at least it is logic, operational, economic, balanced, manageable and efficient (Jofre, 2011). Logic is necessary to build an implementation process within a rational framework that is meaningful to the organization. Logic also allows deductive construction from which we can derive further implementation activities or sequences. Logic is not entirely based on experience or instinct but also in facts and therefore allows us to develop an implementation framework that combines both theory and practice.

A useful model for implementation should, in addition to logic, be expressed in terms of operational and concrete actions that are tangible and verifiable or that at least are meaningful and objective. By doing so, the model will allow us to induce greater change by identifying or solving more issues (Jofre, 2011). In this context, implementation should be frugal. If the model is also capable to balance theory and practice – as well as facts and assumptions – then it will allow a more accurate implementation. One of the most difficult tasks when implementing strategies is that decision-making occurs in a context of complexity and uncertainty. Hence, a useful implementation model should be able to make sense of complexity and uncertainty and therefore, to be manageable according to the limitations of our cognitive capabilities (Jofre, 2011).

In quest of finding a model for strategy implementation that could overcome existing deficiencies, Bourgeois and Brodwin (2004) have created a five-model system for strategy implementation categorizing strategy implementation practices. It shows different positions or viewpoints one might assume while implementing strategy. The commander model draws its influences from the military life, in the sense that the CEO wields absolute power. In this model the CEO is the rational agent behind the strategy decisions and plays no role in implementation. The CEO-model's works best with a powerful executive with few personal biases and vast and accurate sources of information (Bourgeois and Brodwin, 2004). The change model is based on planned interventions in the organization's structure and systems, which will set off the desired behavioral outcomes.

This model creates the ability to carry out more complicated strategic plans than the commander model, but also creates an additional inflexibility for unanticipated events and changes of plan (Ibid).The collaborative model extends the power of strategic decision-making from the CEO to the organization's management team. This model helps to motivate the managers and also provides the strategic decision-making–process with more information and cognitive capital. The problem of this model results from the fact that collaboration does not reach beyond top management. More decision making also means more politics and conflicts of interest, which may mean less rationality (Ibid).

2.3 Critical Success Factors and Strategy Implementation

According to Brotherton (2004a; 2004b) critical success factors are those factors capable of providing the greatest competitive leverage upon which resources should be focused. He considered critical success factors to be combinations of activities and processes designed to support achievement of such desired outcomes specified by the objectives or goals. Consequently, they can be partially controlled by management and thus can potentially be managed. The idea of Critical Success Factors was first presented by D. Ronald Daniel in the 1960s. It was then built on and popularized a decade later by John F. Rockart, of MIT's Sloan School of Management, and has since been used extensively to help businesses implement their strategies and projects. By fully understanding the factors with the greatest impact on success of a strategy, quick response to any of those changes is important.

Belassi and Tuckel (1996) and in turn Davies(2002) explain that since the 1960s researchers have been concentrating their efforts on trying to discover individual factors that are critical to project success. At a fundamental level, it is suggested that the reason projects are a success or failure is that they are affected by 'success factors' impacting on the overall performance of a project (Fortune and White, 2006). Through time, research highlights that the number of CSFs increased from an initial three to six factors (Daniel, 1961) then up to twelve (Davies, 2002). It could be argued that in the intervening period between Daniel (1961) and Davies (2002), the list of factors gained from theoretical studies is at times repetitive and overlaps whilst increasing and decreasing in number.

Fortune and White's (2006) major review of success factors highlights that the growth has developed on many levels and that these factors constitute a large scope of tasks and activities. Pinto and Covin (1989) used the axiom 'a project is a project is a project' when criticizing the works of other academics as being too focused on classifying all projects as similar, rather than pursuing issues that investigate differences between projects and factors that affect there outcome. To overcome the issue of too many CSFs, Belassi and Tukel (1996) carried out an empirical study highlighting six main CSFs areas or influences that can affect a project's outcome. They believed that factors relating to a project; project management; project team; organizations; project manager's performance and external environment; are key to understanding project's CSF's.

Implementation of strategy is often defined as the Achilles heel of the strategic management process (Roney, 2004, p. 233). Great strategies are worth nothing if they cannot be implemented (Okumus and Roper 1999). Unlike strategy formulation, implementation is often seen as something of a craft rather than a science and its research history has previously been described as fragmented and diverse (Noble, 2000). (Miller 2002) noted that less than 50% of formulated strategies get implemented. According to Mintzberg (1996), implementation means carrying out the predetermined plans. Some strategies are planned and some others just emerge from actions and decisions of organizational members. Formulating strategy is difficult. Making strategy work, executing or implementing throughout the organization, is even more difficult. Without effective implementation, no business strategy can succeed (Hrebiniak, 2006, p. 12).

The works of Mintzberg (1978) Miller and Frieson (1980), Pettigrew (1985) brought into focus the gaps between formulation and implementation. This brought into prominence the research stream concentrating on study of change. This also challenged the paradigm of explicit formulation and implementation, as strategies could now be emergent, unrealized. Research on strategy implementation, though neglected, was taken by few researchers in form of development of frameworks (Hrebiniak and Joyce 2005; Bourgeois and Brodwin 1984; Skivington and Daft 1991; Miller 1997; Okumus 2001; Joyce and Hrebiniak 2005) and in the form of evaluation of individual factors affecting the implementation process like- the interests of middle managers (Guth and Macmillan 1986) or the usage of implementation tactics (Nutt 1987).

Sashittal & Wilemon (1996) have pointed out that some terms synonymous with implementation, such as execution, and actualization of goals are often employed in the management literature, but are not frequently used by managers themselves. As far as the terms execution or executing in the strategy context are concerned, most of the 60 articles in our literature review, use strategy implementation as a key word or as a part of the title and only very few use the term strategy execution. There are no articles differentiating strategy implementation from strategy execution in the 60 articles that we have reviewed, while some authors take strategy execution as an exact synonym of strategy implementation. Strategy implementation is important but difficult because implementation activities take a longer time frame than formulation, involves more people and greater task complexity, and has a need for sequential and simultaneous thinking on part of implementation managers (Hrebiniak and Joyce 2001).

