CHALLENGES OF STRATEGY IMPLEMENTATION AT THE MINISTRY OF IMMIGRATION AND REGISTRATION OF PERSONS, KENYA

BY

ABDIKADIR DOYO WARIO

A Research Project Submitted to the School of Business in Partial Fulfillment of the Requirements for the Award of the Degree of Master of Business Administration (MBA) of the University of Nairobi

October 2012
DECLARATION

This research is my original work and has not been presented to any college or university for the award of a diploma or a degree.

Signed: ……………………………………….. Date: ………………………………..

Abdikadir Doyo Wario

D61/78913/2009

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

Signed: ……………………………………….. Date: ………………………………..

MR. J. Kagwe

Lecturer Department of Business Administration

University of Nairobi
DEDICATION

I dedicate this research project to the Almighty God for His grace, mercy and blessings that have seen me through.

To my lovely wife, Qabale and beautiful childrens Doyo, Abdub, Dansa and Fayo who have been the source of my inspiration to continue working harder.
ACKNOWLEDGEMENT

I would like to extend my appreciation to my supervisor, family, friends and all the respondents who contributed tremendous inputs towards the successful completion of this research project.

Special gratitude and appreciation go to my Supervisor, Mr. Kagwe, for his patience, guidance, support and dedication throughout the study. He was such an inspiration! I truly feel indebted to him.

Secondly, I am grateful to my family for foreseeing the future and sacrificing so much to prepare and support me and for cheering me up after every tough day of fieldwork.

Thirdly, I am grateful to management and staff of the Ministry of Immigration and Registration of Persons. They provided invaluable data and information. I couldn’t have done it without them!

Finally, I am deeply grateful to the Almighty God who makes all things possible and for giving me strength, good health and sound mind throughout the study period.
ABSTRACT

The purpose of this study was to find out the challenges experienced by the Ministry of Immigration and Registration of Persons (MIRP), in the implementation of its strategic objectives and suggest solutions to the challenges. Semi-structured interview guides were used to collect primary data while secondary data was collected from the MIRP website, MIRP Strategic Plan 2008 – 2012 and the Auditor General Report on MIRP. Data was analyzed using the content analysis technique and findings organized in eight thematic areas: Business processes, goals measurement, human capabilities, information and knowledge management, organization structure, organization culture, issue resolution and leadership. The major findings of the study on the challenges of strategy implementation at MIRP were: Business processes were ineffective and inefficient, goals measurement was unrealistic, human capabilities were not optimized, information and knowledge management was outdated, the organization structure was rigid, issue resolution was slow and the leadership did not inspire a sense of shared vision at MIRP.

The main conclusions were that MIRP had structural and organizational weaknesses and was unable to take advantage of telecommunication advancements. However, MIRP had utilized the government procurement and ethics standards appropriately. The researcher recommends business reengineering processes to address internal weaknesses, training programmes for employees and adoption of modern technology in issue resolution. The researcher suggests that a similar study be carried out targeting junior staff to get their perspective of the challenges experienced in strategy implementation at MIRP.
TABLE OF CONTENTS

Declaration ...................................................................................................................... ii
Dedication ..................................................................................................................... iii
Acknowledgement ......................................................................................................... iv
Abstract .......................................................................................................................... v
Abbreviations and Acronyms ......................................................................................... viii

CHAPTER ONE: INTRODUCTION .............................................................................. 1
1.1 Background of the Study .......................................................................................... 1
  1.1.1 Challenges in Strategy Implementation ............................................................... 2
  1.1.2 Ministry of Immigration and Registration of Persons, Kenya ......................... 3
1.2 Research Problem .................................................................................................... 5
1.3 Research Objective ................................................................................................... 7
1.4 Value of the Study .................................................................................................... 7

CHAPTER TWO: LITERATURE REVIEW .................................................................... 8
2.1 Introduction .............................................................................................................. 8
2.2 The Concept of Strategic Management ................................................................... 8
2.3 Strategy Implementation Process ............................................................................ 9
2.4 Challenges in Strategy Implementation .................................................................. 11
  2.4.1 Operational Efficiency ....................................................................................... 11
  2.4.2 Stakeholders’ Interests ....................................................................................... 12
  2.4.3 External Environmental Factors ........................................................................ 13
  2.4.4 Organization Structure ....................................................................................... 14
  2.4.5 People Factor ..................................................................................................... 15
  2.4.6 Cultural Factors ................................................................................................ 17
  2.4.7 Trends in Strategy Implementation ..................................................................... 17

CHAPTER THREE: RESEARCH METHODOLOGY ............................................... 19
3.1 Introduction ............................................................................................................. 19
3.2 Research Design ..................................................................................................... 19
3.3 Data Collection .................................................................................................................. 19
3.4 Data Analysis .................................................................................................................... 20

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION .......... 21
4.1 Introduction ....................................................................................................................... 21
4.2 Data Collection and Analysis .......................................................................................... 21
4.3 Findings on the Challenges of Strategy Implementation at MIRP ..................... 21
    4.3.1 Challenges in Business Processes ........................................................................... 21
    4.3.2 Challenges in Goal Measurement .......................................................................... 22
    4.3.3 Challenges in Human Capabilities ........................................................................ 22
    4.3.4 Challenges in Information and Knowledge Management .................................. 23
    4.3.5 Challenges in Organization Structure ................................................................... 23
    4.3.6 Challenges in Organization Culture ....................................................................... 24
    4.3.7 Challenges in Issue Resolution .............................................................................. 24
    4.3.8 Challenges in Leadership ...................................................................................... 25
    4.3.9 Challenges from the Macroenvironment .............................................................. 25
    4.3.10 Challenges from Partners .................................................................................... 25
4.4 Discussion of Results ...................................................................................................... 25
    4.4.1 Relationship to Empirical Studies ......................................................................... 26
    4.4.2 Linkage of the Findings to Theory ....................................................................... 26

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS .. 28
5.1 Introduction ....................................................................................................................... 28
5.2 Summary of the Findings ............................................................................................... 28
5.3 Conclusions ..................................................................................................................... 29
5.4 Recommendations for policy and practice ................................................................. 30
5.5 Limitations of the Study ............................................................................................... 31
5.6 Suggestions for Further Study ...................................................................................... 32
REFERENCES ...................................................................................................................... 33
Appendix I: Interview Guide .............................................................................................. 38
Appendix II: Organization structure of MIRP ................................................................. 40
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AIA</td>
<td>Appropriation-In -Aid.</td>
</tr>
<tr>
<td>MIRP</td>
<td>Ministry of Immigration and Registration of Persons</td>
</tr>
<tr>
<td>MEDS</td>
<td>Mission of Essential Drugs and Supplies</td>
</tr>
<tr>
<td>TSC</td>
<td>Teachers Service Commission</td>
</tr>
<tr>
<td>NGO</td>
<td>Non Governmental Organization</td>
</tr>
<tr>
<td>IPRS</td>
<td>Integrated Population Registration System</td>
</tr>
<tr>
<td>CRD</td>
<td>Civil Registration Department</td>
</tr>
<tr>
<td>DRA</td>
<td>Department of Refugee Affairs</td>
</tr>
<tr>
<td>NRB</td>
<td>National Registration Bureau</td>
</tr>
<tr>
<td>AFIS</td>
<td>Automated Fingerprint Identification System</td>
</tr>
<tr>
<td>EPTIC</td>
<td>Efficiency Patriotism Transparency Integrity and</td>
</tr>
<tr>
<td>PSDS</td>
<td>Private Sector Development Strategy</td>
</tr>
<tr>
<td>MTP</td>
<td>Mid Term Plan</td>
</tr>
<tr>
<td>HIV</td>
<td>Human Immuno-Deficiency Virus</td>
</tr>
<tr>
<td>AIDS</td>
<td>Acquired Immune Deficiency Syndrome</td>
</tr>
<tr>
<td>MDGs</td>
<td>Millennium Development Goals</td>
</tr>
<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
</tr>
<tr>
<td>ERS</td>
<td>Economic Recovery Strategy</td>
</tr>
</tbody>
</table>
CHAPTER ONE: INTRODUCTION

