STRATEGIC MANAGEMENT PRACTICES ADOPTED BY THE DIRECTORATE OF VETERINARY SERVICES, MINISTRY OF AGRICULTURE, LIVESTOCK AND FISHERIES, KENYA

BY

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DECLARATION

I, Jane Wanjiku Kuria Githinji, hereby declare that this research project is my original

work and has not been submitted to any other college, university, or institution of

learning or research, for any academic award.

Signed_____ Date_____

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SUPERVISOR'S APPROVAL

This research project, submitted by Jane Wanjiku Kuria Githinji, has been submitted

for examination with my approval as the university supervisor.

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DEDICATION

This project is dedicated, first and foremost, to the glory of God, with whom nothing is impossible. It is by His grace that I was able to sail through it all.

I also dedicate this project to my loving parents, Stephen Mburu and Serah Njeri, who have always been very proud of my academic achievements; and to my family, for the support each one of them accorded me throughout the period of my studies.

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ABSTRACT

The Government of Kenya has made strategic planning mandatory for all government organizations. Strategic planning is a new concept in public organizations. Strategic planning without effective strategic management is unlikely to lead to success. Strategic management is a continuous process that ensures effective implementation, evaluation and control of strategic plans. Without execution, strategic plans are useless. The current study looked at the strategic management practices adopted by the Directorate of Veterinary Services (DVS) in the Ministry of Agriculture, Livestock and Fisheries, of Kenya. The objective of the study was to establish whether the DVS had fulfilled the government directive of strategic planning. The study employed a descriptive qualitative case study research design. Primary data was obtained through researcher administered interviews of senior managers at the level of Deputy Director of Veterinary Services who were heads of Divisions/Sections /Units based at the DVS headquarters, at Kabete. Four senior managers were interviewed. Secondary data was obtained from the DVS Draft Strategic Plan 2013-2017 and the Restructuring of National Offices in the Ministry of Agriculture, Livestock and Fisheries report of 17th April 2014.The study found that DVS has embarked on the strategic planning process and has a draft strategic plan 2013-2017 in place. The draft strategic plan has the vision, mission, core values, Strengths, weaknesses, opportunities, threats (SWOT) analysis, goal setting, strategic choices, budget plans, and stakeholder analysis. The draft strategic plan indicates that DVS is grossly under-funded by the National Treasury and therefore the resources for implementation would have to be mobilised from elsewhere, including donors. The study also found that, DVS had undergone major changes in its organizational structure and management personnel, whereby, the Divisions have been reduced from 9 to 5, and new managers put in place as heads of Divisions. The study concludes that, DVS has embarked on strategic planning but requires strategic management of the process to ensure that the process is effective. In addition, the study found that DVS has not aligned its resource allocation, policies, structure and organizational culture with the intended strategic plan or vision. In the absence of a finalized strategic plan, DVS may not deliver its mandate effectively. The study recommends training of the senior management staff of the DVS on the Strategic Management Process and its potential benefits. The study also suggests further studies be carried out to establish the factors impeding the finalization of the strategic plan document. Further studies are also recommended, albeit at a later stage, to establish the impact of the current changes on the performance of DVS. The findings of the study imply that government agencies, like private organizations, are affected by external changes in their environment and would therefore benefit from strategic management. Without strategic management, the government of Kenya directive, that all its agencies embark on strategic planning, may not achieve the intended purpose of improved service delivery.

Key words: Strategic planning process; Strategic management practices; Directorate of Veterinary Services; Strategic planning by government organizations

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Over the past several years, interest has focused on the broader process of strategic management in the public sector, beyond strategic planning (Vinzant and Vinzant, 1996a; Zanetti and Cunningham 2000). Poister and Streib (1999) stated that strategic management requires continual monitoring of the 'fit' between the organization and its environment and tracking external trends and forces that are likely to affect the governmental jurisdiction or agency.

A strong strategic management capability is essential to the success of an organization, because it ensures both a short term and a long-term sense of direction relative to its internal and external environments both of which are dynamic. Changes in societal needs, political trends, inter-governmental relations, fiscal conditions, and citizen expectations are likely to change the mix of program responsibilities and resource requirements facing governments. Anticipating changes and adapting to them appropriately requires a strong strategic management capability. Just like in the private sector, strategic management should be practiced in public sector organizations in order to ensure that strategic plans are implemented, continually monitored, evaluated and controlled for their relevance at any one time.

For private organizations, survival usually means having a competitive edge over competitors thereby ensuring superior profits. However, unlike private organizations, government organizations are not expected to be in competition and neither are they expected to make profits. Still, government organizations have mandates, which

stakeholders expect them to deliver effectively and efficiently. For government organizations, the environmental factors include the influence at the political level and constraints put on public organizations by legal mandates and "market forces" of key actors and funding agencies (Nutt & Backoff, 1992).

The government of Kenya has adopted various reform strategies in order to improve service delivery and accountability. Such strategies include: Rapid Results Approach, Performance Contracting and Citizen Service Delivery Charters (Njiru, 2008). Strategic planning has become mandatory for all government agencies in Kenya. Strategic planning is however, a relatively new concept in the public service. Good strategic plans fail unless they are effectively managed. Thus, government organizations not only need to ensure they come up with good strategic plans but that such plans are effectively managed, for them to deliver on their mandates.

1.1.1 Strategic Management

Strategic management is a broad concept that embraces the entire set of managerial decisions and actions that determine the long-term performance of an organization (Koteen, 1989). Strategic management is an on-going process that ensures that the strategic plans in place are working as expected, producing better performance; otherwise, they are changed appropriately, to ensure expected performance.The strategic management process involves four main steps: environment scanning; strategy formulation; strategy implementation and; strategy evaluation.

Strategy formulation (strategic planning) involves determination of how the organization's mission, vision, goals and objectives, will be met. Strategy formulation

is the mandate of the organization's top management. Strategy formulation must be preceded by an evaluation of both the internal and external environments. Mintzberg (1991) argued that, in a turbulent environment, strategic planning is a constraint on the flexibility of an organization to adapt to its rapidly changing and uncertain environment. A good strategic plan should be well aligned with both the internal and external environments of the organization; otherwise, it will not lead to success. Organizations thus need to continually monitor the changes in the external environment so as to make the appropriate changes in their choice of strategies (Stopford, 2001).

Strategy implementation is the translation of the strategy into action so as to achieve the organization's goals and objectives. Strategy implementation is the most challenging of the strategic management process. Organizational culture, structure, policies, systems and practices have to be supportive of the chosen organizational strategies, otherwise implementation and therefore success is delayed. Once strategies have been implemented, they have to be continuously monitored to ensure the expected results are being achieved. According to Poister and Streib (1999), successful strategic management requires the flow of useful feedback from managers and employees regarding the viability and effectiveness of the strategies. The evaluation and control process compares the desired performance with the actual performance and effects the necessary changes that would ensure sustainable high performance.

1.1.2 Strategic Management Practices

Strategic management practices are the managerial decisions and actions undertaken by an organization in order to ensure it succeeds in achieving its strategic goals and objectives. These are managerial practices that ensure that the organization's decisions, structure, systems, culture and resource allocation support the strategic goals and objectives. Thus, not all management practices are strategic. Poister and Streib (1999) stated that strategic management requires continual monitoring of the 'fit' between the organization and its environment and tracking external trends and forces that are likely to affect the governmental jurisdiction or agency.