21

In view of these factors, research into strategy implementation is also difficult for it entails the need to look at it over time; presents conceptual and methodological challenges as it involves multiple variables which interact with each other and show reciprocal causality (Fajourn 2000). Alexander (1985) believes that the need to start with a formulated strategy that involves a good idea or concept is mentioned most often in helping promote successful implementation. As Allio notes, good implementation naturally starts with good strategic input: the soup is only as good as the ingredients (Allio, 2005). Whether a strategy itself is consistent and fitting or not is a key question for successful strategy implementation, but even a consistent strategy cannot be all things to all people. Bantel (1997) suggests that particular product/market strategies are effective at achieving particular performance goals to the exclusion of others. One of his conclusions is that synergies between strategy types and implementation capabilities exist and should be exploited.

Effectiveness of strategy implementation is, at least in part, affected by the quality of people involved in the process (Govindarajan, 1989). Noble & Mokwa (1999) put forward three dimensions of commitment that emerged as central factors which directly influence strategic outcomes: organizational commitment, strategy commitment and role commitment. Organizational commitment is defined as the extent to which a person identifies with and works toward organization-related goals and values (e.g., Michaels *et al.,* 1988, cited in Noble and Mokwa, 1999). Strategy commitment is defined as the extent to which a manager comprehends and supports the goals and objectives of a marketing strategy.

Role commitment is defined as the extent to which a manager is determined to perform his individual implementation responsibilities well, regardless of his beliefs about the overall strategy. The primary dependent variable in Noble and Mokwa"s (1999) study is implementation success, which they define as the extent to which an implementation effort is considered successful by the organization. Research by Alexander (1985) identified twenty-two major obstacles to strategy implementation, of which ten were cited by over 50% of firms sampled as major problems. In a similar study, Salem Al-Ghamdi (1998) researched 15 implementation problems and found that six strategy implementation problems were experienced by over 70% of the sample group of firms.

Based on case studies, Hansen, Boyd and Kryder (1998) identified additional implementation problems as a) failing to periodically alter the plan or adapt it to changes in the business environment b) deviation from original objectives and c) lack of confidence about success. According to Rutan (1999), all implementation aspects during the planning phase are fundamental for execution as there is no time to do that during execution. It is critical that everyone on the team understands and agrees upon the details of the plan. Management must make the commitment to stay focused on the agreed upon plans and should only make significant changes to the plan after careful consideration on the overall implications and consequences of the change. The organization should maintain a balance between ongoing business activities and working on new strategic initiatives. That is, that problems with implementation often occur when companies concentrate on new strategy development and in the process forget their main line of business that underlie within previously formulated business strategies.

Nickols (2000) posits that strategy is execution. He discussed four cases of strategy execution: flawed strategy & flawed execution, sound strategy & flawed execution, flawed strategy & sound execution, and sound strategy & sound execution. Only when the strategy and the execution are sound the organization has a pretty good chance for success, barring aside environmental and competitive influences. Further, he contends that executing the wrong strategy is one of the major problems leading to unsuccessful implementation of strategies. Downes (2001) states that the kinds of execution obstacles most companies run into fall into two categories: problems internal to the company and problems generated by outside forces in its industry. These internal and external issues are affected by the extent of flexibility companies have to launch strategic initiatives successfully.

DeLisi (2001) examined "the six strategy killers" of strategy execution, pinpointed by Bear and Eisenstat (2000). He found that four of these factors particularly hamper or destroy strategy execution. These are: a) ineffective senior management b) top-down or laissez-faire senior management style c) Unclear strategies and conflicting priorities and d) Poor coordination across functional boundaries. The research also revealed several other potential reasons for the failures in strategy execution. These included: Lack of knowledge of strategy and the strategy process; no commitment to the plan; the plan was not communicated effectively; people are not rewarded for executing the plan; the plan is too abstract, people are not held accountable for execution; senior management does not pay attention to the plan; reinforcers, such as culture, structure, processes, IT systems and human resource systems, are not considered and people are driven by short-term results.

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. Ram Charan (2003) in his research on implementation problems notes that "ignoring to anticipate future problems" hinders successful strategy execution. The key to strategy implementation in the 21st Century lays focus on how structures are created, adjusted and made to work (Pettigrew *et al.,* 2002). Empirical research shows many implementation related variables are important in explaining performance (Hanson and Wernerfelt, 1989). The importance of identifying Critical Success Factors is that it enables people to not only know where they are going but also the essential elements that are necessary for achievement of their goals.

Providing a discussion of an entire strategy development and implementation model Freedman (2003) ultimately suggested the following keys to successful strategy implementation: communicating the strategy; driving and prioritizing planning; aligning the organization; reducing complexity; and installing an issue resolution system. In an attempt to simplify quite a complex model, Kaplan and Norton (2001) provided five key areas that need to be addressed to support successful strategy execution. According to Kaplan and Norton (2001) the following are viewed as sets of best practices and their sub-components for implementing and executing strategy in organizations: mobile change through effective leadership; translate the strategy to operational terms; align the organization to the strategy; motivate to make strategy everyone's job; and govern to make strategy a continual process. Critical Success Factors focus on the most important areas and get to the very heart of both what is to be achieved and how it will be achieved.