1.1 Background of the Study
Organizations, whether for-profit or nonprofit, private or public, have found it necessary to engage in strategic management in order to achieve their corporate goals (Bryson, 1995). Thompson and Strickland (2003) observe that the strategic management process involves the formation of a strategic vision, setting objectives, crafting a strategy, implementing and executing the strategy, and then over time initiating whatever corrective adjustments in the vision, objectives, strategy, and execution that are appropriate. Alexander (1991) contends that a prudent organization needs to formulate a strategy that is appropriate for the organization, appropriate for the industry, and appropriate for the situation. An organization’s vision, objectives, strategy, and approach to strategy execution are never final; managing strategy is an ongoing process, not an every-now-and-then task. Many organizations face many challenges in strategy implementation ranging from weak management roles in implementation, a lack of knowledge and communication to guide their actions, unawareness or misunderstanding of the strategy, poor coordination, inadequate capabilities, competing activities within the working team, unfortunate marketing timing, uncontrollable environmental factors, misaligned operation and insufficient monitoring and evaluation of the process (Alexander, 1985; Gilmore, 1997; Okumus, 2003).

The MIRP has so far registered some significant milestones in Immigration Department where the department has been able to considerably improve on the time taken to process and issue passports, permits and other travel documents following installation of a new passport issuance & security system; it has also considerably improved on revenue collection following introduction of visa stickers. Visa Stickers have also been distributed to Kenyan Missions abroad and thus made it possible to improve service delivery to visitors and tourists (key enablers of the Economic Pillar of Vision 2030) intending to travel to Kenya.
The National Registration Bureau (NRB) has been able to expand its production capacity, specifically in the Automated Fingerprint Identification System (AFIS). More importantly, NRB was able to commence the Third Generation Identity Card System. Also, the Civil Registration Department (CRD) in the last plan period established throughout the country a community based registration system of births and deaths where these vital events are notified where they occur. The Department of Refugee Affairs (DRA) was made a fully fledged department of the Ministry during the last plan period and its first Commissioner appointed and the Integrated Population Registration System (IPRS), being the Ministry’s flagship project, is currently nearing completion.

1.1.1 Challenges in Strategy Implementation

Traditionally, it is believed that strategy implementation and execution is less emphasized than strategy formulation, and that anyone can implement and execute a well-formulated strategy. Therefore, implementation and execution has attracted much less attention than strategy formulation or strategic planning (Alexander, 1991; Bigler, 2001). According to Kiruthii (2001) implementation is a key part of strategic management although it is often considered after formulation of strategy. In implementing the strategy, the organization leaders must direct and control actions and outcomes and adjust to change (Pearce and Robinson, 2005).

Waterman et al (1980) argued that effective strategy implementation is essentially attending to the relationship between the following seven factors: Strategy, structure, systems, style, staff, skills and subordinate goals. To ensure that a chosen strategy is effective as well as efficient, one needs to be aware of the related strategic and operational issues, challenges and opportunities that arise at various stages of the implementation and execution process as well as need to be flexible enough to adapt to changes to compete in the market. Services are based on relationships, finding solutions to customers’ problems, and building relationships. The services’ content is delivered in processes and driven by people (Kumar et al 2006). Organizations face difficulties while implementing and executing their strategies for different reasons. There is uncertainty about what these processes include and where they begin and end. Such uncertainty
includes weak management roles in implementation, a lack of knowledge and communication to guide their actions, unawareness or misunderstanding of the strategy, poor coordination, inadequate capabilities, competing activities within the working team, unfortunate marketing timing, uncontrollable environmental factors, misaligned operation and insufficient monitoring and evaluation of the process (Alexander, 1985; Gilmore, 1997; Okumus, 2003).

Okumus (2003) suggests a framework to overcoming challenges in strategy implementation that concentrates on four pillars. The first pillar is strategic content where the actual strategic plan should be consistent with the overall strategic direction of the organization. Secondly, the external context pillar ensures that the strategy should be appropriate to the market conditions, trends and developments in the external environment until the implementation process is completed. The third pillar is the internal context that emphasizes on an effective and efficient organization structure, organization culture and leadership capabilities. The fourth pillar focuses on organization processes including operational planning, communication mechanisms, controls and feedback management and the overall outcome where the organization interrogates itself if it has achieved the intended outcome and if not; if it has learnt from the unintended outcome.

1.1.2 Ministry of Immigration and Registration of Persons, Kenya

The Ministry of Immigration and Registration of Persons (MIRP) has four departments namely Immigration Department, National Registration Bureau (NRB), Civil Registration Department (CRD) and the Department of Refugee Affairs (DRA). The ministry was created in February 2005 following the re-organization of Government through the Presidential Circular Number 1 of 2005, thus bringing together four population registration departments that were previously under different ministries. The core functions of the ministry are as follows: Lead Agency in Border Control Points Management, Immigration Policy and Services, Registration of Persons; births and deaths, Refugees Policy and Services and Management of the Integrated Population Registration System (IPRS).
Kenya Vision 2030 is the country’s new development blueprint covering the period 2008 to 2030. It aims to transform Kenya into a newly industrialising, middle-income country providing a high quality life to all its citizens by the year 2030. The Strategic Plan for MIRP hinges on Kenya Vision 2030 and covers the period 2008 – 2012. The Plan identifies the key strategic objectives as well as the programmes and projects that the Ministry is committed to implementing during 2008 – 2012. The Plan takes in stride the Ministry’s commitment to the realization of the country’s national goals as espoused in: Kenya Vision 2030 and The Medium Term Plan (MTP) and the Sectoral Master Plans (e.g. Security Sector Master Plans, the Private Sector Development Strategy (PSDS) etc.). At the MIRP; strategies are aimed at enhancing national security and contribute to social economic development of the country by improving population registration and issuance of secure identification documents as well as maintaining comprehensive and integrated population database and improving migration management.

The plan also examines the external and internal environmental factors which are likely to impact on the Ministry’s activities, programs and projects and incorporates them in the strategies adopted to deliver the plan. The Strategic Plan takes into account the Ministry’s commitment to enhance national security and socio-economic development of the country by: Undertaking timely and efficient registration of persons and issuance of secure identification documents, maintaining a comprehensive and integrated population database and undertaking proper migration management. In Kenya all ministries and state corporations, the MIRP included, have adopted Performance Contracting as a useful tool for articulating clearer definitions of objectives and supporting innovative management, monitoring and control methods.