Strategic management practices include: continuous environmental scanning to determine the organization's strengths, opportunities, threats and weaknesses; determination of the organizations mission and vision; goal setting; determination of short-term and long term objectives; determination of alternative strategies that would ensure achievement of the objectives of the organization; making best strategic choice under the prevailing environmental circumstances; ensuring that adequate resources are only allocated for activities that support the strategic objectives; ensuring organizational structure and culture support the strategic plans ; managing changes to ensure smooth transition and least resistance; ensuring that business and functional units strategies are consistent with the organization' strategy; ensuring effective leadership; ensuring effective communication among all stakeholders; ensuring stakeholder involvement in all stages of decision making; strategic human resource management; ensuring continuous strategy evaluation; and taking corrective actions to ensure survival and growth of the organization.

1.1.3 Strategic Management in the Public Sector

Strategic management is a broad concept that embraces the entire set of managerial decisions and actions that determine the long-term performance of an organization (Koteen, 1989). Strategic management involves environment scanning, strategic planning, strategy implementation and evaluation. Even though many public managers have embraced strategic planning, it is unlikely to produce the anticipated benefits unless they drive it through strategic management. According to Poister and Streib, (2005) strategic management also involves budgeting, measurement, and performance management processes.

Over the past several years, interest has focused on the broader process of strategic management in the public sector, beyond strategic planning (Vinzant and Vinzant, 1996a; Zanetti and Cunningham, 2000). Poister and Streib (1999) stated that strategic management requires continual monitoring of the 'fit' between the organization and its environment and tracking external trends and forces that are likely to affect the governmental jurisdiction or agency. Poister and Streib (1999) added that successful strategic management requires the development and dissemination of innovations and encourages the flow of useful feedback from managers and employees regarding the viability and effectiveness of the strategies.

Government agencies adopt strategic planning because of government initiatives, others adopt it for several reasons including the need and desire to set policy and define program direction, emulate good business practices, respond to public demands and pressures to reduce expenditures, and as a symbol of personal leadership (Berry and Wechsler, 1995). Others adopt it because of their need to resolve competing

agency resource allocation priorities and tie performance to resource allocation (Long and Franklin, 2004). Still others adopt it to increase job satisfaction.

In their national survey of public sector agencies, Poister and Streib (2005) found that 44% of the 512 public agencies responding used some form of strategic planning. They compared this result to their work ten years earlier, and concluded that strategic planning was spreading, i.e., 6% increase over 10 years. Backoff, Wechsler and Crew (1993) explain this slow adoption rate by the difficulty in designing and implementing strategic planning in government settings.

1.1.4 The Directorate of Veterinary Services in the Ministry of Agriculture, Livestock and Fisheries

The Directorate of Veterinary Services (DVS), previously known as Department of Veterinary Services, falls under the Ministry of Agriculture, Livestock and Fisheries. The Directorate was established in the year 1890 as a development service for the settler livestock farmers. After independence in 1963, veterinary services were expanded to include the smallholder farmers and pastoralists. The Headquarter of the Directorate is located at Central Veterinary Laboratories, Kabete, where the Director and Heads of Divisions are accommodated.

Until early 2013, the DVS was a stand-alone Department under the Ministry of Livestock and Fisheries. Currently, the DVS falls under the State Department of Livestock, one of the three Departments in the Ministry of Agriculture, Livestock and Fisheries. Previously, the DVS consisted of nine Divisions namely: Disease Control;

Public Health and Food Hygiene; Vector Control; hides, Skin and Leather; Laboratory Services; Breeding Services; Project Management Services Unit; Extension; Training and Clinics. These Divisions were expected to work together to ensure that the DVS delivered on its mandate. The structure of the DVS has since changed. Currently, there are five Divisions, namely: Disease Diagnostic Services; Disease Surveillance, Disaster Management and Controls; Vector Regulatory and Zoological Services; Veterinary Medicines and Immuno-biological Products Control; and Animal and Animal Products Inspection. The objectives of the DVS include: facilitation of access of livestock and livestock products to local, regional and international markets; improvement of sustainable rural livelihoods and food security; and strengthening of institutions in the livestock sub-sector. The Directorate is responsible for disease control, quality assurance of animals, animal products and by-products, animal food security and sanitary factors in livestock. The Directorate plays a key role through provision of services, regulatory oversight and the creation of an enabling environment to ensure growth of the sub-sector.

1.2 Research Problem

Strategic management is embraces the entire set of managerial decisions and actions that determine the long-term performance of an organization (Koteen, 1989). The strategic management process involves four steps: environment scanning; strategy formulation; strategy implementation and; strategy evaluation. Poister and Streib (1999) stated that strategic management requires continual monitoring of the 'fit' between the organization and its environment and tracking external trends and forces that are likely to affect the governmental jurisdiction or agency. Organizations that

use strategic management concepts and practices have been known to deliver superior goods and services.

The effectiveness of the management practices of the DVS has not been evaluated. This therefore means that the performance of the DVS is not known. Strategic planning has become mandatory for all government agencies in Kenya. Strategic planning is however a relatively new concept in the public service. There is thus a need to establish how the various government organizations are applying the concepts and practices of strategic management in order to ensure successful strategic planning.

A number of studies on strategic management practices in various private and public organizations in Kenya have been carried out. Onyango (2012), Mbwaya (2012), Mbondo (2011), Oluoch (2011), Ekasi (2010), Rinje (2006) studied strategic management practices at Kenya Bureau of Standards (KEBS), Barclays Bank of Kenya (BBK), Kenya Police staff Sacco Limited, Kenya Civil Aviation Authority, Kenya Roads Authority, and Mater Hospital, respectively. Riungu (2008) did her studies on, strategic management practices and performance, at the Co-Operative Bank of Kenya Limited. A number of Kenyan organizations have made changes in response to changes in the environment (Ogwora, 2003; Kathuku, 2004).

Studies on the strategic management practices adopted by the DVS have not been carried out. The researcher is not aware of studies carried out to establish the extent to which strategic management practices are adopted by the government agencies. Strategic planning, without strategic management, is unlikely to improve performance of public sector. Strategic management ensures that the organization as a whole moves towards a common vision. Onyango observed that the staff of KEBS lacked

knowledge on the strategy adopted by KEBS. Has the DVS adopted strategic planning as required by the government? What are the strategic management practices adopted by the DVS.

1.3 Research Objective

The objective of the study was to determine the strategic management practices adopted by the DVS management.

1.4 Value of the Study

The findings of this study will add to the knowledge of strategic management. The study will reveal the extent to which strategic planning in government organizations follows the known concepts and principles of strategic management. Gerbing *et al*. (1994), argues that effective strategic planning has positive relationships with organizational performance, processes, morale, and employee commitment. Application of the concepts of strategic management by an organization is expected to ensure efficient and effective use of an organization's resources, thereby improving performance of the organization and its processes. Organizations that apply strategic management concepts and practices are expected to achieve their organizational goals. Students of strategic management will also benefit as they may design their proposals to address any gaps identified by this study.