Arguably, many of the most commonly cited causes for implementation failure are either myths or excuses that have gained credibility from being repeated often (Sterling, 2002). Effective implementation of an average strategy beats mediocre implementation of a great strategy every time. Some of the identified critical success factors in implementation of strategy by researchers have been Alignment of organizational design and capabilities with the strategy, Consistent and persistent communication and continuous monitoring and accountability. Alignment is important as it drives the whole organization to the direction that is intended. Consistent and persistent communication ensures that resources are dedicated to the most critical factors and it also gives people a sense of what is going on and as a result they tend to own the strategy. Implementing a strategy is tougher and more time-consuming than crafting strategy. It involves assigning individuals to tasks and timelines that will help in achievement of goals. Successful implementation of strategies remains a major challenge despite the notion that it may seem quite straight forward.

The Vision 2030 of Namibian has been considered an ambitious plan whose promises seem impressive and funds allocation appears convincing (Mwinga, 2011). Laying focus on the critical success factors is what most economists are enthusiastic about. The implementation of the vision has not been without challenges with more people raising concerns over the drastic expansion. One of the critical factors has been government intervention which will bring the needed change (Ritter, 2011). Inclusion of private sector is also one of the major ways the government can use to avoid overburdening the economy.

In the journey towards achieving Vision 2020 in Rwanda, a fundamental rethink of the structure of development is required. A report by the UNDP in 2011 shows that regardless of Rwanda already receiving more foreign aid than most African countries, at US$55 per capita, the impact of that aid on poverty reduction and economic growth is limited. The country must therefore embrace bold new partnership for development by involving more donors to provide the necessary resources to Rwanda over a sufficiently longer period. This will be necessary to enable the country to undertake the "Big Push" of investment that is required to break the cycle of poverty facing some of the more vulnerable groups (Ruyanza,2011)

Implementation of Kenya Vision 2030 has been faced with a myriad of challenges are faced such as inadequate and limited resources in carrying out development activities (Bolo and Nkirote, 2012). Studies have shown that nearly 70 percent of strategies are never successfully implemented (Corboy& O' Corrbui, 1999).Although CSFs may remain fairly constant over time, at least in the sense of a strategic planning period, from Rockart and Bullen's perspective, CSFs change "as the industry's environment changes, as the company's position within an industry changes, or as particular problems or opportunities arise" [Bullen 1981].It is therefore appropriate to stress that success does not just happen, it is planned for.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter contains research methodology that will be used for the study. The research methodology gives details regarding the procedures that will be used in conducting the study. The research design, the population of the study, sample design, data collection and analysis methods are expounded on below.

3.2 Research Design

The study adopted a case study research design where the unit of study was the social pillar of Kenya Vision 2030. Kelinger (1978) argues for the use of case study in social economic fact findings because it provides a great deal of information which is accurate. Furthermore, Patton (2002) states that the intention of case study research is to gather data at a particular point in time and use it to describe the nature of existing conditions.

Additionally, it allows for a detailed and focused examination providing valuable insight for problem solving, evaluation and strategy (Cooper, 2003). The research design which will be used in this study will be descriptive research design. This design refers to a set of methods and procedures that describes variables. This design is best suited to identify most issues that will be critical in the implementation of the social pillar of Kenya vision 2030.

3.3 Data Collection

Data for this study was both primary and secondary. Primary data was collected from personal interviews. This allowed the researcher to ask more in-depth questions for more insight and allowed immediate follow up questions to the respondent. The data was collected through an interview guide. The interview guide targeted four senior managers in charge of implementation of the social pillar of Kenya Vision 2030.

Secondary data was also collected from published and unpublished literature on Kenya's Vision 2030, internet websites, newspapers and journals. Other relevant blueprint documents such as Kenya vision 2030 were also utilized.

3.4 Data Analysis

The qualitative data collected was analyzed using content aalysis. Content analysis is a qualitative data analysis technique for making inferences by objectively and systematically identifying specified characteristics of information presented by the interviewees in a study.

This analysis was used to ascertain detailed information about the Critical Success Factors and the Implementation of Social pillar of vision 2030. The analysis was also used to link the critical Success factors to successfully implementation of the social pillar of Vision 2030. The results were presented in narrative form.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSIONS

This chapter presents the data analysis, research findings and interpretations of the study. It will also align the different responses with respect to the objectives of the study. This was also done in order to answer the research questions in this study.

4.1 Response for the Questionnaire

Four respondents were selected in this study and only three were responsive. This therefore makes 75% success rate for the study which is acceptable in research.

Table 1: Response rate for the study

Target respondents	Sample population	% Response
4	3	75%

Source : Primary Data 2014.

4.2 Kenya's vision 2030 strategy

The respondents strongly believe that the Kenya vision 2030 is achievable since it plan has been based on critical assessment of resources, there is also commitment on the part of the government and stakeholders at high level, and the goals for the implementation of the vision 2030 strategy has been well highlighted.

Respondents also believe that the social pillar of "Improving people lives" is also being met since the government has successfully rolled out implementation of the objectives art

various levels, money has been disbursed to support the programs, more than half the target of old people have been accessed by the ministry. Others say that thus has only been met at technical levels only. One of the respondents suggests that vision 2030 is a phenomenon and a dream to most of the Kenyans. They are yet to act and believe in the achievement of the vision 2030 and hence derailing the achievement of "Improving people's livers".

The role of coordination of the planning and the implementation of the vision 2030 is mandated to the delivery secretariat to offer leadership and coordination as addressed by the Kenya gazette Notice No 1386. The coordination is managed from the top management with the principal secretary spearheading the planning and overseeing and supervising the implementation. In addition, it has also been suggested that the role of the secretariat is to monitor and evaluation performance to the cabinet committee. Moreover, coordination is performed regularly through the quarterly progress reports on achievements. More so, annual reports are also submitted to the committee for monitoring and evaluation.

Education, Health, and Old and Vulnerable have been given priority in the implementation of the vision 2030. Education is believed to be a great step towards poverty eradication. Health is also important since having a healthy nation is paramount to the achievement of the vision 2030. They also believe that all the sectors have been given priority by the government of Kenya (Health, Education, Housing and Urban development, Population, Environment, Youth (Gender, Sports and Labor).