MIRP’s mission is to enhance national security and socio-economic development by maintaining a comprehensive population database, proper migration management and timely registration and issuance of secure identification documents while its vision is to be a global leader in population registration and migration management. The core values are efficiency and effectiveness, patriotism, teamwork, integrity and customer focus.
1.2 Research Problem

Strategy implementation is by nature complex, but it must have clear priorities in order to be manageable. Implementation is the process that turns strategies and plans into actions in order to accomplish strategic objectives and goals. However, a well-developed strategy does not automatically mean well implemented (Al-Ghamdi, 1998). To realize the objectives and to create maximum value for involved parties, the strategy needs to be implemented and executed appropriately. To ensure that a chosen strategy is effective as well as efficient, one needs to be aware of the related strategic and operational issues, challenges and opportunities that arise at various stages of the implementation and execution process as well as need to be flexible enough to adapt to changes to compete in the market (Alexander, 1991). Overcoming the challenges in strategy implementation centers around management of stakeholders’ interests, effectiveness and efficiency of operational and organizational structures, management of people and cultural issues and adaptation to trends and developments in the external environment.

Despite the key milestones at the Ministry of Immigration and Registration of Persons during the last plan period (2005-2010), there are still many challenges in terms of the strategic direction where terrorism, now being a reality that is globally pervasive, has made Kenya susceptible and the Ministry has put in place strategies that will enable it to deal with this issue and at the same time improve on its efficiency when producing personal identification documents. Secondly, in this era of globalisation and regional trading blocks where movement of persons/labour between countries and regions is heightened, the ministry has considered policies and strategies that optimise Kenya’s utilisation of its nationals as well as specialised skills from other parts of the world. Thirdly, in monitoring and evaluation; there is a continuous monitoring in which data is collected on specified performance indicators to provide MIRP management with measures of the extent of progress in the use of allocated funds and the attainment of objectives while evaluation provides for periodic assessment of the results arising from implementation of the strategic plan with the aim of establishing if the ministerial objectives are being met. Fourthly, in resource mobilization the MIRP anticipates that additional resources will have to be mobilized through mutual collaboration with its
development partners, to bridge the envisaged resource gap. The Ministry also plans to adopt other strategies like proactively evaluating other avenues for boosting AIA (e.g. through IPRS data), embracing prudent financial management measures and guarding against resource wastages.

Many studies on the challenges of strategy implementation have been done in various organizations. Akwara (2010) studied the challenges of strategy implementation at the Ministry of Cooperative Development and Marketing and found out that the stakeholder participation was inadequate due to lack of a shared vision. Ayabei (2010) also carried out a study on the challenges of strategy implementation at the Teachers Service Commission and found out that lack of financial resources was the greatest impediment to the realization of TSC’s strategic plan. Ongale (2010) studied the challenges of strategy implementation in the NGO world focusing on the Mission for Essential Drugs and Supplies (MEDS) and found out that weaknesses in processes, tools, equipment and technological mediocrity were the causes of unrealized strategic plans. The same findings were reached at by Marete (2010) who studied the challenges facing implementation of Kenya Human Rights Commission’s five year strategic plan (2008-2012). In the private sector, Nyakundi (2010) carried out a study on strategy implementation at Citibank Kenya and found out that goals measurement, handling of issues and human capabilities were to blame for the slow pace of attaining the organization’s strategic plan.

The above scholars have availed evidence on stakeholder involvement, proper measurement of goals, appropriate mechanisms of handling issues, need for a shared vision and appropriate culture, right knowledge and skills among employees as well as leadership and a responsive organization structure as the key facilitators for attainment of any organization’s strategic plan. An analysis of the strategic plan and achievements at the MIRP reveal that there is still an urgent need to pursue a specific strategic direction and set of performance goals, deliver customer value, and be successful. This study shall therefore seek to answer the question; what are the challenges faced by the Ministry of Immigration and Registration of Persons in the implementation of its strategic plan?
1.3 Research Objective
The objective of this study is to find out the challenges of implementing the strategic plan at the Ministry of Immigration and Registration of Persons, Kenya.

1.4 Value of the Study
The findings of this study would be of benefit to various stakeholders of MIRP including the staff and leaders and other government agencies by enumerating the various expectations and roles of each of them in realizing the strategic intent of the ministry. The study shall provide solutions that shall fasttrack the attainment of the MIRP’s strategic plan and by extension Kenya Vision 2030.

Policy makers at various levels of government shall be furnished with crucial information that can lead to formulation of policies, strategies and goals to be pursued in order to efficiently and effectively implement the strategic plans of various ministries and government agencies in a bid to attain Kenya Vision 2030. The findings shall also be applicable to the management teams within the private sector since the realization of Kenya Vision 2030 is a multi-sectoral initiative.

The academia and business researchers will be able to borrow from the findings of this research to support literary citations as well as develop themes for further research. Specifically, the study hopes to make theoretical, practical and methodological contributions. The findings will contribute to professional extension of existing knowledge in strategic management by helping to understand the current challenges for implementing strategy and their effects on service delivery in various organizations in general.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction
This chapter presents the literature review. Specifically, the chapter addresses the concepts of strategic management and strategy implementation. It also reviews the issues posed by stakeholders, organization structure, people, culture, external environment and trends in strategy implementation.

2.2 The Concept of Strategic Management
Strategic management involves deciding which customer to serve, with which products and services, and meeting those customers’ legitimate needs and wants by allocating resources in the most advantageous way (Cole, 2004:308). It is an organizational process designed to sustain, invigorate and direct the organization’s human and other resources in the profitable fulfillment of the needs of customers and other principal stakeholders. The process is guided by the organization’s value system, or culture, which is manifested not only in the organization’s mission statement, policies, and strategic goals, but also in the behavior of top management and other key managers in the organization. If an organization wishes to address issues of service delivery and performance management based on strategy focus, then service delivery must become one of the values of that organization and the managers must be seen to live that value in their everyday lives and for this to happen, there needs to be a well thought strategic management system working throughout the organization (Neale, 2004:3).

Service delivery is important to an organization, which in today’s climate surely must be competitive, and then there is a need for it to become deep-rooted part of the culture. Strategy researchers, writers and practitioners largely agree that every strategy context is unique (Wit & Meyer, 2001). Moreover, they are almost unanimous that it is usually wise for strategists to adopt the strategy process and strategy content to the specific circumstances prevalent in the strategy context. However, disagreement arises as soon as the discussion turns to the actual level of influence that the strategy context has. Frequently it is argued that strategists can, and should, create their own circumstances,
instead of being enslaved by the circumstances they find. In short, the strategy context can be determined, instead of letting it determine.

The overall aim of any research on strategy is to examine various forms of advantages that a dominant firm may be able to develop and hold over its competitors for the same period of time (Shamsie 2003). However, despite a common operating environment, some firms perform better than others. The reason for greater performance is attributed to the various stages of the strategy process from formulation to implementation. While it is not what parts of the generic strategic process triggers the increase in performance potential, a key component in the response of public institutions to the operating environment is based on their strategic orientation.

