

**STRATEGY IMPLEMENTATION CHALLENGES IN THE
DEVOLVED GOVERNMENT UNITS: CASE OF MOMBASA
COUNTY, KENYA**

BY

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DECLARATION

This research project is my original work and has not been submitted for the award of a degree in any other university.

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

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DEDICATION

I dedicate this research project to my dear parents Hajj Wako Galgalo and Mrs Salado Dawa, my beloved wife Ralia Hassan and my daughters Ilham Abdi and Ibtisam Abdi for their love, support, encouragement and prayer through the entire course.

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ABSTRACT

Strategy implementation is the translation of chosen strategy into organizational action so as to achieve strategic goals and objectives. Strategy implementation is also defined as the manner in which an organization should develop, utilize, and amalgamate organizational structure, control systems, and culture to follow strategies that lead to better performance for organizations. Organizational structure allocates special value developing tasks and roles to the employees and states how these tasks and roles can be correlated so as maximize efficiency, quality, and customer satisfaction. But, organizational structure is not sufficient in itself to motivate the employees. An organizational control system is also required. This control system equips managers with motivational incentives for employees as well as feedback on employees and organizational performance. Organizational culture refers to the specialized collection of values, attitudes, norms and beliefs shared by organizational members and groups. Strategy implementation also involves allocation of resources, establishing of structure, assigning responsibilities to achieve organizational goal and objectives. Excellently formulated strategies will fail if they are not properly implemented, also it is essential to note that strategy implementation is not possible unless there is stability between strategy and each organizational dimension such as organizational structure, reward structure and resource-allocation process. Many organizations formulate very good strategic plan but few succeed in its implementations due to various challenges. Devolution of governance is considered as one of the most effective solutions to social challenges that countries encounter from time to time. It is of equal significance that devolved functions are adequately implemented. The objective of the study was to establish the strategy implementation challenges in Mombasa County government. The study employed a case study design. The researcher collected primary data using an interview guide. The data collection procedure had had two stages; the pilot study and the administration of research instruments for data collection. The pilot study helped the researcher in ascertaining the validity of the data collection instrument. After necessary adjustments were made on the instrument, permission was sought from the County government to carry out the study. The chief officers were targeted in the interview. A total of 10 respondents were targeted. From the findings, it can be concluded that the strategy implementation challenges in Mombasa county government include human resource challenges, inadequate financial resources, lack of adequate control and evaluation measures, leadership and poor coordination, ineffective communication, socio cultural factors and political factors. The researcher recommends the need to enforce appropriate policies to ensure that smooth strategy implementation is attained. The study further recommends that all the employees should also be provided with a sound understanding of the requirements of the county strategic plan before embarking on full implementation. The county Governments should ensure that there are sufficient resources for the implementation activities to be realized successfully.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Strategy is a pattern for organizations to achieve their objectives and goals (Porter, 1980). Strategy implementation happens to be a more challenging and delicate task than that of strategy formulation. To be competitive, organizations must therefore develop good strategies and appropriately realign the organizational structure, systems, leadership behavior and human resource policies. However between ideal strategic alignment and implementation lie many challenges. Alexander (1985) points out that there are many problems which over half of the organizations experience frequently, such as the involved employees having insufficient capabilities to perform their jobs, lower level employees is inadequately trained and departmental managers provide inadequate leadership and direction. Line level employees may also use delay or prevent attempts toward change that they find particularly threatening. According to Chetty (2010) the six factors that need to be considered in order for an organization to successfully implement its strategy include: obtaining top executive commitment, generating engagement at all levels, communicating a clear tangible strategy, cascading accountabilities, selecting the best people to drive key initiatives, and the ability to monitor and track progress. All six dimensions must be managed comprehensibly to align them with the organization's strategic choices.