This is because all the sector of the social pillar have specific have funding allocations on the budgetary allocation for the specific ministries. This has been done to ensure that they specific projects under the projects in every of the sector are implemented and none lags behind. It has also been suggested that employment and food security have been given priority by the Kenyan Government. This is because Kenya has high levels of unemployment and since food security is also one of the basic needs of human beings which is at the core of the needs of every Kenyan.

Given a chance, the respondent suggests that they would focus on Education and Health in the Social pillar. The reasons provided are that education is the foundation for the achievement of most of the goals through the development of human power and capacity. Health is also important since sound health promote the productivity of the Kenyan's.

Among the sectors in the social pillar, Education has had the major improvement with creation of reforms in the education sector. The free primary education has increased the literacy levels in the country. This has increased the number of enrollment in secondary school and those joining universities for further education, Universities also now have double intake due to the huge populations enrolling for further education.

More Kenyans are now literate. This is a great improvement as suggested by all the respondents. The vulnerable groups have also been accessed, 253,000 groups have been managed compared to the targeted 320, 000 for 2014. In addition, the old have also been supported and a total of 210,000 people have benefited from the initiative out of the 540,000 through the direct cash transfer program from the government of Kenya.

Health has also had greater improvements with increased access to health facilities and free maternity services for women in all the public hospitals. Youth now have more opportunities in the participation in the national development through initiatives such as the Youth fund. The role of the secretariat is to oversee the implementation and not to receive funds and make decisions the project to be undertaken. Strategic intervention by the national government can also be undertaken to ensure that the ministries are able to set aside certain amount that can be used for only the specific projects allocated the funding. This is the required guideline for undertaking a program that will ensure that the funding is allocated to the most critical progress.

It is also suggested there is need to set make a need requirement assessment through which every sector will need to plan and medium term expenditure will be prioritized for the main sectors of the social pillar which are the main drivers of the economy.

A framework for increasing and organizing health tourism that will be launched soon has been developed by the Director for social and political pillar. Similarly, youth and enterprise strategy to offer guidance to the youth programs and enhance the employment issues of the employees has been prepared to enable the tackling of the youth issues in a structured manner.

Unlocking the bottlenecks in the ministries can also be implemented, so that they can be able to fast track the implementation of the projects progress. In addition, Timely and informed planning, monitoring, evaluations and reporting is required for successful implementation of the strategy. The secretariat as well engages the entire stakeholder's (ministry and department) and those they have been allocated adequate resources for the

project. Finally, it is suggested that automation of the information system so that the efficiency and delivery of cash in the disbursement programs has been done to improve implementation of the Social pillar of the Vision 2030.

4.2 Critical Success Factors

There is full commitment and emphasis to the implementation of the social pillar of the vision 2030 by the government of Kenya. The Jubilee government manifesto has also been drawn from the vision 2030 social pillar. They have also emphasized on the implementation of the social pillar. The constitution of Kenya (2010) as well gives more emphasis on the social security of its citizens which are in line with the development of the social pillar.

The government also out-sources funding for the funding of the projects that promote the development of the social pillar through the implementation of the Private Public Partnerships (PPP).

There is also consistent communication between the various stakeholders of the vision 2030. The delivery secretariat, ministries, brand Kenya and the cabinet share information of the success, challenges and milestone of the vision 2030. This has increased the ownership and information coordination with the public and all partners. This has been achieved through the quarterly and bi - annual meetings with the sectors involved with the implementation to address the progress and challenges encountered. There is also good linkage, and continuous updates are made through the quarterly and annual reports.

Above all, training is also conducted on the implementation of the vision 2030 strategies.The delivery secretariat team is lean and understaffed. They also have capacity to oversee the implementation of the vision 2030 social pillars and the operation efficiency so far has been excellent. However, there is need to increase capacity building and human resource development is needed to employ more professionals that will oversee the implementation of the Vision 2030 strategy.

The resources have been limited stagnating some of the flagship reports. For instance, cash transfers to the disabled have been underfunded in the budgetary allocations compared to others which have slowed the realization of the sector of the social pillar. The Secretariat also needs to establish offices at the country levels so that monitoring and evaluation can be overseeing at the lowest level possible through the counties.

The blue print for the vision 2030 has also been anchored on the mega budget which is projected through the MTEF and Medium Term Plans. In addition, the government has established PPP initiatives to help meet the resource needs for the implementation of the vision 2030 flagship projects. Human resource need has seen more training for skilled workforce that will be required for the implementation of the vision 2030.

Good governance promotes positive development of the country. In addition, political and democratic space when respected to ensure that there is economic growth. This promotes increase in investment, reduce unemployment rate, inflation, and increased competitiveness and market for our goods in both the local and international market.

The private sector has been significant in the implementation of the vision 2030 through the public private partnership through Partner Aids, grants, and joint financing of the flagship projects. Their role complements the Government efforts in financing, monitoring and evaluation of the projects for vision 2030. Other private sectors involved in the implementation of the vision 2030 are the NGO's, Civil Society and the church.

Regular reporting is done through the quarterly and bi- annual reports on the progress, successes and challenges facing the implementation of the vision 2030.Perfomance review are also done regularly to identify bottlenecks that need to be addressed, reveal milestones achieved and further ensure adequacy in funds allocation.

The respondents recommend that there is need to align the budget to support the implementation of the flagship projects so that the time frame for the realization of the project can be reduced. This is especially in relation to those projects that do not require huge funds allocation to get realized. There is also need to establish a culture change and attitude in parastatals. There is still a lot of beauracracy and maintenance of status quo which slows down implementation of projects. Public satisfaction and impact assessment need also to be determined regularly as the pillar is directly related to the people.

Training of manpower to oversee the implementation of the vision 2030 is required. The devolved government has widened the scope of interaction and therefore more trained man power is important to enable cascading of the vision 2030 to the county level and proper management and review of implementation by the county government.