2.3 Strategy Implementation Process
Strategic management by itself is a process and it refers to a set of decisions and actions that result in the formulation and implementation of long term designed plans to achieve organizational objectives (Pearce and Robinson, 1997). According to Robins and Coulter (2002), strategic management is the process that encompasses strategic planning, implementation and evaluation. In their view, strategic management process is a way of considering, dealing, and realizing already formulated strategies. On the other hand strategy implementation involves allocation and management of sufficient resources, establishing a chain of command or some alternative structure, assigning responsibility of specific tasks or processes to specific individuals or groups.

The notion of strategy implementation might at first seem quite straightforward: the strategy is formulated and then it is implemented. Implementing would thus be perceived as being about allocating resources and changing organizational structure. However, transforming strategies into action is a far more complex and difficult task (Perlitz, 1993).

In the face of a high level of uncertainty and change within competitive environments, strategy implementation should represent a continuous and simultaneous process (Mintzberg, 1990). This requires strategy implementation to be treated as part of
individual responsibilities throughout the organization as opposed to a central function. By transferring the ownership of strategy in this way the quality of knowledge used for strategy formulation will be substantially improved while potential conflicts and the timeframe for strategy implementation will be dramatically reduced. The former approach represents a series of steps, which follow one another, while the latter represents a concurrent approach of identifying opportunities in competitive environments and evaluating them in the light of the organization’s existing and potential future competences together with the level of resource commitment necessary to exploit such opportunities.

Strategy implementation is that process through which strategy is translated into action and results achieved. It involves acting on what has to be done internally to put the chosen (formulated) strategy into place and achieve the targeted results. Strategies and policies are translated by management into action through the development of programs, budgets, and procedures. Further, the process might involve changes within the overall culture, structure, and/or the management system of the organization (Pearce and Robinson, 1988; Thompson and Strickland, 1989; Hunger and Wheelen, 1995). Alexander (1991) contends that a prudent organization needs to formulate a strategy that is appropriate for the organization, appropriate for the industry, and appropriate for the situation. He further emphasizes that effective strategy implementation and execution relies on maintaining a balance between preventing failures and promoting success simultaneously. When there is a proper alignment between strategy, administrative mechanisms and organizational capabilities, it will be easier to implement and execute the strategy and to achieve the desired objectives (Okumus, 2003). However, a well-developed service strategy does not automatically mean well implemented (Al-Ghamdi, 1998). Strategic management gradually is shifting from paying 90 per cent attention to strategy formulation and 10 per cent to strategy implementation, to paying equal attention to both (Grundy, 1998).
2.4 Challenges in Strategy Implementation

The process of implementing strategy in any organization is faced by many hindrances emanating from the forces within the micro environment and the macro environment.

2.4.1 Operational Efficiency

Managing the implementation and execution of strategy is an operations-oriented, make-things-happen activity aimed at shaping the performance of core business activities in a strategy-supportive manner. Management’s handling of the strategy implementation process can be considered successful if things go smoothly enough that the company meets or beats its strategic and financial performance targets and shows good progress in achieving management’s strategic vision geared towards efficient and effective service delivery to its intended clientele (Peppard, 2000: 214).

Brache (2002) identifies some operational challenges in strategy implementation and holds that the integrity of business processes is central and indeed a cornerstone of strategy implementation. There is need for organizations to identify the processes, key to strategy, supporting competitive advantages and also clearly state its priorities. The other important question to ask is whether the strategy implementation includes appropriate actions and if processes are driving information systems (or is the tail wagging the dog), human capability development and organizational structure. Second area of focus deals with goals and measurement of performance. Most organizations spend a lot of time setting goals- putting up a dashboard but little is done about the actualization of the goals. There is also need to have alternative actions to follow in case one of the gauges goes into the red. It is also here where organizations need to ask themselves if their strategy implementation cascade into business process goals, department goals, team goals and individual goals. Lastly, the measurement system should supply information to the right people at the right time. The organization also needs to identify the positions key to its strategies and facilitate the development of capabilities. The other big question is whether the organization has both internal and external sources of information and if the sources are used intelligently. Lastly, there is a challenge with issue resolution where the organization should ask how it resolves problems, customer complaints, compliments and demands for improvement.
2.4.2 Stakeholders’ Interests

Stakeholders are defined as individuals or organizations who stand to gain or lose from the success or failure of a system (Nuseibeh and Easterbrook, 2000). It is any entity with a declared or conceivable interest or stake in a policy concern. The idea of stakeholders management, or a stakeholder approach to strategic management, suggests that managers must formulate and implement processes which satisfy all and only those groups who have a stake in the business. The central task in this process is to manage and integrate the relationships and interests of stakeholders, employees, customers, suppliers, communities and other groups in a way that ensures the long-term success of the firm. A stakeholder approach emphasizes active management of the business environment, relationships and the promotion of shared interests (Freeman 1984).

Stakeholders oriented strategies starts with identifying the company’s key stakeholders and then defining their characteristics (threat or collaboration potential, influence and interest, importance to company survival, urgency of response, etc) which will determine the type of relation the company should build with them. Typical stakeholder relationships include: participative (stakeholders’ involvement in decision making), advisory (stakeholders’ involvement as reviewers or advisors), collaborative (stakeholders complementing specific capabilities), informative (stakeholders involved in one or two way communications), and defending (intelligence response, negotiation). Organizational and networking strategies provide a common context that guides the formulation of unified strategies for knowledge and stakeholders management (Katsoulakos & Katsoulacos, 2007).

Raps and Kaufmann (2005) asserts that, stakeholders’ involvement in strategy implementation enhances an integrative point of view, that is, the process is not limited only to organizational structure, but also to cultural aspects and the human resources perspective are to be considered as well. This is of great importance since teamwork plays an important role within the process of strategy implementation. The most important thing, however, when implementing a strategy is the top management’s commitment to engage other relevant stakeholders which is undoubtedly a prerequisite for strategy implementation. Therefore, top managers must demonstrate their willingness
to give energy and loyalty to the implementation process. This demonstrable commitment becomes, at the same time, a positive signal for all the affected organizational members (Kaplan and Norton, 2001).

2.4.3 External Environmental Factors

There are many factors in the macro-environment that will effect the strategic decisions of any organisation. Political factors refer to government policy such as the degree of intervention in the economy. Political decisions can impact on many vital areas for business such as the education of the workforce, the health of the nation and the quality of the infrastructure of the economy such as the road and rail system. Economic factors include interest rates, taxation changes, economic growth, inflation and exchange rates. Economic change can have a major impact on a firm's behaviour. For example: higher interest rates may deter investment because it costs more to borrow and a strong currency may make exporting more difficult because it may raise the price in terms of foreign exchange and inflation may provoke higher wage demands from employees and raise costs and higher national income growth may boost demand for a firm's products. Changes in social trends can impact on the demand for a firm's products and the availability and willingness of individuals to work. New technologies create new products and new processes. Technology can reduce costs, improve quality and lead to innovation. These developments can benefit consumers as well as the organisations providing the products. Environmental factors include the weather and climate change. With major climate changes occurring due to global warming and with greater environmental awareness, this external factor is becoming a significant issue for firms to consider. Legal changes can affect a firm's costs (e.g. if new systems and procedures have to be developed) and demand (e.g. if the law affects the likelihood of customers buying the good or using the service). Different categories of law include: consumer laws, competition laws; employment laws; health and safety legislation. Organizations need to adopt to the external factors and most importantly anticipate the eminent changes and adopt to avoid a scenario where the organizations are overrun by the external factors.
2.4.4 Organization Structure