The findings of the study will benefit the DVS. This study will assess the extent to which the DVS has adopted concepts and practices of strategic management as it endeavours to fulfil the requirements by the government that all government agencies engage in strategic planning. The management practices adopted by the DVS

management, like with any organization, need to be evaluated and appropriate changes made to ensure effective strategic management practices are in use. This would ensure efficient use of public funds and effectiveness of the organization in service delivery. The findings of the study may lead to changes in current DVS policies, structure and practices. The recommendations of the study, if implemented, will help improve performance of the DVS, thereby leading to achievement of its goals and objectives, which include: increased opportunities for trade in livestock and livestock products; increased profits for livestock farmers; a healthier nation due to an increase in animal protein which may lead to an increase in animal protein consumption; control of human diseases of animal origin (zoonoses); poverty alleviation as more farmers are likely to enter livestock farming due to improved opportunities to obtain higher profits; wealth creation due to an increase in number of direct and indirect jobs created, for example, industrialisation and manufacturing.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature related to the objectives of the current study. Relevant concepts and practices of strategic management are discussed. The various stages involved in the strategic management process, which include, strategic planning (strategy formulation), implementation, evaluation and control, are discussed.

Compared with private organizations, government organizations face more challenges in the implementation of strategic plans. Public organizations have very different goals compare with private organizations. Literature on strategic planning in public sector is therefore, also included.

2.2 Theoretical Foundation of the Study

Strategic management is based on several theories, among them, the Systems theory and the Contingency theory. The Systems theory views the organization as an open system housed within the external environment. The external environment interacts with and affects the organization. The external environment is dynamic and unpredictable. How an organization performs depends on how well its strategies 'fit" with the external environment. This strategic fit is dependent on both the organization's internal environment and its capability to adapt to the constant changes in the environment. Strategic management involves continuous scanning of the environment and making the relevant changes to ensure survival and sustainable growth by an organization.

The organization's external environment includes factors that affect its performance but to which it has no control. Such external factors include; politics, economy, society, technology, customers, laws and regulations. Organizations can have control of their internal environment but not the external environment. The internal environment of an organization determines its strengths, opportunities, weaknesses and threats. The internal environmental factors include management, resources, culture, policies, and systems. To survive, an organization has to keep monitoring the changes in the external environment. The ability of an organization to anticipate and adapt to the changes in the external environment determines its survival and growth in an ever changing external environment, and this is the essence of strategic management. The contingency theory stipulates that the strategic management practices suitable for an organization are contingent to its context. Every organization has a different and unique context which is determined by both its internal and external environments. Managers therefore need to understand the context of their organizations before engaging in strategic management. Strategic management practices of organizations therefore differ.

2.3 Strategic Management Practices

Strategic management practices are the entire set of managerial decisions and actions involved in the strategic management process. Strategic management determines the long-term performance of an organization (Koteen, 1989). Strategic management is an on-going process. The strategic management process involves four steps: environment scanning; strategy formulation; strategy implementation and; strategy evaluation. Poister and Streib (1999) stated that strategic management requires continual monitoring of the 'fit' between the organization and its environment and tracking

external trends and forces that are likely to affect the governmental jurisdiction or agency. Organizations that use strategic management concepts and practices have been known to deliver superior goods and services.

Strategic management practices ensure that an organization's strategic plans are aligned with both the internal and external environments, and that strategic plans are effectively implemented in order to ensure superior performance. Strategic management has to be an on-going process that ensures that the strategic plans in place are working as expected; otherwise they are changed and aligned to the existing environment.

A strong strategic management capability is essential to the success of an organization, because it ensures both a short term and a long-term sense of direction. Changes in societal needs, political trends, inter-governmental relations, fiscal conditions, and citizen expectations are likely to change the mix of programs, responsibilities and resource requirements facing an organization, government organizations included. Anticipating changes and adapting to them appropriately requires a strong strategic management capability. Effective strategic management ensures that strategic plans are implemented, continually monitored, evaluated and controlled, for their relevance at any one time.

2.4 Strategy Formulation

Strategic formulation (strategic planning) is the process of diagnosing an organization's external and internal environments, deciding on a vision and mission, developing overall goals, creating and selecting general strategies to be pursued, and allocating resources to achieve the organization's goals (Hellriegel, Jackson and

Slocum, 2005). Strategic planning is a means to position an organization, through prioritizing its use of resources according to identified goals, in an effort to guide its direction and development over a period of time (Bryson, 1995). Strategy planning is the mandate of the organization's top management. Strategy formulation must be preceded by an evaluation of both the internal and external environments.

Mintzberg (1991) argued that, in a turbulent environment, strategic planning is a constraint on the flexibility of an organization to adapt to its rapidly changing and uncertain environment. Ring and Perry (1985) noted that strategic planning is specific to an organization- context based. The performance of an organization depends on how well its strategic plans are aligned to both its internal and external environments. The external environment of the organization poses the greater challenge to its performance. The nature of the external environment is such that it is constantly but unpredictably changing. Organizations therefore need to continually monitor the changes in the external environment so as to make the appropriate changes in their strategies (Stopford, 2001).

2.5 Strategic Planning in Public Sector

The roles played by the public and private sectors in society differ (Rainey, Backoff and Levine, 1976). The differences in the roles of the two sectors influence the demands and expectations from them. The decision making process between the two sectors is also different. Public sector organizations are constrained and limited in what they can do when making strategic choices. The public sector organizations are wholly or partially dependent on money from the government to perform their

activities as opposed to private organizations that get their revenues from the customers.

Government agencies adopt strategic planning because of government initiatives, others adopt it for several reasons including the need and desire to set policy and define program direction, emulate good business practices, respond to public demands and pressures to reduce expenditures, and as a symbol of personal leadership (Berry and Wechsler, 1995). Others adopt it because of their need to resolve competing agency resource allocation priorities and tie performance to resource allocation (Long and Franklin, 2004).

In their national survey of public sector agencies, Poister and Streib (2005) found that strategic planning was spreading, though slowly. Backoff, Wechsler and Crew (1993) explain this slow adoption rate by the difficulty in designing and implementing strategic planning in government settings. The external environment of governmental organizations is heavily influenced by politics. The views of opinion leaders, outright manipulation by legislators and interest groups, and opposition to an agency's prerogatives are more important than economic issues, which are crucial for private organizations (Levine *et al.,* 1975). Thus, for government organizations "strategic fit" can be seen as maximizing public value while at the same time attracting a maximum of permission and resources (Heymann, 1987). Hughes (2003) acknowledges that there are more problems and constraints in the public sector as compared to the private sector. Effective strategic planning in government agencies can be instrumental in bringing about meaningful change (Hendrick, 2003).

2.6 Strategy Implementation

Strategy implementation is the means by which strategies are realized. Strategy implementation translates the strategy into action so as to achieve the organization's goals and objectives. Strategic planning is an action-oriented type of planning that is useful only if it is carefully linked to implementation – and this is often where the process breaks down (Poister and Streib, 2005). Strategy implementation is the most challenging of the strategic management process. When the strategic and operational levels of an organization are integrated in a common approach, a holistic strategic planning model is created (Plant, 2009).

Factors that determine success of strategy implementation include; organizational policies, leadership, communication effectiveness, human resource management, organizational systems and processes, organizational structure and culture, resource allocation, and resistance to change (Raps, 2005; Okumu, 2003; Galbraith and Kazanjian, 1986; Quinn, 1981; Peters and Waterman, 1982; Cowherd and Luchs 1988).