There is also need to oversee the exploitation and exploration of resources for the country to reduce dependency on external sources of funds. If counties are well managed, most of them can earn revenue within their counties and reduce dependency in the National government funding.

4.3 DISCUSSION

Any good implementation strategy requires appropriate strategy and structures as addressed by Pettigrew *et al,* (2002). The strategies determine how the structures are created and expanded to meet the set strategies. These findings have shown the presence of a structure which has been put in place to oversee the implementation of the vision 2030 through the oversight role of the vision 2030 secretariat.

The coordination for planning and implementation has also been demonstrated and it is agreement with the proposition of Hanson and Mernefelt (1989). The significance of the planning and implementation through effective coordination is also supported by the study findings conducted by Mintzberg (1978); Miller and Frieson (1980); and Pettigrew (1985) who have addressed the gaps between formulation and implementation. These studies have also looked at the using strategies on the coordination, implementation and planning to determine the emergent, unrealized objectives and goals of a strategy for an organization.

This study has therefore demonstrated the significance of coordination between the stakeholders in determining the bottle necks and gaps facing the challenges of the vision 2030. It should also be noted that the strategies have no function if they are not

implemented through proper coordination as suggested by Okumus and Roper (1999). The commitment of the leadership to support the implementation of the vision 2030 is essential in the distribution of resources in the company. Leadership supports the physical allocation resources, human capacity and as well as the growth of intangible assets.

The commitment of the government therefore illustrates the significance of these study findings as outlined by Barney (2001). The leadership distribution of the resources shapes how the strategies will be realized. These study findings on the relevance of strategy therefore support the open resource view, and resourced based view of strategic management.

Similarly, the electric implementation theory also promotes the managerial function of the leadership by the government and Secretariat to the vision 2030. This helps in defining the characteristic of a project that is properly well strategized through the core values logical, operational, economical, balanced, manageable and efficient as proposed by Joffre, (2011). This is the same view that is carried by the Electric implementation theory which allows the integration of various functions to promote better and successful implementation. It is from this perspective the education and health has been proposed by the various respondents.

It is also captured in the recommendations that there is need to align the budget with the implementation, suggesting that the need for resource allocation and the success of the implementation of the vision 2030. The people own the strategy and they are optimistic that the strategy is achievable.

This is an indication of the frequent monitoring and evaluation is achievable since the government and the Jubilee has been able to link its own manifesto with the vision 2030 strategy. Critical success factors are very important in the success of implementation of the vision 2030. They provide the competitive leverage upon the resources. They also critical success factors are those factors capable of providing the greatest competitive leverage upon which resources should be focused.

The study findings have established that there is government support in the implementation of vision 2030 and total commitment as has been suggested in other studies as a CSF as studied by Michaels *et al.,* 1988 and Noble and Mokwa˵s (1999) who establishes link between the commitment and success in the implementation of the vision 2030. Strategy commitment is defined as the extent to which a manager comprehends and supports the goals and objectives of a strategy. In this case, it is the commitment to the implementation of the social pillar strategy of the vision 2030.

There is constant communication between the stakeholders in the implementation of the vision 2030. The government has also sought the participation of the private stakeholders in the participation implementation of the vision 2030. This is because the resources for the implementation of vision 2030 has been very limited and outsourcing the fund through the use of PPP. This is in line with the justification for the significance of the critical success factors as proposed by Brotherton (2004a; 2004b); he considers critical success factors to be combinations of activities and processes designed to support achievement of such desired outcomes specified by the objectives or goals.

It is the recommendation of the respondents that more funding should be forwarded to the implementation of the vision 2030. This will help promote the development and implementation of the vision 2030 flagship without delay enhancing the success of the processes. This is in line with the resource based view of the linkage between strategy, structure and implementation which lead to success. Hence, there is need to link the implementation strategies with evidence based practices which will help promote successful implementation of the vision 2030 strategies.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter provides a summary of the findings as explained in the analysis for this study and their interpretation of their relevance in the making of the right decision in this study. The Summary and the findings will also answer the research questions and assess the objectives of the study.

5.2 Summary

There are not many studies that have been done on the critical success factors and implementation of the social pillar of the Kenya's Vision 2030. The study adopted a case study analysis since cases are the best way for getting firsthand information on critical success factors and implementation of the social pillar of the Kenya's Vision 2030. This study will also provide more information on the critical factors and implementation strategies that will enable the realization of the social pillar of the vision 2030.

The first objective of this study is to determine the critical success factors in the implementation of the social pillar of Kenya's vision 2030. While the second objective for the study was to establish whether there is a relationship between the critical success factors and implementation of the social pillar of Vision 2030.

5.2.1 Vision 2030 Social Pillar strategy

This study was interested in understanding the strategies that the government of Kenya has adopted in the implementation of the social pillar of the vision 2030. The study focused on understanding the main strategies that have been adopted and the developments in the implementation of the social pillar of the vision 2030. This is based on the understanding that strategies are rooted on the blue print of goals and vision of institutions (Porter (1991).

Strategy is therefore important in any implementation process so as the desired goals can be achieved successfully. This study also address the significance of application the link between strategy in the implementation of the vision 2030 social pillar strategy are addressed by Ansoff (1987). He provides the link between strategy and decision making as a strategy in successful implementation.

In addition, in order for coordination to be well implemented in the implementation of the vision 2030, there is need to establish a relationship between structure and relationship in the implementation of the vision 2030 social pillar (Chandler, 1962). The policy of implementation should also be well defined and outlined from the strategy to be used by the organization in the implementation of the vision 2030. This has been supported by the findings in this study. The respondents strongly believe that the Kenya vision 2030 is achievable since the government and the Jubilee has been able to link its own manifesto with the vision 2030 strategy. Resources have also been allocated for the implementation of the different sectors for the social pillar of the Vision 2030.