Every organization has a unique structure. An organizational structure is the reflection of the company’s past history, reporting relationships and internal politics. Every organization needs to take a very close look at its organization structure and evaluate if it supports the strategy. Organizations may need to customize their organizational structure to fit their strategy (Atlantic Canada Business Blog 2007). The three focus points in relation to identification of the appropriate structure needed for strategy implementation include; first and foremost identification of critical activities in the organization’s value chain. These are the activities that are critical to the strategic process while others are not. Let us call them primary and support activities respectively. Primary activities have to be performed exceedingly well to develop the organization’s core competencies. For example, a product manufacturing firm has to be good at purchasing, production, merchandising and promotional activities. An insurance company must be good at lead generation, pricing, underwriting and quick and just processing of claims. In all organizations, the support activities include payroll, book-keeping, IT infrastructure, managing investor relations, PR, etc. Identifying the primary activities is important. In order to identify the primary activities, an organization needs to answer the following: What processes do we need to perform exceedingly well to help us achieve a competitive advantage; and what areas in our business value chain will hurt us if we fare poorly? Answering these questions will immediately enable the organization to see their primary activities.

Secondly, the organization needs to decide which of these activities need to be performed internally. Once the organization has identified mission critical activities, it needs to decide if it’s going to outsource the non-critical activities. If the managers are spending too much time on activities that do not further the strategy, that activity is a good candidate for outsourcing. What makes outsourcing attractive is that the non-critical activity is another organization’s critical activity. They will have experts who can efficiently perform the activity. For example, all major airlines outsource in-flight meals while focusing on timeliness, sales and marketing and logistics. In-flight meals are not the airlines’ core business: operating flights on time is.
Deciding which activities to perform internally and what to outsource is of strategic importance and an organization should not take it lightly. One of the other advantages of outsourcing (besides lower costs) is that both organizations can benefit from each other’s arsenal of capabilities. By leveraging collaborative partnerships, the organizations can enhance its capabilities and build resource strengths that deliver value to its customers.

Thirdly, the organization needs to build structure around these identified critical activities. Matching structure to strategy involves making strategy-critical activities the main building blocks in the organization’s structure. Implementing a new strategy often requires new resources and skills for new activities. An organization cannot afford a mismatch between its strategy and structure, since a mismatch can lead to poor strategy implementation. Just as the organization’s strategy needs to change with changing external environment, so must the structure change for proper strategy implementation? A word of caution here is that if the existing structure needs to be radically changed for successful strategy implementation, then an organization may need to rethink its strategy.

There is no perfect or ideal organizational structure. The bottom line is once a strategy has been chosen; structure must be modified to fit the strategy.

2.4.5 People Factor
Strategy formulation requires managerial skills that are different from strategy execution. Successful strategy formulation requires business sense, shrewd industry and competitive analysis. On the other hand successful strategy implementation requires strong leadership, proper resource allocation, business processes and policies that support the strategy and a very high level of focus. It is an operations activity (Brache, 2002)

Strategy execution really tests leaders’ skills. It tests their ability to direct organizational change, motivate people, develop capabilities and develop an organizational culture to support the strategy. What makes strategy execution tougher are the range of activities that needs to be performed and the varied skills needed to perform them - people skills being the foremost. Just because the management has decided on strategy does not mean that subordinates will follow and cooperate in its implementation. The need for a shared vision among employees and leaders is key in strategy implementation (Brache, 2002).
A number of people issues are involved in strategy implementation: Vested Interests, Office Politics, Existing Attitudes and Ingrained Practices. There may also be people, who with their negative attitude bring the others down. It takes adept leadership to communicate and convince all employees about the benefits of the new strategy. Senior executives cannot simply communicate with a few top managers and expect change to occur. It needs to be communicated through the organizational ranks. Moreover, different employees may interpret the new strategy differently. They may also have different ideas about how to execute it. Depending on how much organizational change is involved, strategy implementation can take several months to years. The key to successful implementation is to communicate the case for organizational change clearly and persuasively to all employees that they become committed and motivated to perform (Atlantic Canada Business Blog 2007).

There is also need to decide on the authority for each manager and employee. The organization leaders need to decide how much authority to give each manager. They also need to decide on how much decision-making freedom to give employees. It is not recommended having a small number of top-level managers’ micro-manage by personally making decisions. Very often it is advantageous to put some decision-making authority in the hands of the front line employees. They are the people most familiar with the situation. The objective of decentralized decision-making is not to push decisions to front-line employees, but to empower those closest and most knowledgeable about the situation. Centralized and authoritarian organizations are not well suited to implementing strategies in today’s internet era and where a large proportion of the organizational assets is in the form of intellectual capital of its employees. On the flip side, empowerment has its own challenges. How to empower employees but not put the business at risk? But if the leaders have done a good job of hiring and retaining the best people, this does not become much of a problem.

Lastly, there is need to nurture relationships as one of the most important ingredients of a successful strategy implementation. It is important to grow and develop relationships. However, the organization will only see the benefits in the long term. This holds true for
the employees hired and for the strategic partnerships formed. Employees may also be called strategic partners. They are internal to the company while the vendors are external. There has to be enough information sharing to make the relationships work. There is need to have open and frank discussions on conflicts and trouble spots to smooth them out. When looking to develop a relationship with an employee or an external organization, the objective must be get resource capability and not just a deal. This happens only over a long term. (Atlantic Canada Business Blog 2007)

2.4.6 Cultural Factors
Different business practices, competition, culture, compensation, internal controls and policies, varying personalities and past history of the organization also influence strategy implementation. There is however some basic things that needs to be performed as part of the strategy implementation plan. These include exertion of internal leadership to drive strategy implementation, building teams with competencies and capabilities that support the strategy, organizational structure and strategy implementation, allocating resources to those activities that lead to the strategic goals, establishing policies that support the strategy, defining performance objectives for the teams and tie rewards and incentives that further the strategy, incorporating best practices and pushing for continuous improvement, installing an information and communication network to help internal information flow and developing a work culture and environment that supports the strategy (Brache, 2002). The tendency to stick to this way of doing things (culture) determines the extent to which an organization attains its strategic plan. Therefore, the greatest challenge is in inculcating this best practice culture amongst the people, systems and processes of the organization.

2.4.7 Trends in Strategy Implementation
Speculand (2011) believes that in the next few years some eleven key trends shall emerge in the practice of strategy implementation. First leaders will stop underestimating the implementation challenge and realize that it is tougher than they ever anticipate; Second, strategy practitioners and scholars will recognize that every implementation is unique and it has to fit the organization’s culture; Thirdly, strategy will be about making the right
choices and implementation will be about the right actions; fourth strategists will recognize and share that implementation at the end of the day, means more work for staff members. Fifth, staff members will be treated as the ‘‘Strategy Customers’’ and implementation will no longer be forced upon them. Sixth, when starting the rollout, implementation will be targeted at the 20 per cent of staff members who will support it and that the leader must actively support this 20 percent in return. Seventh, strategy cannot be implemented if it cannot be understood and explained meaning that leaders will become even better at communicating strategy. Eight, Organizations will brand their strategy by giving it an image so as to win over both the hearts and minds of their strategy customers. Ninth, leaders will conduct more implementation reviews so as to resolve small problems before they become big problems. Tenth, these reviews will be conducted every two weeks and lastly strategists will equally focus on strategy formulation and implementation.