At the heart of the strategic management process is "the collective management of a strategic agenda that changes as the problems and opportunities change. Effective strategic management requires intensive continuous and collective involvement of senior management (Eadie and Steinbacher, 1985). Effective leadership ensures smooth implementation of strategies and helps to reduce resistance to change by stakeholders. According to Schaap (2006), leadership and the top management team, plays a key role in the successful implementation of strategies. It takes good leaders to effectively implement strategic plans. Effective leaders are able to; effectively

communicate the strategy to all stakeholders, involve stakeholders in creating a sustainable vision, build committed teams that can drive the strategic agenda, and focus the organization's resources and efforts towards advancing the strategy. Managers with good leadership skills are able to use strategic management concepts to drive the organizations to success.

Effective communication plays a key role in determining the success of the strategy implementation process. Communication relates to flow of information from and into the organization. The strategic management team must ensure that the strategy of the organization, including its Core values, Vision and Mission are effectively communicated to all stakeholders. Any changes in the strategy, core values, vision and mission have to be likewise communicated in an effective and timely manner. For government agencies, the stakeholders include; managers, employees, media, clients, general public, collaborating agents among others. All the stakeholders must understand their roles and responsibilities in the delivery of the organizational goals and objectives. The channels and medium of communication have to be appropriately selected to ensure effective and timely communication. Lack of a common understanding may act as a major obstacle in implementing strategy (Nobel, 1999b). Kaplan and Norton (2005) have stated that, 95 per cent of the staff are neither aware of the organization strategies nor do they understand them.

The organizational culture plays a key role in the implementation of strategies. Culture is a system of shared beliefs, values, and norms. Organizations have a culture by coincidence or by design. The organization culture should be supportive of the strategic plans. On the other hand, the organization's policies and practices should

support a culture that supports strategy implementation. When strategy and culture are at odds, it is culture that wins. Leadership of the organization should ensure that the organizational culture is appropriate for the implementation of the strategic plans. The reward system should be seen to encourage and reward behavior that leads to accomplishment of key strategic objectives. Raps (2005) identified culture as a major component of the factors that influences success of strategy implementation.

Strategy implementation is essentially a change implementation. The environmental factors that cause pressure to change include competition from global markets, changing customer/client needs, increased customer/client awareness, technological changes, research findings that may lead to changes in acceptable product standards among others. Organizations face two types of change, strategic and operational. Change in any organization is aimed at adapting to the changing environment, improvement in performance and changing employees' behavioral patterns (Leana and Barry, 2000). Change management is identified as a core competency for most organizational leaders (Doyle, 2002). The organizational capability to change requires that the organization has adequate required financial and human resources. Employees usually resist change, usually as a defense mechanism to protect themselves from perceived threats of the proposed change (Oreg, 2006). Any change process that requires a change in the organizational culture is more difficult to implement.

Involving all stakeholders during strategic planning makes implementation of the strategy much easier as it reduces resistance to change. Involving middle level managers in strategy formulation increases their motivation as they see themselves as an important part of the process (Raps, 2005). Past research shows positive and

statistically significant relationships between employee participation in strategic planning processes and job satisfaction among employees (Kim, 2002). Lack of a common understanding among stakeholders may act as a major obstacle in implementing strategy (Nobel, 1999).

2.7 Strategy Evaluation and Control

Strategic management is aimed at improving performance. Once strategies have been implemented, they have to be continuously monitored to ensure their effectiveness. Poister and Streib (1999) stated that strategic management requires continual monitoring of the 'fit' between the organization and its environment, and tracking external trends and forces that are likely to affect the organization.

Poister and Streib (1999) also added that successful strategic management requires the development and dissemination of innovations and encourages the flow of useful feedback from managers and employees regarding the viability and effectiveness of the strategies. Strategy evaluation, followed by implementation of any necessary changes ensures sustainable performance. The evaluation process compares the desired performance with the actual performance. Control is the process of making the necessary changes to ensure that the desired results of strategy implementation are achieved.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methods used for this study. It specifically addresses the following: research design, data collection and data analysis. The research methodology determines whether or not, the research objectives are achieved. An appropriate research methodology ensures efficient and effective use of resources as the researcher endeavors to answer the research questions.

3.2 Research Design

The research design adopted was a qualitative descriptive case study. This research design was chosen because it was found to be appropriate for the study. A case study design would enable an in-depth study of the various aspects of the organization related to strategic management concepts and practices, for instance, vision, mission, values, objectives, organizational culture, human and financial resource management, performance management, among others, and thereby fulfil the objectives of the study.

Case studies place more emphasis on a full contextual analysis of fewer events or conditions and their interrelations (Cooper and Schinder, 2005). The research design was a descriptive study of the management practices adopted by the DVS. A descriptive study is appropriate because it would ascertain whether the various concepts and practices of strategic management are applied by the DVS in its management of the organization. A descriptive study would also be able to describe the extent to which the various concepts of strategic management are applied by the

DVS management. A descriptive study was therefore found to be appropriate to effectively address the objective of the study.

3.3 Data Collection

Permission (Appendix 1) was sought from the office of the Director of Veterinary Services, to carry out research on the Directorate, interview employees to obtain primary data and also to access Departmental documents for secondary data. Permission was granted.

Primary data was collected using a researcher administered semi-structured interview guide (Appendix 2). A semi-structured interview enables collection of detailed and in-depth data from the respondents. The advantage of researcher administered semi-structured interview is that, the interview questions can be clarified to the respondents during the interview. This ensures that the respondents understand the questions, thereby enabling the researcher to obtain the right kind of information required to meet the study objective. A researcher administered interview is also a more efficient method of data collection in terms of researcher time.

Primary data was collected by administering the interview guide to 4 Deputy Directors of Veterinary Services, based at Kabete and heading a Division, a section or a Unit (Appendix 3). Deputy Directors are the next senior-most managers in the Directorate after the Director of Veterinary Services. The interview questions were classified according to the various stages of the strategic management process: strategy formulation; strategy implementation; strategy evaluation and control. The interview questions were designed to cover the concepts of: vision, mission, core values, environmental scanning, goal setting, annual work planning, allocation of

resources, change management, stakeholder involvement, human resource management and performance management

The respondents were first visited in their offices by the researcher, for self-introduction. They were thereafter informed about the study and its objectives. They were then informed that they had specifically been selected as respondents to the study by virtue of their being top managers heading a Division/Section/or Unit, and based at Kabete. The respondents were assured that permission had been granted by their Director to carry out the study on the Directorate. They were assured of confidentiality and then requested to choose a suitable date for the interview. Their contact phone numbers were also taken. The respondents were called on the phone about an hour before the agreed interview time in order to confirm their readiness for the interview.

The interviews were conducted in the respondent's offices. Interview guides where space had been left for the answer were used for the interviews. The respondent's answers to the questions were recorded directly on the interview guide, usually below each question. To a large extent, the interview questions were asked in the order in which they appeared in the interview guide. Where necessary, questions were re-phrased to clarify them to the respondents in order to obtain the kind of information that the researcher needed. The respondent's answers were taped where permission was granted. Data was collected on the respondents' knowledge, involvement, perceptions, feelings and attitudes regarding the management practices adopted by the DVS. The respondents' answers were later entered in Microsoft excel spreadsheet prior to analysis. Secondary data was mainly obtained from the DVS Draft Strategic

Plan 2013-2017 and the report on Restructuring of National Offices in the Ministry of Agriculture, Livestock and Fisheries dated 7th April 2014.