A number of theories have been formulated to help explain the concept of strategy implementation and the related challenges in the devolved Government units. The new public management (NPM) theory is a move towards a governance approach that places emphasis on transparency, performance management and accountability of

public sector employees and managers. The resource-based view (RBV) on the other hand sees resources as key to superior organizational performance. Enough resources are needed for the strategic implementation process to be successful. Finally, the dynamic capability theory is of the view that constantly integrating the simultaneous incremental process of strategy formulation and implementation is the central art of effective strategic management.

Devolution of governance is considered as one of the most effective solutions to social challenges that countries encounter from time to time. Issues such as inequitable development in various regions, poverty and corruption can be best addressed by putting in place effective and efficient devolved governments capable of implementing the devolution strategy. In the year 2010, Kenya promulgated a new constitutional dispensation that advocated for a devolved system of governance. This has currently led to the establishment of 47 County governments in the country that are charged with the responsibility of providing services to the local people. According to Kenneth (2014) devolution allows county Government the space to design innovative models that suit the terrain of their unique sector needs, sufficient scope to determine their governance system priorities and the authority to make autonomous decisions on sub sector resource allocation and expenditure. Resource constraints are apparent during strategic planning in the county Governments, in particular, those dependent on the national government for funding.

1.1.1 Concept of Strategy Implementation

A strategy is the pattern or plan that integrates an organization's major goals, policies and action sequences to a comprehensive whole (Mintzberg, Quinn & Ghosal, 1999). Strategy is not a static analytical process, it requires vision, intuition, and employee

participation (Feurer & Chaharbaghi, 1995; Mintzberg, 1994). Johnson and Scholes (1993) envisage strategy as “the direction and scope of an organization over the long term ideally, which matches its resources to its changing environment and in particular its markets, customers or clients so as to meet stakeholder expectations”. The trigger for a strategic approach to managing government is the realization that effective public governance now requires the capacity to design and execute long-term solutions to complex problems.

Kotler (1984) defines implementation as the process of putting plans into action for the accomplishment of set objectives. It is through implementation of strategy that an organization can figure out its future and benefit from the opportunities the future provides. Although formulating a consistent strategy is a difficult task for any management team, making that strategy work, implementing it throughout the organization is even more difficult (Hrebiniak, 2006).

Strategy implementation can be seen as a series of interventions concerning organizational structures, key personnel actions, and control systems to ensure desired standards of performance are met. It is an iterative process of implementing strategies, policies, programs and action plans that allows a firm to utilize its resources to take advantage of opportunities in the competitive environment (Harrington, 2006).

Unlike strategy formulation, strategy implementation is often seen as a craft, rather than a science, and its research history has previously been described as fragmented and selective (Noble, 1999). It is thus not surprising that, after a comprehensive strategy has been formulated, significant difficulties usually arise during the subsequent implementation process. The best-formulated strategies may fail to

produce superior performance for the organization if they are not successfully implemented (Noble, 1999).

1.1.2 Devolved Government Units

Devolution is the transfer of powers and resources from the national government to local units. The promulgation of the new constitution in Kenya in 2010 brought about a new system of government. The new system of government had two levels of government, the national government headed by the President; and devolved governments referred to as county governments which were to be headed by governors. After the 2013 general elections, new system of governance came into place with national government headed by the president and 47 counties headed by county governors. One of the objectives and principles of a devolved government according to constitution is to recognize the right of communities to manage their own affairs and further their development. This would give the people a sense of identity and self-empowerment. This is because they would feel recognized in their contribution to the growth of their own county. Another principle is to protect and promote the interests and rights of minorities and marginalized communities. Hence the minorities would not feel sidelined. This would promote a sense of unity as they would not feel as though their needs have been ignored.

A total of 47 counties were created as per the constitution. Each county was to receive funding from the National government and at the same time generate funds to sustain themselves. Just like in the case of the president, the county governors were elected on the platform of the vision that they created for their county. The vision was to generate funds for their county and how they would make their county the best in the

country by improving the standards of living and eradicating the issues affecting the county.