Moreover, the government is determined to improving the people's lives through the implementation of the social pillars through various platforms, such as the free primary education which has improved the literary levels of the people in Kenya. Money has also been disbursed through the mega government budget to support the implementation of the social pillar of the vision 2030. There are however negative feedback that the implementation of the vision 2030 social pillar has only been implemented at technical levels only and therefore not very successful, this is believed to have derailed "Improving people's lives".

The planning and the coordination of the implementation of the vision 2030 have been mandated to the Vision 2030 secretariat. They are believed to offer the leadership in the coordination and implementation of the vision 2030 as outlined through the Kenya gazette Notice Number 1386. Similarly, the planning and supervision of implementation of vision 2030 is achieved through the office of the cabinet secretary in charge of the vision 2030. Quarterly and bi annual reports are also prepared by the secretariat to check the progress for effective coordination of the implementation of the vision 2030 strategy.

The main sectors of the social pillar that have been given priority includes: Education, Health, and Old and Vulnerable. Education has been considered a great pillar in making a step towards poverty eradication. Health has also been greatly improved increasing accessibility and free maternal healthcare services for women to help reduce the maternal and infant mortality rates. All the other sectors have also been funded by the government as outline in the vision 2030 through the mega budgetary allocation for their implementation.

The respondent interviewed suggested that they would focus in prioritizing the implementation of education as a social pillar of the vision 2030, They believe that education is the foundation to the achievement of the goals of the vision 2030. It helps build the human capacity and boosts employment creation which them gives foundation for the achieving the realization of the vision 2030. Health has also been suggested since positive growth can only be realized if Kenyans are healthy and therefore very productive helping boost economic growth.

In addition, the respondents believe that education health and the vulnerable groups have gained much improvement in the last three years. This has been supported by the increased allocations for the free primary education, frees maternity health care and funding for the vulnerable and disabled.

The main role of the secretariat has also been suggested as to oversee the implementation of the vision 2030, lobbying for funding for sectors for implementation of vision 2030. They also propose that there is need to perform need assessment, and review of the MTPs and as well as make priorities for the implementation of the social pillar.

The respondent's contribution to the implementation of the vision 2030 is that they have organized for the framework for the implementation and increase of health tourism, youth programs. They have also participated in the unlocking of the bottlenecks of the implementation of the social pillar for vision 2030. Above all, they have also lobbied for the allocation of more funds for the implementation of the social pillar for the vision 2030.

5.2.2 Critical success factors

There is full commitment and emphasis to the implementation of the social pillar of the vision 2030. This has been captured through the Jubilee government Manifesto which lays emphasis on the achievement of the social pillar for the vision 2030. The constitution of Kenya has also supported the role of implementation of the vision 2030. Public Private Partnerships (PPP) has also been used as a method of raising funds to increase the speed of realization of the vision 2030.

Communication between the stake holders has also been increased enabling the ownership of the project by all the stakeholders. This has been achieved through the quarterly and bi - annual meetings with the sectors involved with the implementation to address the progress and challenges encountered. There is also good linkage, and continuous updates are made through the quarterly and annual reports. Above all, training is also conducted on the implementation of the vision 2030 strategies.

The secretariat for the implementation of the vision 2030 is lean and capable of managing the successful implementation of the vision 2030. However, it has been suggested that more training is need for more people since they are understaffed. Capacity building will also be required since they will also need to establish coordination offices with the county government as a spirit for the implementation of devolution.

The resources have been limited and the government has opted to establish initiatives such as the Public Private Partnerships (PPP) as a mechanism for raising more money for the implementation of the vision 2030. The Kenya mega budget allocation is therefore not sufficient to oversee the implementation of the social pillars flagship projects.

Good governance has seen impressive development in the implementation of the vision 2030 due to the politics and democratic space; they lay ground for economic growth through the increase in investment, reduce unemployment rate, inflation, and increased competitiveness and market for our goods in both the local and international market

The private sector has also been actively involved in the implementation of the vision 2030. Regular reports have enabled communication with the public on the developments of the implementation of the vision 2030.

The respondents suggest that there is need seek for more funding for the flagship projects. Culture and attitude also needs to be changed, public satisfaction and impact assessment need also to be determined regularly. In addition, training of manpower to oversee the implementation of the vision 2030 is required. Finally, the respondents believe that there is also need to oversee the exploitation and exploration of resources for the country to reduce the countries dependency on external sources of resources.

5.3 Conclusion

The strategies for the implementation of Vision 2030 determine the success levels of achieving the set objectives. This as well is determined by the capacity and the potential of the Counties through the use of the appropriate strategies as this provides direction for the implementation of the strategies. The major success in any implementation process requires that a strategy is linked to the goals and objectives of the organizations. There is also need for competency in the management process. This therefore requires that human capacity development is enhanced through training of the various stakeholders.

The continuous communication between stakeholders is also very essential in any implementation strategy. The ministry and the secretariat of the implementation of the vision 2030 strategy have a significant role to play in the planning, implementation and coordination of the social pillar for vision 2030. They are mandated with the leadership of the processes that oversee the successful implementation of the vision 2030 strategy.

The government of Kenya has been shown as well to have made significant improvement in the implementation of Education, health and support for the disabled and vulnerable people in the society. This has been contributed by the commitment by the government of Kenya in increasing the budgetary allocations for the implementation of the flagship projects.

The Kenyan constitution 2010 is the main driver for the implementation of the vision 2030 through the devolution of function to the country government. It is therefore necessary that the secretariat as well. The county government therefore needs to adopt the relevant structures as defined by the new constitution of Kenya. This will be able to increase the coordination between the implementation of the strategies at the county levels with the government of Kenya.