3.4 Data Analysis

Data was analysed using content analysis. Content analysis is the systematic qualitative and detailed description of the objects of the study (Mugenda and Mugenda, 2003). Content analysis makes inferences by objectively and systematically identifying specific characteristics of messages and using them to relate trends (Bryman and Bel, 2007). The presence, meaning and relationships of words in the text of the data collected are analysed and quantified.

Prior to analysing, the data collected from the respondents was coded and categorized to fit into the various concepts and practices relating to strategic management, namely: strategy formulation; strategy implementation; and strategy evaluation and control. The data obtained was compared with existing concepts on strategic management practices. The data was then presented in a continuous prose as a qualitative report on strategic management practices adopted by the DVS.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the study results and discusses them. The data from the interviews was coded and categorized prior to being analysed in light of the accepted concepts and practices of strategic management.

The data collected was categorized broadly in terms of: general information; strategy formulation; strategy implementation; and strategy evaluation and control. Within the last 3 broad groups, data was further categorized into vision, mission and core values; environmental scanning; goal setting; resource allocation; policy development; human resource management; communication; stakeholder involvement; change management; organizational structure and; strategy evaluation and control.

4.2 General Questions

A total of 4 senior managers were interviewed, including; 2 heads of Divisions and 2 heads of a Sections. Three of the four respondents were barely one year in their positions at the time of the interviews. All the respondents had worked for the DVS for more than 20 years.

All the respondents had previously worked in other managerial positions at the DVS headquarters at Kabete. The respondents were therefore experienced managers in a good position to know the management practices adopted by the DVS.

4.3 Strategic Management Practices Adopted by the DVS

The management practices adopted by the DVS were evaluated as to whether they were in line with accepted strategic management concepts and practices. Information was collected on management practices adopted by DVS, after which the practices were evaluated for alignment with the acceptable concepts of strategic management process, including: vision, mission and core values; environmental scanning; goal setting; allocation of resources; policy development; human resource management; communication; stakeholder involvement; change management; organizational structure and; strategy evaluation and control.

4.3.1 Strategy Formulation

All the respondents were in agreement that DVS undertook formal planning. Planning processes were mainly, for annual work plans, budget and procurement planning. In general, the respondents agreed that, although the planning processes were not scheduled, nevertheless the planning activities took place during any one year.

The respondents were in agreement that the DVS has a documented five-year strategic plan for the period 2013-2017. The respondents were unanimous that heads of Divisions were involved in the development of the strategic plan document. The study however found that the said strategic plan was not a finalized document but a draft.

All respondents were unanimous that the Directorate has a Vision, Mission and Core Values. All the managers had problems clearly stating the Vision, Mission and Core Values of the DVS, preferring to refer the researcher to the DVS Strategic Plan 2013-2017 document (a draft). All the respondents were also in agreement that the DVS has

a Mission Statement, although they could not clearly state this mission statement. The top managers were also aware that the department has some core values. However, the managers could not state more than 3 of the 13 core values listed in the draft strategic plan.

The respondents were aware about the strengths, weaknesses, opportunities and threats relating to the DVS. The managers were in agreement that the department had strengths, weaknesses, opportunities and threats. Among the strengths cited were the skilled workforce and the fact that the DVS is funded from the National treasury. Weaknesses cited included: few numbers of staff and poor human resource management practices. The respondents cited opportunities such as government funding and willing regional and international collaborators such as the Food and Agriculture Organization (FAO). Threats cited included: the New Kenya constitution 2010 which interferes with the reporting structure that is required of Veterinary Services that are members of the International Organization on Animal Health (OIE), to which Kenya is a member.

All respondents were in agreement that there had been external factors affecting the DVS in recent times and gave the example of the implementation of Constitution of Kenya 2010, devolution, insecurity in livestock producing regions, delays in transmission of funds from the government treasury to the Ministry and later to the DVS, land grabbing of DVS land, and climate change. The results of these external factors have been: transfer of staff from DVS to the county governments; increased workload to DVS staff; increased threat of disease outbreaks; and need to adopt changes in technology. The respondents were in agreement that DVS has had to make

some changes in order to respond to the external factors of change, for instance, letting-go of some functions, re allocation of duties to remaining employees, engaging county management in order to ensure a good diseases reporting structure and acquiring title deeds for the DVS land.

All the respondents were in agreement that the DVS has a documented strategic plan covering 5 years, 2013-2017. Most of the respondents had difficulties citing the key objectives in the strategic plan document and neither could they clearly enumerate the objectives of the DVS for the FY 2013/2014. The referred strategic plan was however still in draft form.

The DVS draft strategic plan document has the strategic issues that the DVS wishes to address in the long term. The draft strategic plan includes the budget for the various activities, however, all the finances were not available but would have to be sourced from elsewhere, including from donors. Allocation of funds among the various Divisions/Sections/Units is done by the heads of divisions and the budget office. All respondents were in agreement that they never receive enough resources to achieve their planned activities. The funds allocated were always much less than the budget plans. The managers indicated that the DVS is always grossly underfunded by the government, this despite Kenya being an agriculture dependent country.

The draft strategic plan identifies formulation, implementation, monitoring and evaluation of animal health related policies, strategies, and legal framework as the first core function of the DVS. The draft also identifies weak policies and inadequate legal framework as the first strategic issue that requires to be addressed. The draft

recognises that DVS has been operating under out-dated policies and regulations. The draft strategic plan proposes to develop and review policies and guidelines to reflect current practices. The study found that the Veterinary Policy has been developed but it has not yet been finalized. The DVS is in the process of reviewing several acts of parliament. The draft strategic plan has targeted 10 acts of parliament for review.

4.3.2 Strategy Implementation

Strategy implementation is the actualization of the strategic plans into actions. This requires that adequate resources are allocated for the implementation and that policies, structures, culture are all aligned to support ease of implementation.

Strategy implementation is the most challenging stage in strategic management and calls for top management commitment, effective leadership, good communication skills and good leadership. All employees in the organization have to be aware of their roles and be committed to the achievement of the organization's strategic plans. All activities and resources should focus on the strategic objectives of the DVS.

All respondents had specific responsibilities, mainly defined by the function of their Division/Section/Unit. The responsibilities for the respondents are in line with the general mandate of the DVS but are not necessarily aligned to the draft strategic plan objectives. The draft strategic plan contains several activities and spells out the specific Divisions that are responsible for the implementation.

The respondents use different criteria to prioritize allocation of scanty funds among the many competing activities in their area of jurisdiction. All the respondents were in

agreement that they give Performance Contract activities the first priority. Performance Contract activities are signed between the DVS and the Permanent Secretary Department in the State Department of Livestock. The extent of achievement of Performance Contract targets is used to rank the Ministries. Some respondents stated that they try to distribute finances equally among the various activities in the annual work plans.

All respondents were in agreement that since DVS is a technical Directorate, staff training is very important to ensure that DVS is in tune with current technology and that staff are competent. It was observed that DVS mostly depends on donor funding to train the staff on technical matters. The scanty financial resources allocated for training are used to train staff who require certain training before they can qualify for promotion as per the schemes of service. The respondents stated that employees derive their activities from the DVS mandate, performance contract, and the annual work plan. Employees usually prioritize their day-to-day activities based on availability of resources. Some of the managers felt that human resource management has been neglected. Some managers felt that there was poor teamwork among veterinarians and non-veterinarians.