Mombasa County is located in the South Eastern part of the Coastal region of Kenya. It covers an area of 229.9 Km² excluding 65 Km² of water mass which is 200 nautical miles into the Indian Ocean. Mombasa is the second largest County in Kenya with an estimated population of around 939,370 residents (Commission of Revenue Allocation (CRA, 2011). The County is divided into six sub-counties, namely; Mvita, Nyali, Changamwe, Jomvu, Kisauni and Likoni. The major development challenges include poor road network, rapid urbanization and housing problems, inadequate education facilities and inadequate health care facilities. This explains the need for effective strategy implementation. Mombasa County Government launched its first County Integrated development Plan (CIDP) 2013-2017. Through the implementation of the CIDP, Mombasa County Government hopes to transform the County into “a vibrant, modern, regional commercial hub with a high standard of living for its residents” (MCG, 2013).

1.2 Research Problem

Hrebina (2005) posit that strategy implementation is a series of interventions concerning organizational structures, key personnel actions and control systems designed to control performance to desired ends. Douglas (2003) further accentuates the importance of allocating resources and operational issues that combine several of the perspectives with more of a focus on the process involved. Strategy implementation is therefore the communication, interpretation, adoption and enactment of strategic plans. It requires mobilizing of managers and employees on all levels of the organization to convert the formulated strategy into action and results

(David, 2009). The environments in which organizations operate have become increasingly uncertain posing a lot of challenges. Bryson (1995) observes that organizations need to think strategically as never before and respond promptly by translating their insight into effective strategies in order to cope with their changed circumstances and develop rationales necessary to lay the ground work for adopting and implementing strategies in this ever changing environment.

Devolved system of governance is one of the key tenets of the 2010 Kenyan constitution, with counties envisioned as the primary units. The constitution also decrees that county governments shall have reliable sources of revenue to enable them govern and deliver services effectively. The funds provided by the national government, are used to pursue development goals that are relevant to communities within those counties. The management of devolved funds is faced by many challenges and this has affected implementation of key development strategies. A study by Abdumlingo and Mugambi (2014) reveals that the executive arm of the national government is reluctant in devolving some funds meant for county development programs. For instance the county revenue allocation from the national government as required by law is being done in piecemeal and there is no proper explanation to this. This has jeopardized the sustenance of devolved services like the payment of salaries and other grass root developments.

A number of studies have been conducted on the area of strategy implementation challenges and related concepts. Opano, Shisia, Sang and Josee (2015) studied strategic planning and implementation practices at the Kisii County Government in Kenya. Abdumlingo and Mugambi (2014) equally studied challenges of managing devolved funds in the delivery of services: a case study of Mombasa County. Ngui

(2014) also studied the challenges of implementation of devolution strategy at the Nairobi County Government in Kenya. Based on the study by Ngui (2014) similar studies should be undertaken to establish whether all counties face same challenges or there are major differences. Mombasa County in particular has different leadership and cultural background as compared to Nairobi. The county governor for Nairobi came from corporate world and thus all engagement relating to strategy implementation is considered from professional point of view unlike Mombasa where the leader is a politician and thus political consideration has to be taken care of. Equally, Nairobi County is the main focus of political power games between the ruling coalition and the opposition. The implication is that there is a lot of political influence on strategy implementation in Nairobi as compared to Mombasa County. In view of this, there is a study gap on challenges facing strategy implementation in the devolved government unit at the Mombasa County. This study therefore seeks to address one key question: What are the strategy implementation challenges in Mombasa County?

1.3 Research Objective

The objective of the study is to establish the strategy implementation challenges in Mombasa County government.

1.4 Value of the Study

The present study will be of theoretical significance as it seeks to add to the body of knowledge regarding the implementation of devolution strategy and strategy implementation challenges faced by County Governments in Kenya. This study also

enriches the resource based theory of strategic implementation by analyzing the resources available to counties. The findings and recommendations of this study will therefore be important as they would contribute to theory in strategy implementation.