This trend is quickly taking shape and most organizations are adapting while others are still at the analysis stage. It is worth noting that the organizations that adopt emerging trends stand to be leaders in their respective industries while those that drag their feet might be overrun by their competitors.
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction
This chapter contains the research design to be used and explains the reason of choosing the design. It also explains the types of data to be collected, sources of data to be relied on and the data collection instruments. Finally, the chapter shall discuss the data analysis technique.

3.2 Research Design
The research was conducted through a case study. This design will be adopted because there shall be only one unit of study: Ministry of Immigration and Registration of Persons (MIRP). Yin (2003) defines the case study research method as an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used. The design is appropriate for carrying out a holistic, in depth and comprehensive investigation where much emphasis shall be placed on the full analysis of the challenges of strategy implementation at Ministry of Immigration and Registration of Persons. It shall also provide a very focused and valuable insight on the solutions that can enhance strategy implementation at MIRP.

3.3 Data Collection
This study collected both primary and secondary data. The data was obtained in both oral and written form. Oral data was obtained from semi-structured interview talks based on an interview guide (Appendix I). The interview guide consist of three sections dealing with the bio data of the respondents, the general awareness on strategy implementation at MIRP and specific information on various challenges affecting strategy implementation at MIRP. There were five interviewees who are senior managers at MIRP namely; Permanent Secretary in the MIRP, Director of Immigration Department, Director of National Registration Bureau (NRB), Director of Civil Registration Department (CRD) and the Director of the Department of Refugee Affairs (DRA). The interviewees were selected because they are in positions of authority and possess key strategic and
operational experience on matters related to Kenya Vision 2030 and the actual execution of the strategic plan of the MIRP. Secondary data shall be collected from the MIRP Strategic Plan, MIRP website, MIRP Performance Contracting Report, and MIRP Auditor General’s Report which shall provide data on the program outputs and or outcomes and the beneficiaries as well as other partnership arrangements. The data collection tools enabled a trade-off between cost, speed, accuracy, detail, comprehensiveness, response rate, clarity and anonymity which are useful for validity and reliability.

3.4 Data Analysis
This being a descriptive study the data collected was qualitative in nature. The raw data from the interview were cleaned and checked for completeness by eliminating unusable data, interpreting ambiguous answers and eliminating contradictory data from related questions. Content analysis technique was used to analyse the cleaned data. Mugenda (1999) holds that content analysis is the systematic qualitative description of the composition of the objects or materials of the study. It involves observation and detailed description of objects, items or things that comprise the study through a systematic analysis which involves grouping and interpretation of key issues being investigated in a thematic approach to come up with findings. Therefore the content analysis technique was used for objective, systematic and qualitative description of the content of the collected data and also enable generalization of detailed information. It also guarded against selective perception of the content and provide for the rigorous application of reliability and validity criteria.
CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction
This chapter contains analysis of the findings from the study. The chapter analysed the data systematically by focusing on the challenges facing the strategy implementation at MIRP based on the following themes: Business processes, goals measurement, human capabilities, information and knowledge management, organization structure, organization culture, issue resolution and leadership.

4.2 Data Collection and Analysis
The interviewees included the Director of Immigration Department, Director of National Registration Bureau (NRB), Director of Civil Registration Department (CRD), Director of the Department of Refugee Affairs (DRA), and five more senior staff attached to the MIRP by the Ministry of Planning and the Ministry of Finance to monitor Implementation, Monitoring and Evaluation of the Strategic plan of the MIRP. Content analysis technique was used to analyze the data and came up with eight thematic areas: Business processes, goals measurement, human capabilities, information and knowledge management, organization structure, organization culture, issue resolution and leadership.

4.3 Findings on the Challenges of Strategy Implementation at MIRP
The study was aimed at identifying the challenges of strategy implementation at MIRP. The study focused on the challenges surrounding business processes, goals measurement, human capabilities, information and knowledge management, organization structure, organization culture, issue resolution and leadership.

4.3.1 Challenges in Business Processes
The findings of the study indicated that the MIRP has in place elaborate business process for executing key mandate: To enhance national security and socio-economic development by maintaining a comprehensive population database, proper migration management and timely registration and issuance of secure identification documents.
However, the findings indicated that the business processes were inadequate in efficiency and effectiveness. The notable challenge was the delays in the registration and issuance of national identification cards which was associated with the introduction of the new generation cards. However, the findings also indicated that the customers (registered Kenyans) contributed to the lag in issuance of national identification cards by not collecting the documents on time. The processes entailed in ensuring the security of identification documents was also identified as a slow down to the efficiency in delivery of services. However, the international threat of terrorism and influx of refugees from neighbouring Somalia were identified as the basis upon which the security checks and balances had to be practised.

4.3.2 Challenges in Goal Measurement

The findings indicated that the performance contracting initiative was well embraced at the MIRP. However, the findings also indicated that the parameters upon which performance was measured were inadequate and blurred to the extent that the outcome of the exercise did not portray a true and fair view of the performance of the officers at MIRP.

The main challenge identified was the rationalization of measurement criteria across all government ministries while ignoring the unique operating environment of each ministry. For instance, the findings indicated that the MIRP was operating in a volatile world environment in terms of terrorism, illegal immigrations and high population growths. However, the parameters of measuring performance was based on numbers of births and deaths registered, number of travel documents issued, number identification cards issued and number of refugees registered. The findings indicated that the criteria of establishing and measuring goals at MIRP was out of touch and unrealistic due to the fact that it treated population as a static variable!

4.3.3 Challenges in Human Capabilities

The findings indicated that the calibre of employees at MIRP was mixed. The higher cadre employees were highly educated with at least university degrees while the middle
level and lower cadres were mainly high school graduates. However, the findings indicated that a considerable number of university graduates had been employed at MIRP and were being developed to take charge of specialized functions within MIRP. Nonetheless, the findings largely indicated that the skills, knowledge and talent of employees at MIRP was not adequately aligned in the pursuit of the goals of the ministry. The placement of university graduates in clerical roles was also identified as an underutilization of the scarce skills and knowledge at MIRP.

The findings also indicated that the bulk of the employees in clerical roles lacked the necessary skills and exposure to enable them add value to their roles. The inadequate skills clerical employees implied that they generally pushed papers but did not add much value to the overall vision of MIRP of being a global leader in population registration and migration management.

4.3.4 Challenges in Information and Knowledge Management
The findings indicated that internal communications within MIRP was mostly through written memorandums. This was supplemented with occasional meetings within departments but no deliberate effort was made to hold interdepartmental meeting in a bid to create synergies within the MIRP. The findings also indicated that there were no frequent trainings of employees on new skills and lack of job rotations resulted in key persons risk where only a few employees were specialists in some key tasks and in their absence the flow of work would come to a halt. This particularly relates to Information Communication Technology. The findings also indicated that the skilled employees at MIRP were not adequately compensated in a manner that was commensurate to their level of education and skills capacity therefore creating a scenario where the turnover of skilled employees was on the rise.

4.3.5 Challenges in Organization Structure
The findings indicated that the organization structure at MIRP was tall and bureaucratic in nature. Every officer had a very narrow span of control and any process of work involved
a chain of employees whose main responsibility was to append a signature or just peruse a document and forward to the next level for signing.