DVS has no Reward System for high performers. Employee performance is based on the Public Service Performance Appraisal System. Some managers have however devised their own ways of motivating employees, for instance by ensuring fairness in training opportunities, by ensuring each person has specific responsibilities, and also ensuring that staff are facilitated to complete assignments.

Poor communication within the DVS was cited by one of the respondents as a major hindrance to better performance. The DVS has no policy on communication. Communication relating to several major changes, including changes in the number and names of the Divisions within the DVS, had not yet been formally communicated to the employees.

The draft strategic plan recognizes the importance of communication to its stakeholders and has plans for stakeholder sensitization workshops. The draft strategic plan however does not specify how its contents would be communicated to the stakeholders for implementation.

The respondents named several stakeholders, mainly DVS collaborators, in the delivery of veterinary services. Only a few named livestock farmers among the DVS stakeholders. Employees were not named by the respondents, nor are they named in the draft strategic plan, as stakeholders in the DVS.

The draft strategic plan recognizes the important role of stakeholder involvement in delivery of DVS mandate. All the named stakeholders have some contribution to make to the DVS. Over 1000 stakeholder sensitization workshops/field days and 10 MOUs with various institutions are targeted in the draft Strategic Plan.

Many changes have taken place in the DVS in the recent past, mainly touching on organizational structure. The DVS has reduced the number of Divisions from nine to six. All except one, heads of Divisions are new. Most respondents thought the changes were politically driven. Majority of the managers said they were not involved

in the changes nor do they think the changes have been well managed. All the respondents were in agreement that there was no preparation for the changes.

Most managers thought that the changes had negative effects, for instance, anxiety on most employees. There was no formal communication to the employees regarding the changes. However, all respondents were in agreement that the reduction in the number of main Divisions from nine to six was a positive move that would improve delivery of services.

Most respondents thought that the culture at the DVS does not promote good performance. Some managers thought that the organizational culture does not promote teamwork, nor does it value good performance. One respondent thought that, often times, poor performers are rewarded through and through; that employees are not motivated to achieve better; and that "one has to fight" their way. There was no agreement among the respondents about the culture at the DVS. The issue of organizational culture did not seem to be well understood. The core values as listed in the draft strategic plan did not seem to have been translated into an organizational culture.

There have been major changes in the organizational structure of the DVS. The Divisions were reduced from nine to six and the names greatly changed. Most managers thought the current structure is better, but this could not be substantiated. At one point during data collection, it was mentioned that some units did not know to which Division they belonged. The respondents stated that structural changes were still ongoing.

It was notable that the DVS did not have a substantive Director of Veterinary Services. At the time of the interviews, the acting Director of Veterinary Services had been on acting capacity for the past ten months.

4.3.3 Strategy Evaluation and Control

Strategy evaluation compares the achieved results with the targeted results as contained in the strategic plan. The respondents were in agreement that DVS holds annual performance reviews. The DVS performance evaluation is usually based on performance contract targets. Most managers base their unit's performance on the extent of delivery of Performance Contract targets. A few evaluate their unit's performance against the extent of achievement of annual work plan targets. Not all managers sign Performance Contracts.

The respondents said that in setting the annual work plans, consideration is given to those targets that had not been achieved during the previous reporting period. Targets that had not been achieved during the previous reporting period are included in the current study period. DVS performance review is not usually scheduled but it is done every quarter of the financial year.

Employees derive their activities from Departmental work plans. However, often times the activities are changed due to changing circumstances. One manager said that 70 % of the activities he was involved in during the financial year 2013/2014 had not been captured in the annual work plans. The manager said that there are many ad hoc

activities that have to be carried out, most often as a matter of urgency and therefore interfering with planned activities.

4.4 Discussion of Results

The DVS draft strategic plan, when finalized is meant to cover the period 2013-2017. That the strategic plan document for 2013-2017 is still in draft form in September 2014 implies that effective implementation of the strategic plans will be delayed or not achieved at all.

Without a finalized strategic plan, the DVS is unlikely to be moving in any clear direction. The DVS performance, management of public resources, annual work planning and therefore individual activities, are not likely to be effective. Without a strategic plan underfunding by the National Treasury is likely to persist.

4.4.1 Comparison with Strategic Management Concepts

The DVS draft strategic plan document has the strategic issues that the DVS wished to address. The draft strategic plan includes the budget for the various activities, however, all the finances were not available but would have to be sourced from elsewhere, including from donors. The funds allocated were always much less than the budget plans. The managers indicated that the DVS is grossly underfunded by the government despite Kenya being an agriculture dependent country. This underfunding of DVS by the government could be a direct implication of a lack of a strategic plan.

The results show that DVS has embarked on strategic planning but is yet to fully comply with the government directive to institute strategic planning. This may explain

the differences in the views, feelings and thoughts of the respondents on strategic management practices. The respondents, being new in their positions are most likely not well informed about the draft strategic plan. The respondents were not well conversant with the contents of the draft strategic plan and this could be because, being new in management of Divisions, they had not been involved in its preparation. Without involvement in the development of a strategic plan a manager would not be expected to be committed to its implementation.

When properly managed, an organization's strategic plan acts as the guide for all actions undertaken by the organization. The core values of an organization, when harnessed could lead to a progressive organizational culture. Without a strategic plan any management practices adopted by DVS management would only be haphazard and dependent on the general public service guidelines or the individuals' feelings, views, and decisions. The strategic plan document is expected to be a reference point in guiding all activities and managerial decisions of the DVS. Without a finalized strategic plan, resource allocation and utilization is unlikely to be efficient and effective.

Without a finalized strategic plan the organizational structure of the DVS may also not be effective for the delivery of the DVS mandate. Structure should follow strategy. The absence of the strategic plan may explain the frequent changes on the organizational structure, the poor change management practices and the lack of governing policies. The absence of a final strategic plan may also explain the perpetual "under- funding" of the DVS by the National Treasury as well as the lack of funding for planned activities.

The DVS does not practice resource-based management. This may explain why all managers interviewed cited low funding as the first challenge to improving performance. Embracing strategic planning as required by the government, followed by strategic management would lead to a more effective and efficient resource based planning. Strategic management enables an organization to prioritize activities and resource allocation based on the organization's vision and strategic objectives.

It is not enough to have a vision, mission and core values in a document. For purposes of strategic management, the vision, mission and core values need to be clearly understood by all the stakeholders, more so by the top management. The mission statement defines the scope and direction of the organisation. Without an internalized knowledge of the mission it is easy to engage in resource wasting activities.

The managers are expected to guide the employees under them towards the achievement of the DVS vision. The vision statement should be simple in order to ensure that all the stakeholders have it at their fingertips. If the vision provides the general direction for an organization, then it is very important that the DVS top management be unified by it. Without a clear knowledge of the vision, the top management may not be able to adequately lead the rest of the employees and stakeholders in the right direction, towards the vision. The vision of the DVS should thus, as a matter of fact, be explicitly clear to all managers.

All employees should be guided by the DVS core values in all their undertakings. The core values should therefore be at the fingertips of every DVS employee. The findings of the study indicate that core values of the DVS may not be known or understood by

its employees. The quality of service delivery may therefore be lower than anticipated by the strategic plan draft.

Most of the respondents were not familiar with the contents of the DVS (DRAFT) strategic plan document besides not being aware that it was still a draft. All the respondents referred the researcher to the presumed Strategic Plan document for details on vision, mission, core values, and even the strategic objectives of the DVS. All the respondents believed that DVS had a strategic plan. This may be an indicator of poor communication.