The findings of this study will also be useful to policy-makers In Mombasa County and other 46 counties as it will help them develop appropriate policies that can address various issues within the county while to the national government, it will help them put in place necessary policies to strengthen devolution in Kenya by creating an environment that will aid county Governments to be successful in strategy execution.

In practice, the study would be of significance to a number of stakeholders. Scholars interested in studies in strategy implementation can also use the findings of this study. The findings from this study shall also assist other County governments in the country to get a clear understanding of how strategy implementation has worked in Mombasa County and therefore serves as a benchmark as far as devolution is concerned. They shall get an opportunity to learn how devolution strategy is being implemented in the Mombasa County and replicate any best practices in their respective Counties.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a discussion of the various theories that provide explanations regarding the concept of strategy implementation challenges and studies that have been done that are relevant to this study. The chapter begins with a discussion of the relevant theories, followed by the empirical review, and finally the challenges of strategy implementation.

2.2 Theoretical Foundation of the Study

The section will discuss the various challenges faced during strategy implementation based on three theories namely New Public Management, Resource Based View and dynamic capability theories.

2.2.1 New Public Management Theory

The new public management (NPM) theory has been described as a move towards a governance approach that places emphasis on transparency, performance management and accountability of public sector employees and managers. The philosophy has been identified as “one of the most striking international trends in public administration” that is capable of re-inventing government (Leishman *et al.*, 1996).

Functioning unit in both national and county government level demands continuous changes, which can improve their process management. Their priority should be to deliver basic services to society, therefore satisfy residents’ needs, but nowadays in time of the globalization, many traditional strategies of management are ineffective. The best solution is so improvement and modernization public management, which

can turn up challenges for current problems and in consequence to create both social and economic growth (Łukomska-Szarek & Włóka, 2013).

2.2.2 The Resource-Based Theory

The resource-based theory sees resources as key to superior organizational performance and therefore it is much more feasible to exploit external opportunities using existing resources in a new way rather than trying to acquire new skills for each different opportunity.

The resources are either tangible or intangible. Tangible assets are physical resources and can easily be bought in the market so they confer little advantage to the organization in the long run because rivals can soon acquire the identical assets. Intangible assets are everything else that has no physical presence but can still be owned by the organization which includes brand reputation, trademarks, and intellectual property rights. It cannot be bought from the market; hence it is the main source of sustainable competitive advantage.

The theory emphasizes the firm's resources as the fundamental determinants of competitive advantage and performance. It adopts two assumptions in analyzing sources of competitive advantage (Peteraf and Barney, 2003). The model assumes resources must be heterogeneous and immobile. Therefore organizations achieve competitive advantage by using their different bundles of resources and due to the immobility; other organizations cannot replicate rivals' resources and implement the same strategies.

The growing importance of the public sector for socio-economic development of the country is reflected in the greater interest of researchers seeking answers about

effective and efficient methods and tools for the management of public sector in an increasingly dynamic environment. One of the proposed solutions is to use the resource-based view which focuses on the interior structure of the organization, as well as its resources and capabilities that will better meet the emerging challenges.

2.2.3 Dynamic Capability Theory

Strategy is actually a dynamic and interactive process. Dynamic capabilities can be defined as the firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments. Dynamic capabilities thus reflect an organization's ability to achieve new and innovative forms of competitive advantage given path dependencies and market positions (Leonard-Barton, 1992)

Dynamic capabilities have been defined as the capacity to renew competencies so as to achieve congruence with the changing business environment by adapting, integrating, and reconfiguring internal and external organizational skills, resources, and functional competencies (Teece, 1997).