The respondents as well suggest that they would be able to focus on Education, Health and as well as vulnerable in the society. Similarly, it is evident from the responses on the critical factors for success that there is government commitment and support for the implementation of the social pillar for the vision 2030.

In addition, there is persistent and consistent communication between the different stakeholders of the vision 2030 through quarterly and bi annual reports. Training has also been used as a mechanism through which the information is communicated on the success and challenges of the implementation strategy.

The secretariat team has been established to be understaffed which is seen as a bottleneck in the implementation of the vision 2030 strategy. There is need to have built capacity to enhance the number of professionals that can be able to manage the vision 2030 implementation strategy. There is need to develop human capacity development for the people charged with the responsibility of implementing the vision 2030.

The resources of the implementation of the vision 2030 is also limited, this challenge has been overcome with the creation of the PPP initiatives to help reduce the scarcity of funding for the flagship projects. This has also helped initiative the participation of the private sector in the implementation of the vision 2030.

In order to see the rate of improvement and success, regular monitoring and evaluation has to be done. This has been performed and quarterly and bi- annual reports are made to provide information for success, challenges and progress for the public and all other stakeholders.It is the view of the respondents that the budgetary allocations should be re-aligned for faster realization of the flagship projects through the availing of more funds for the flagship projects.

Culture and attitude change is also significant. Public satisfaction ad regular assessment is required. Above all, there is need for regular training of manpower to increase the capacity for the successful implementation of the vision 2030.

5.4 Recommendations

In view of the findings established in this study, this study recommends that that several things will need to be done in order to enable the efficiency of the implementation of the social pillar for the vision 2030. There is need for the government to establish full commitment and support for the implementation of the vision 2030.

The study has established that there is a link between the successful implementation of the vision 2030 with the critical success factor for the vision 2030. In addition, the role and the function for the implementation of the vision 2030 needs to be devolved with coordination offices at the county levels. This will be able to will the public confidence and ownership of the project.

There is also need to involve everybody in the implementation of the vision 2030. This includes the marginalized groups such as the disabled and the vulnerable groups. Hence, I recommend that the government of Kenya increases the commitment and support for the implementation of the vision 2030. There is also need to increase coordination and communication between the different stakeholders in the implementation of the vision 2030.

The public also need to be involved in the process by regular reporting and training of the public on their roles in the implementation of the vision 2030. This will be able to increase the public confidence and support for the implementation of the social pillar for the vision 2030 strategy.

The public private partnership is also another initiative that should be promoted to help increase the funding for flagship projects. This will help achieve the successful implementation of the strategy before the end of final MTP's.

5.5 Limitations of the Study

The study focused solely on the social pillar of Kenya Vision 2030. To this end, it did not take into consideration other Critical Success Factors that are independently related to the other two pillars. Another limitation of the study is that it largely depended on the willingness of the respondents to be interviewed. It was very hard to arrange a meeting with the respondents as all of them were management staffs and who were mostly either away from Nairobi or attending meetings. This resulted to a lower than anticipated response rate.

The researcher had to use a lot of time and resources to access the managers mostly having to meet them over lunch hours or early morning. The interview guide used in the research had to be validated by the organization in which the data was being collected. After giving information, some respondents were not willing to validate the information through a letter or by stamping and this led to a reduction in the number of respondents

5.6 Areas for further Research

It is the interest of this research to recommend for research the assessment of implementation of the critical success factor on the achievement of the vision 2030.In addition, this assessment can also be adopted by the county government so that the implementation of the vision 2030 can in some sectors be achieved within a shorter period of time.

There is also need to seek the understanding of the public on the perceptions and attitude towards the implementation of the vision 2030. This will be able to establish the impact of the public perceptions and attitude to the successful implementation of the vision 2030.

This study was a case of several economic departments in the government of Kenya. However, a comparative study can also be performed at the county government to measure the success rate of the implementation of the vision 2030.

Above all, it is recommended that further research should also be conducted in order role of the critical success factors for successful implementation of the social pillar for the vision 2030.

5.7 Implication on Policy, Theory and Practice

This study offer ground for the review and re alignment of the strategies adopted in the implementation of the Vision 2030 strategies. In addition, there is study suggests the need for linking the strategies with the structures in order to promote success in any implementation of a project. It has also evident that there is need to use evidence based practice in the implementation. This indicates that the implementation of the vision 2030 requires that the both the open and resource based view should be adopted in the implementation of the social pillar.

It also suggests that more commitment and support from the government of Kenya is required in order to oversee the successful implementation of the strategy. The initiation of the PPP should also be increased and this will promote a quick implementation of the vision 2030 leading to achievement of the goals and objective of the vision 2030. Hence, with the proper implementation of the critical success factors in the implementation of the strategy for the vision 2030, the vision 2030 may be achieved earlier than 2030.

REFERENCES

Chandler, A. (1962). *Strategy and Structure: Chapters in the History of American Industrial Enterprises.* Massachusetts: Cambridge MIT Press.

Otiende, C. (2013). *A Factors affecting implementation of Kenya Vision 2030 Strategy in Public Sector: Kenyatta International Conference Centre*. Published MBA project paper, Kenyatta University.

Hrebiniak, L.G. (2006). *Obstacles to Effective Strategy Implementation*. Organizational Dynamics.

Li, Y. (2008). *A Literature Review on the Factors influencing Strategy Implementation*.

Bolo, A.Z. & Nkirote, K. C. (2012). 'Bottlenecks in the execution of Kenya vision 2030 strategy: An empirical study.' *Prime Journal of Business and Administration and Management (BAM)*, Vol. 2(3), pp.505-512

Mwenzwa, E. M. &Misati, J. A. (2014). 'Kenya's social Development Proposal and Challenges: Review of Kenya Vision 2030 First Medium-Term Plan, 2008-2012.' American International Journa l of Contemporary Research, Vol. 4(1).

Bozeman, E.R and Strausmann, G.E. (1990). Key success factors for strategy implementation in Latin America. *Journal of Business Research*, 1-9.