4.4.2 Comparison with Other Studies

The findings of this study agree with those of Poister and Streib (2005) who found that strategic planning in public sector was spreading, though slowly. In their study, Backoff, Wechsler and Crew (1993) explain this slow adoption rate by the difficulty in designing and implementing strategic planning in government settings.

The DVS has made changes in response to changes in the external environment. This finding agrees with those of Ogwora (2003) and Kathuku (2004), who found that, Kenyan organizations have made changes in response to changes in the environment.

This study found that the DVS was more concerned with achievement of Performance Contract targets than with the strategic plan targets. This agrees with Kamunde (2012) who found that Kenya Airports Authority monitored and evaluated its performance purely based Performance Contracts and not strategic plan targets.

CHAPTE FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary, conclusion and recommendations from the study findings. The chapter also makes suggestions for further studies and gives the implications of the study findings on policy, theory and practice.

5.2 Summary of the Study Findings

The DVS is in the initial stages of strategic planning. DVS is already well into the strategic plan period but without a finalized strategic plan. The DVS is undergoing major changes that may make completion of strategy formulation (strategic planning) even more difficult, unless the changes are strategic.

Since the DVS Strategic Plan is in not yet finalized, strategic management practices adopted by the DVS may, strictly, only relate to the strategy formulation process. These strategic management practices include: identification of vision, mission and core values; environmental scanning; goal setting; resource allocation; policy development. Strategy formulation by DVS is still far from completion and especially considering that the draft strategic plan is based on unavailable resources. This contradicts the concepts of strategic management, whereby, resource allocation is a major step in strategic planning. Without adequate resource allocation, implementation of the strategic plan would be impossible, delayed or ineffective.

5.3 Conclusion of the Study

The findings of the study indicate that DVS has embarked on the process of strategic planning. It is clear that the DVS has had some challenges in completing the strategic planning process. The DVS should find ways of completing the strategic planning process and come up with an implementable Strategic Plan document to guide in the delivery of its mandate. In addition, DVS should adopt strategic management practices in order to ensure that its strategic plan achieves the desired impact. All top management should be involved in the strategic planning process. Involving the top management team during the planning process will create a buy-in into the strategic plan, create better awareness of its contents among the top managers and thereby enhance commitment during the strategy implementation stage.

The strategic planning process should be coupled with an effective strategic management for any sustainable improvement in service delivery by DVS to be realized. Adequate policies and organizational structure should be developed to support the implementation of the strategic plans. There should be effective and continuous communication of the strategic plans to all stakeholders of the DVS, including the employees. This will ensure that all the DVS stakeholders not only understand the strategic plan, but also their role in its implementation.

5.4 Recommendations of the Study

This study recommends that all senior managers in the Directorate of Veterinary Services be trained on the strategic management process whereby, the benefits of a strategic plan will be highlighted. Probably the training will help the DVS to address the challenges it has been facing, and be able to come up with a strategic plan, which it can sustainably implement.

The study recommends that current changes taking place in the DVS be well managed and be driven by informed need to improve performance. Any major change that takes place should be adequately communicated to stakeholders. The impact of the changes that have taken place needs to be closely monitored so as to ensure that they are beneficial to the DVS mandate. If the impact is not positive then corrective measures should be taken before it is too late.

The study further recommends that financial resources be allocated for adequate implementation of any desired strategic plan. A good strategic plan but which cannot be executed is useless. DVS should practice resource based planning.

5.5 Limitations of the Study

The respondents in the study were only about one year in their managerial positions and this could have compromised the reliability of the data collected. The interviews took place during a time when major changes were still taking place. The findings of this study may therefore not be a reflection of the final DVS situation

The study relied heavily on secondary data from an unfinished strategic plan document. The contents of the strategic plan document may change drastically when completed and therefore change the contents of the study.

The study findings only apply to the DVS and the results may not be inferred on other government organizations. The study findings cannot be generalized to any other organization.

5.6 Suggestions for Further Research

The study recommends that a study of the factors or challenges impeding the development of a strategic plan for the DVS be studied. Addressing these challenges would hasten the development of the strategic plan for the DVS and hopefully improve delivery of services.

The study also suggests that a new study be carried out after the new changes have taken a considerable time, say 2 years, in order to establish their impact on the performance of the DVS. Any change in an organization should be for improved effectiveness and efficiency.

5.7 Implications on Policy, Theory and Practice

Strategic planning requires strategic management practices for the desired effects to be realized. Government organizations may develop very good strategic plans but which are not executable. Strategic plans that cannot be executed are useless. The government of Kenya should rather insist on strategic management and not strategic planning if improvement of service delivery is to be realized.

The study found that government organizations, like private ones, are affected by changes in the external environment and have to make internal changes in order to align themselves to the changes in the external environment. The changes brought about by the implementation of the constitution of Kenya 2010 have led to changes within the DVS. This is in line with the theory that all organizations are housed within the external environment and are affected by changes in the external environment. To

survive and grow, organizations have to make changes in response to the changes in the external environment.

The findings of this study agree with those of Poister and Streib (2005) who found that strategic planning in public sector was spreading, though slowly. In their study, Backoff, Wechsler and Crew (1993) explain this slow adoption rate by the difficulty in designing and implementing strategic planning in government settings. The findings also agree with Kaplan and Norton (2005) who stated that, 95 per cent of the staff are neither aware of the organization strategies nor do they understand them.

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APPENDICES

Appendix 1: Letter of Introduction

UNIVERSITY OF NAIROBI

SCHOOL OF BUSINESS

MBA PROGRAMME

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

P.O. Box 30197
Nairobi, Kenya

DATE. 05|06|2014

TO WHOM IT MAY CONCERN

The bearer of this letter ... JANE WANJIKU KURIA GITHINJI

Registration No. D61|75495|2012 ...

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

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

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

Thank you.

PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS

UNIVERSITY OF NAIROBI
0 5 JUN 2014
P.O. Box 30197 - 00100, NAIROBI

Appendix 2: Request for Approval to Collect Data

Jane W. K. Githinji,
University of Nairobi
School of Business
P.O Box 30197-00100
NAIROBI

Director of Veterinary Services,
P.O 00625 Kangemi,
Nairobi.

16th December 2013

Dear Sir,

RE: Request for approval to collect MBA (Strategic Management) Project data from the Department of Veterinary Services

I am a registered student at the University of Nairobi, School of Business MBA (Strategic Management) Programme, Reg. No. D61/75495/2012.

I have successfully completed the course work. However, in partial fulfilment of the requirements of the degree of Master of Business Administration (Strategic Management), I am required to do a project related to strategic management. It is in this regard that I wish to carry out a study on the "Strategic Management Practices at the Department of the Veterinary Services".

The aim of the study is purely academic. The objective of the study is to determine the management practices in the Department of Veterinary Services. The study will attempt to assess the effectiveness of these practices in line with the current accepted concepts and practices of strategic management.

The results of the study will be shared with the Department on request. The findings of the study may be useful to the Department and may help in improving the efficiency and effectiveness of the management practices in the Department, thereby enabling the Department to improve its performance in achieving its mandate/goals and strategic plans.

I am writing to request for approval to collect data from the Department. The primary data will be collected by interviewing Departmental staff, mainly those based at the headquarters. Secondary data will be collected from Departmental records.