The findings also indicated that the many levels of management was a hindrance to quick decision making due to lengthy consultations and discussions and many lines of approval to make day to day operational decisions. The space to take measured risks was also identified as being highly constrained and almost exclusively concentrated on the Permanent Secretary and the Minister. Therefore, the findings indicated that the organization structure was not aligned with the operations of MIRP but was a replica of government structure across all government ministries with little regard of the unique operating style of the MIRP.

4.3.6 Challenges in Organization Culture

The findings indicated that the culture at MIRP was characterised by negative attitude towards work, lack of enthusiasm to live the organization values, negative perception of the importance of each role in attaining the overall mission of MIRP and general lack of ownership and responsibility of actions among the employees. The culture of blame game and don’t care attitude was also identified.

The findings indicated that the culture at MIRP was not supportive to the attainment of MIRP’s organizational values: Efficiency and effectiveness, patriotism, teamwork, integrity and customer focus.

4.3.7 Challenges in Issue Resolution

The findings indicated that the process of handling customer grievances and collecting feedback from customers was highly enhanced through suggestion boxes, website links, customer service counters, strict turn around times and public relations exercises.

However, the findings indicated that the fast collection of grievances was not matched with a fast grievance resolution. This was associated with the low morale of employees, negative attitudes and lack of requisite powers to close issues comprehensively. In most cases all customer issues had to be escalated to the departmental managers which further delayed the issue resolution process.
4.3.8 Challenges in Leadership
The findings indicated that the leadership of the MIRP is entrusted with politicians who had various interests that in most cases was not in tandem with the overall strategic intent of MIRP. Therefore, the findings indicated that the leadership at MIRP did not inspire nor inculcate a sense of shared vision among the employees of the organization. The findings also indicated that the effectiveness of the leaders at MIRP was not up to the expected standards due to vices like political patronage, sabotage and pursuit of individual interests at the expense of organizational interests.

4.3.9 Challenges from the Macroenvironment
The findings indicated that political and legal interventions were rampant at MIRP. Most decisions were made on the basis of political whims and machinations of political leaders of the day. The social fabric and values of the Kenyan population also posed a challenge to MIRP especially in terms of service delivery where last minute rush for travel and registration documents propagated bribery tendencies among the employees of MIRP. Technological changes were also identified as a challenge due to the slow pace in adoption of efficient and modern technologies like mobile phone communications and transactions. The findings indicated that MIRP still used the traditional personal involvement in every process and transactions.

4.3.10 Challenges from Partners
The findings indicated that MIRP has partnered with service providers in provision of technological equipment and specialized services. The processes of identifying the partners was through the laid down government procurement processes. The findings indicated that the strict government procedures and ethical requirements ensured that MIRP attained value for money but a few cases of corruption and errant contractors were identified.

4.4 Discussion of Results
The following paragraphs discuss the analysis in relation to empirical studies and linkage of the findings to the established theories in the field of Strategic Management.
4.4.1 Relationship to Empirical Studies
Akwara (2010) studied the challenges of strategy implementation at the Ministry of Cooperative Development and Marketing and found out that the stakeholder participation was inadequate due to lack of a shared vision. The findings of this study also established that due to poor leadership and a negative organization culture at MIRP, there was a lack of ownership and commitment to organization values and general lack of a shared vision among the employees and leadership at MIRP. Ayabei (2010) also carried out a study on the challenges of strategy implementation at the Teachers Service Commission and found out that lack of financial resources was the greatest impediment to the realization of TSC’s strategic plan. However, at MIRP no particular budget constraints were identified apart from the normal underallocations that affected all the ministries in the Republic of Kenya. Ongale (2010) studied the challenges of strategy implementation in the NGO world focusing on the Mission for Essential Drugs and Supplies (MEDS) and found out that weaknesses in processes, tools, equipment and technological mediocrity were the causes of unrealized strategic plans. The same findings were reached at by Marete (2010) who studied the challenges facing implementation of Kenya Human Rights Commission’s five year strategic plan (2008-2012). Coincidentally, this study established that at MIRP there were stack challenges posed by weaknesses in processes, tools, equipment and technological mediocrity to the extent that there was little embracement of mobile phone technology in transactions and communications. In the private sector, Nyakundi (2010) carried out a study on strategy implementation at Citibank Kenya and found out that goals measurement, handling of issues and human capabilities were to blame for the slow pace of attaining the organization’s strategic plan. The same findings were evident at MIRP where the criteria of measuring goals was found to be unrealistic, issues were not handled as fast as they arose and human skills and knowledge was not adequately utilised to attain the strategic objectives of MIRP.

4.4.2 Linkage of the Findings to Theory
Cole (2004) holds that the process of strategy implementation is guided by the organization’s value system, or culture, which is manifested not only in the organization’s mission statement, policies, and strategic goals, but also in the behavior of
top management and other key managers in the organization. The findings of this study also established that at MIRP the organizational mission and objectives was a function of the value system and culture of the team.

Meyer (2001) held that every strategic system is unique and requires its unique measurement and evaluation criteria. This study also established that the measurement of goals at MIRP required different parameters than that used by other government ministries due to the dynamic nature of the variables that affect its macro environment.

Transforming strategies into action is a far more complex and a difficult task (Perlitz, 1993). The findings from the research showed that despite the elaborate strategic plan, strategic objectives, organization values, financial outlays and performance management schemes; the attainment of strategies at MIRP was not an easy task due to the myriad of challenges that it experienced as occasioned by the ineffective organization structure, poor leadership, negative organization culture, inefficient business processes, inadequate skills and knowledge, poor communication, errant partners and a turbulent macroenvironment.

Mintzberg (1990) suggests strategy implementation should be treated as part of individual responsibilities throughout the organization as opposed to a central function. The findings of the study also indicated that lack of a shared vision at MIRP was due to lack of ownership and responsibility on the part of all members of the organization starting from the Minister to the lowest member of MIRP.
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
This chapter provides the summary of the findings from chapter four and also gives the conclusions and recommendations of the study based on the objectives of the study which included finding out the challenges of implementing the strategic plan and suggesting strategies that can be utilized to solve the issues affecting implementation of the strategic plan at the Ministry of Immigration and Registration of Persons.

5.2 Summary of the Findings
The findings indicated that the MIRP experienced a myriad of challenges in its quest to attain its strategic objectives. Firstly, the business processes were identified to be ineffective and unnecessarily lengthy whereby they consumed too much time caused unwarranted delays to delivery of customer service. Secondly, the criteria of goals measurement was found to be out of touch with the reality at MIRP. It used parameters that were static in nature like number of identification documents issued within a specific period in complete disregard of the population growth rates and other demographics like population density. Thirdly, the human capabilities at MIRP were found out to be inadequately trained and highly disengaged due to misalignment of their talents, skills and strengths with their core responsibilities. Lack of training and development initiatives was also identified to be the main cause of ill equipped workers at MIRP.