Senge, P. (1990). The Fifth Discipline: The Art and practice of learning organizations. New York, NY: Doubleday.

Bellasi, W. Tukel, O,I (1996) A new framework for determining critical success/failure factors in projects International journal of project management14 (3) pp. 141-151

Noble, C.H. (2000). Building the Strategy Implementation Network. *Business Horizons.*

Jofre, L.D. (2011). Successfully Implementing Strategic Decisions. Long Range Planning, 18, 91-97.

Hrebiniak, L., Joyce, W. (1984), Implementing Strategy, Macmillan, New York, NY

Mugenda, Olive M.. *Home economics in Africa: changes and challenges for the 21st century*. Nairobi, Kenya: Home Economics Association for Africa :, 1999.

Sterling, J. (2003). translating strategy into effective implementation. *strategy leadership.*

Bourne, M. Neely, A. Mills, J. and Platts, K. (2003) Implementing Performance Measurement Systems: A Literature Review. *International Journal of Business Performance Management.*

First medium term plan, 2008-2012: Kenya vision 2030 : a globally competitive and prosperous Kenya. Nairobi: Office of the Prime Minister, Ministry of State for Planning, National Development, and Vision 2030, 2008.

Medium Term Plan (MTP) 2008-2012 and the Kenya Vision 2030 Blueprint 2008-2012

Alexander.L, D.(1991), strategy implementation: nature of the problem, *international review of strategic management*, 2(1):73-91

Carroll, S. (2000). Implementing Strategic Plans through Formalized Goal Setting in Flood, P. C. & Dromgoole, T. & Carroll, S. J. & Gorman, L. (Eds.) *Managing Strategy Implementation*. Oxford: Blackwell.

Report on the "One Kenya, One Dream: the Kenya We Want" Conference, 4th-6th February, 2009, Nairobi.. Nairobi, Kenya: Office of the Prime Minister and Ministry of State for Planning, National Development and Vision 2030, 2009.

Kenya's vision 2030: an audit from an income and gender inequalities perspective. Nairobi: SID/Society for International Development, Regional Office for Eastern Africa, 2010.

Porter, M. E. (1991). Towards a Dynamic Theory of strategy. *Strategic Management Journal*. 12 (99-117).

Al-Ghamdi, S. (1998), "Obstacles to successful implementation of strategic decisions:

The British experience", European Business Review, 98 (6), pp. 322-327.

Beer, M. & Eisenstat, R. (2000), "The Silent Killers of Strategy Implementation and

Learning," Sloan Management Review, 41 (4), pp. 29-40.

Downes, L. (2001), "Strategy Can Be Deadly - Industry Trend or Event", The Industry

Standard, (May 14).

Johnson, P. (2002). "The Top Five Reasons Why Strategic Plans Fail"

APPENDICES

APPENDIX I: INTERVIEW GUIDE

Dear Sir/madam,

Kindly assist me fill this interview guide for the purpose of collecting data for my MBA project. This interview guide is meant to gather data concerning critical success factors in the implementation of the social pillar of Vision 2030. You have been identified as one of the key informants and you are assured of information confidentiality.

Let me thank you in advance.

Yours sincerely

Signature_____

VALENTINE A ODHIAMBO

PART A: PERSONAL ATTRIBUTES

1. Job Position:

…………………………………………………………………………………………………

2. For how long have you served in your current station?

…………………………………………………………………………………………………

PART B: KENYA'S VISION 2030 STRATEGY

Are you convinced that Kenya Vision 2030 is achievable by the targeted timeframe?
Explain.

…………………………………………………………………………………………………

…………………………………………………………………………………………………

…………………………………………………………………………………………………

In your opinion is the objective under social pillar "improving people's lives" being met?
Explain

…………………………………………………………………………………………………

…………………………………………………………………………………………………

…………………………………………………………………………………………………

Briefly explain the extent of co-ordination in the planning and implementation of Vision
2030.

…………………………………………………………………………………………………

…………………………………………………………………………………………………

…………………………………………………………………………………………………

Which sectors under the social pillar have been given priority and why?

…………………………………………………………………………………………………

…………………………………………………………………………………………………

…………………………………………………………………………………………………

Given chance, which sector would you concentrate on? Explain

……

……

……

Which of the sectors under the social pillar has had major improvement in the past 3
years? Explain

…...………………………………………………………………………………………………….

……

……

What informs your current state of funds allocation in the different sectors under the
social pillar?

……

……

……

What contributions have you made over your stint to ensure successful implementation of
the social pillar of Vision 2030?

……

……

……

PART C: CRITICAL SUCCESS FACTORS IN STRATEGY IMPLEMENTATION OF THE SOCIAL PILLAR OF KENYA VISION 2030

What is your view on the following critical success factors that influence implementation of the social pillar of vision 2030.

Government commitment and support

……………………………………………………………………………………………

……………………………………………………………………………………………

…...…………………………………………………………………………………………

……………………………………………………………………………………………

……………………………………………………………………………………………

Consistent &Persistent communication

……………………………………………………………………………………………

……………………………………………………………………………………………

……………………………………………………………………………………………

……………………………………………………………………………………………

……………………………………………………………………………………………

Delivery secretariat team capability

…...…………………………………………………………………………………………

……………………………………………………………………………………………

……………………………………………………………………………………………

……………………………………………………………………………………………

……………………………………………………………………………………………

Availability of resources

……………………………………………………………………………………………

……………………………………………………………………………………………

……………………………………………………………………………………………

……

……

Good governance

..……………………………………………………………………………………………………….

……

……

……

……

Involvement of private sector

……

……

……

……

……

Regular performance review

………………………………………………………………………………………………………

……

……

……

In your opinion, what other factors are critical in the successful implementation of social pillar of Vision 2030?

……

……

……

……

Thank you.