All information and data obtained during my study will be treated with confidentiality and will be used for the said purpose only.

Hoping for a favourable response.

Jane W. K. Githinji

APPENDIX 3: INTERVIEW GUIDE

PART I: GENERAL QUESTIONS

1. Name of the Division/Section/Unit that you head………….

2. How long have you been head in your current position………

3. How long have you worked for the Directorate of Veterinary Services (DVS)

PART II: STRATEGIC MANAGEMENT PRACTICES

A. Strategy Formulation

1. What is the mission/mandate of the DVS?

   Does the DVS have a mission statement?

   If yes, what is the mission statement?

2. Does the DVS have a <u>documented</u> vision?

   If yes what is it?

3. Does the DVS have <u>documented</u> core values?

   If yes what are they?

4. Does the DVS undertake a formal planning process?

   If yes, is the planning process scheduled?

   How often does it take place?

   When was the last planning process held?

   Who is involved in such a process?

   Were you involved during the last planning process?

   Have you ever been involved in such a planning process?

   Does the DVS have a documented strategic plan?

   If yes what period does the strategic plan cover?

5. What are the objectives of the DVS for the current year 2014/15?

How were the above objectives determined?

What are your (unit) objectives for this year 2014/2015?

How did you determine the objectives above?

6. What are the strengths, weaknesses, opportunities, and threats of the DVS/ your unit?

7. Have any recent external factors affected the DVS/your unit and how have you and the DVS coped with them?

B. Strategy Implementation

8. What are your current responsibilities

9. Did you hold any other managerial positions before?

If yes which ones?

How long?

What were your responsibilities?

10. How are scanty resources allocated within the Department and in your unit?

Who is involved in resource allocation within the Department?

How do you prioritize competing activities?

11. What are some of the key documented policies in the department?

12. How do staffs under you plan their day to day activities?

How do you motivate your staff?

What is the role of staff training in the DVS?

What is the basis of training staff?

13. Who are your stakeholders and what are their needs?

14. Have there been major changes in the DVS within the last 1 yeat?

What drove the changes?

What has been the effect of the changes?

Who were involved in making the changes?

How was the change managed?

15. How is the DVS structured?

16. How would you describe the culture at the DVS?

What has been the effect of such a culture?

17. How are major decisions made at the DVS?

    Who is involved?

C. Strategy Evaluation and Control

18. How does the department review its performance?

    How would you rate the current performance of the DVS?

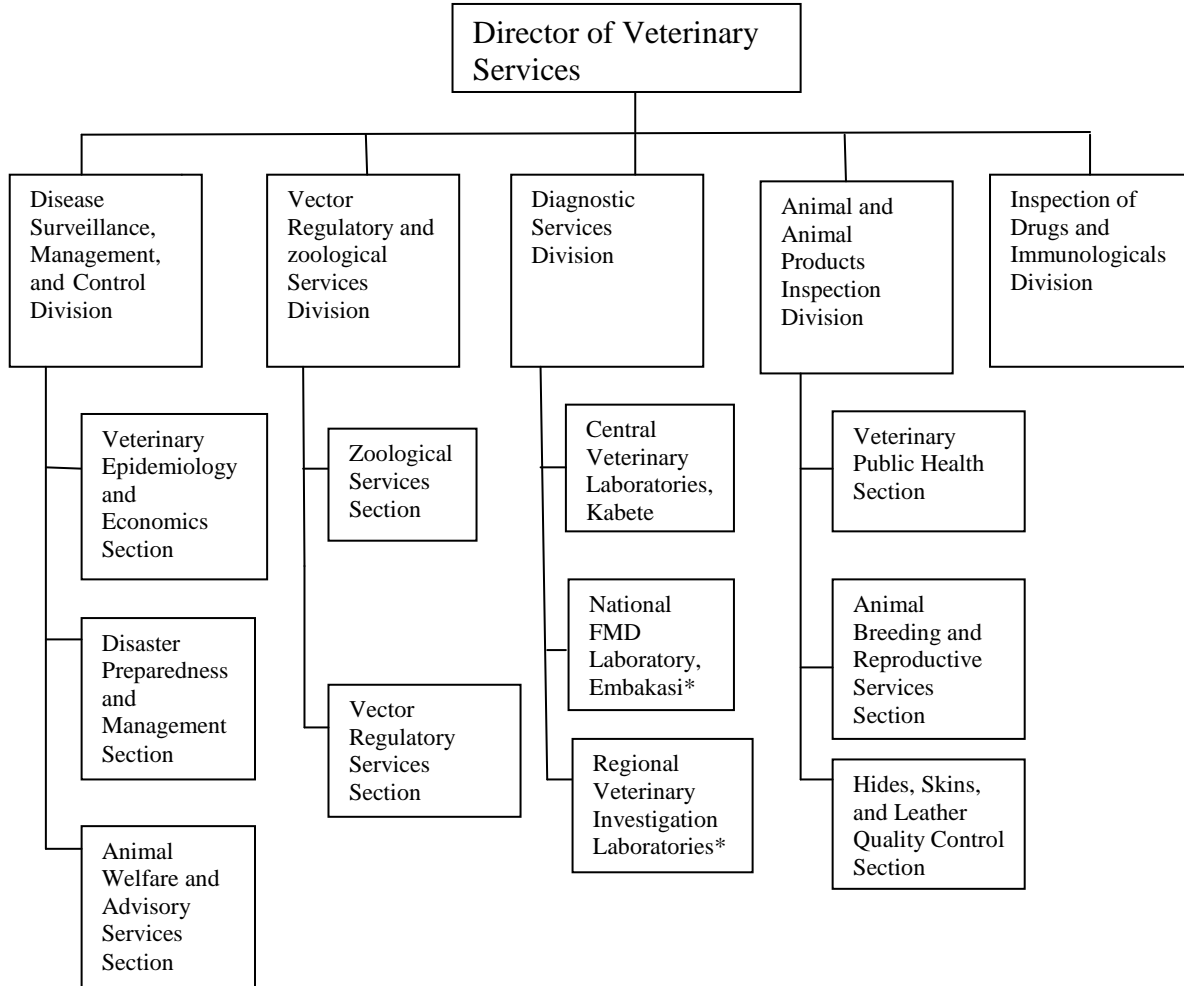   Does the DVS have scheduled meetings for performance review?

    How would you determine the performance of your unit?

19. What is likely to inform DVS and your unit's objectives in the coming year?

20. What have been the major challenges in meeting the objectives of DVS and of your Unit?

Appendix 4: Current Structure of the Directorate of Veterinary Services

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                          Director of Veterinary
                          Services
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| Disease Surveillance, Management, and Control Division | Vector Regulatory and zoological Services Division | Diagnostic Services Division | Animal and Animal Products Inspection Division | Inspection of Drugs and Immunologicals Division |

- Veterinary Epidemiology and Economics Section
- Disaster Preparedness and Management Section
- Animal Welfare and Advisory Services Section

- Zoological Services Section
- Vector Regulatory Services Section

- Central Veterinary Laboratories, Kabete
- National FMD Laboratory, Embakasi*
- Regional Veterinary Investigation Laboratories*

- Veterinary Public Health Section
- Animal Breeding and Reproductive Services Section
- Hides, Skins, and Leather Quality Control Section

*Not based at Kabete