Fourthly, it was established that the management of information and knowledge at MIRP was not efficient in the sense that communication links were constrained to suggestion boxes and memorandums while modern and digital channels like the website and mobile phones were not yet fully developed. Fifthly, the organization structure at MIRP was identified to be rigid, too tall and characterised by very narrow spans of control thus denying officers of the requisite authority to make crucial decisions that would enhance service delivery at MIRP. Sixthly, the organization culture at MIRP was largely made of negative attitudes to work, lack of ownership and blame game in circumstances where a
shared sense of purpose would be recommendable. In the same spirit, the seventh finding indicated that the manner of resolving issues at MIRP was arbitrary and involved lengthy procedures that inconvenienced the customers further instead of providing a speedy solution.

The eight finding indicated that the nature and content of leadership at MIRP was mainly political and highly personalised. In other words, the leadership was more interested in political patronage and seeking of personal goals at the expense of the overall organizational objectives of MIRP. The ninth finding indicated that the political, legal, social, cultural and technological aspects of the micro environment posed threats and challenges in equal measure to the survival and efficiency of MIRP. For instance, the culture of Kenyans of making last minute requisitions and dispensing bribes was identified as a negative influence to the MIRP fraternity. Lastly, the tenth finding indicated that the partners involved in provision of services and products at MIRP were a mirror of the larger society though the strict government procurement and ethical standards were heavily weighing upon the inefficiency and ineptitude of the partners hence guaranteeing attainment of value for the money spent in outsourcing and procurement of goods and services.

5.3 Conclusions
On analysing the findings in relation to the empirical and theoretical contentions, the researcher concluded that MIRP had unique strengths and weaknesses and also was operating in an environment that posed threats and availed opportunities for the attainment of its strategic objectives.

The researcher concluded that the greatest point of strength of MIRP was the adherence to strict procurement and ethical standards in securing tools, equipment and services to assist in the execution of its strategic mandate. However, MIRP was engulfed by many weaknesses. Firstly, there were inefficient and ineffective business processes that resulted in delayed and substandard service delivery to clients. Secondly, the performance management criteria was found to be out of touch with reality hence could not be trusted
to be a true and fair representation of the performance of MIRP. Thirdly, the human capabilities at MIRP were lacking in skills and relevant knowledge while the little talent that was available was not optimized through proper placement and training initiatives. Fourthly, the management of knowledge and information was found to be ineffective and quite outdated. This meant that MIRP could not push its agenda to the internal and external publics in a manner that would spur achievement of organizational objectives. Fifthly, the tall and bureaucratic organization structure could be labelled the mother of inefficiency, irresponsiveness and rigidity in the transformation and achievement of desirable strategic goals at MIRP. Sixthly, the slow and don’t care attitude towards issue resolution processes meant that customer satisfaction was hard to attain at MIRP. The seventh conclusion was that lack of inspiration and direction from the leadership at MIRP explained the low morale and lack of a shared vision among the organizational staff who lacked a unifying force in pursuit of organizational goals. Lastly, the researcher made the eight conclusion that MIRP did not have tools and equipment to measure, monitor and evaluate its macroenvironmental variables like population trends, cultural orientations, legal developments and technological developments hence was found off guard and lagged behind of its environment!

5.4 Recommendations for policy and practice
The researcher made the following recommendations in a bid to provide solutions to the challenges experienced by MIRP in the implementation of its strategic objectives. The Ministry of Immigration and Registration of Persons should come up with policies to ensure that all its operations are responsive to the macro environmental changes. This would include market intelligence, market research, customer surveys and robust complaint management systems. There is also need for the Government of Kenya to institute policies that will guard recruitment and development of qualified personnel to spearhead innovations and strategic initiatives at all government institutions including MIRP. Lastly, there is need for the international community to come up with agreements and treaties on proper management of refugees to ease the burden on Kenya and by extension the MIRP which is overwhelmed with handling refugee matters at the expense
of its other responsibilities like registration of births and issuance of identification and travel documents to the Kenyan citizens.

The researcher also recommends that MIRP should engage in process reengineering with a focus on the customer needs and expectations. This could be assisted through market research and intelligence so that the internal processes, issue resolution processes, information sharing processes, feedback gathering processes and external communication processes could be enhanced and streamlined to serve the expectations of internal and external stakeholders of MIRP. Secondly, MIRP should make use of its greatest resource: People. This should be done through appropriate placements of the qualified staff and assigning them the requisite authority and responsibility so that they can add value to the organization. There is also need to initiate training programmes whereby the employees can disseminate their knowledge and skills within the organization and also allow for external consultants to equip the workers with modern and best practices in their respective fields of operation.

Thirdly, MIRP should institute a mechanism through which it stays in touch with its macroenvironment in order to align its strategic objectives with the dictates of the political, legal, social, technological and cultural dimensions of the society. By so doing, MIRP will be able to come up with achievable, measurable and realistic strategic objectives which can then form a basis for the attainment of its strategic plan.

5.5 Limitations of the Study
The study, having adopted a case study design, makes it difficult to generalise the findings to all government organizations in Kenya. The study was further limited by the fact that the researcher only interviewed top management and therefore only the managerial perspective informed the findings of the study.
5.6 Suggestions for Further Study

The researcher suggests that a study whose respondents include junior staff be carried out to provide great insight in their perception of the challenges of implementing strategy at MIRP. Another area that would require attention is the establishment of a strategy implementation model that ensures that any government organization has a clear and measurable mechanism of implementing its strategic objectives. First, such a model would enable MIRP to attain all its strategic objectives and secondly, it will aid other government institutions in realizing their strategic plans.
REFERENCES


Appendix I: Interview Guide

Challenges of strategy implementation at the Ministry of Immigration and Registration of Persons in Kenya

Section 1: Respondents Profile
1) How long have you worked for MIRP?
2) How long have you worked in the current role?

Section 2: General Information
3) What is your description of MIRP’s core business?
4) Does MIRP practice strategic planning? Please elaborate your answer.
5) What role do you play in MIRP’s strategic planning?

Section 3: Specific Information
6) How will you describe the environment in which MIRP operates?
   a) Internal Environment:
   b) External Environment:
7) Who are the various partners in strategy implementation at MIRP?
8) How are the various partners affected by MIRP’s activities?
9) How do the various partners influence MIRP’s activities?
10) What are the unique characteristics of the Organization Structure of MIRP?
11) What specific issues arise during implementation of the strategic plan at MIRP related to:
   a) Business Processes
   b) Goals Measurement
   c) Human Capabilities
   d) Information/Knowledge Management
   e) Organization Structure
   f) Culture
   g) Issue Resolution
   h) Leadership
12) What solutions exist at MIRP to assist in resolving the above issues related to:
   
   a) Business Processes
   b) Goals Measurement
   c) Human Capabilities
   d) Information/Knowledge Management
   e) Organization Structure
   f) Culture
   g) Issue Resolution
   h) Leadership
Appendix II: Organization structure of MIRP

MINISTER
MINISTRY OF IMMIGRATION AND REGISTRATION PERSONS

ASS. MINISTER
MINISTRY OF IMMIGRATION AND REGISTRATION PERSONS

PERMANENT SECRETARY
MINISTRY OF IMMIGRATION AND REGISTRATION PERSONS

DIRECTOR
IPRS
DIRECTOR
CIVIL REGISTRATION
DIRECTOR
REFUGEE AFFAIRS
DIRECTOR
NRB
DIRECTOR IMMIGRATION SERVICES
SENIOR DEPUTY SECRETARY ADMIN.

Source: Usajili Bulletin, Issue Number 002, 2012 pp.4