Dynamic capabilities are argued to comprise of four main processes: reconfiguration, leveraging, learning and integration (Bowman and Ambrosini, 2003). Reconfiguration refers to the transformation and recombination of assets and resources, for example the consolidation of manufacturing resources that often occurs as a result of an acquisition. Leveraging refers to the replication of a process or system that is operating in one area of a firm into another area, or extending a resource by deploying it into a new domain, for instance applying an existing brand to a new set of products. As a dynamic capability, learning allows tasks to be performed more effectively and efficiently, often as an outcome of experimentation, and permits reflection on failure

and success. Finally, integration refers to the ability of the firm to integrate and coordinate its assets and resources, resulting in the emergence of a new resource base.

Brady and Davies (2004) posit that fundamental changes in the environment, or shifts in the organizations position, must be responded to innovatively, by exploring unknown alternatives and renewing capabilities, and Zahra (2006) advocate that an infinite spiral of capabilities to renew capabilities could be conceived. It further comments that these capabilities would have the ability to change how organization solves its problems: a higher-order dynamic capability to alter capabilities.

Quinn (2008) developed an approach called "logical Instrumentalism". In this approach, strategic management involves guiding actions and events towards a conscious strategy in a step-by-step process. Managers nurture and promote strategies that are themselves changing. In regard to the nature of strategic management he says: "Constantly integrating the simultaneous incremental process of strategy formulation and implementation is the central art of effective strategic management.

2.3 Empirical Review

A number of studies have been conducted related to strategy implementation challenges in devolved units. Opano, Shisia, Sang and Josee (2015) studied strategic planning and implementation practices at the Kisii County Government in Kenya. The aim of this study was to ascertain strategic planning and implementation practices at the Kisii county government in Kenya. The researcher collected qualitative data from the County secretary, Deputy Speaker, County Development Officer (CDO) and county executives. The total number of targeted respondents was 10 and the

researcher managed to interview 7 of the respondents. The study was a case study of Kisii County in Kenya. The data was collected through face to face interviews with the respondents. It was revealed that Kisii County has a number of challenges that can be solved through proper strategic planning. The County has a well stated vision and mission that focus on the country's vision 2030. Stakeholders such as the electorate, the county executive, professional and civic leaders are involved in the strategic planning and implementation process. It is also clear that financial and human resources are the main resources that are required in the implementation of the strategic plan. The main challenge in strategic planning and implementation is financial constraints.

Ngui (2014) also studied the challenges of implementation of devolution strategy at the Nairobi city county government in Kenya. The purpose of this study was to establish the challenges facing Nairobi City County Government in the implementation of devolution strategy. The study adopted a case study research design since it was focusing on the Nairobi City County alone. The study used both primary and secondary data. The respondents of the study included the 10 county executive committee members of the County who are in charge of the various departments at the County level. Primary data was collected through an interview guide. The data collected was analyzed using content analysis. The study findings reveal that the main challenges that face the implementation of the devolution strategy by the Nairobi City County include the physical and political environment; the national government and its agencies whose actions at times contradict actions taken by the Nairobi City County government; inadequacy of resources both financial and human capital and resistance from both the Members of City County Assembly,

employees, the electorate and the business community. It was confirmed that the Nairobi City County has the capacity to successfully implement the devolution strategy subject to a number of requirements being met. The study further revealed that if the Nairobi City County gets access to adequate resources, then the question of capacity to implement the devolution strategy will not arise.

In another study, Abdumlingo and Mugambi (2014) surveyed challenges of managing devolved funds in the delivery of services: a case study of Mombasa County. The study sought to investigate the challenges of managing devolved funds in the delivery of services. The methodology involved a descriptive research study and interviewing was conducted in four constituencies that is Likoni, Kisauni, Chagamwe and Mvita. This comprised of four (4) officers from each of the four (4) devolved funds including Constituency Development Fund (CDF), Poverty Eradication Loan Fund (PELF), Community Development Trust Fund (CDTF), and Local Authority Transfer Fund (LATF). The views from the respondents were linked with published and unpublished documentation available in the secondary data. Independent views were sought from public oversight bodies; Muslim for Human Rights (MUHURI) and Kenya Community Support Centre (KECOSCE). The findings show that there is need for both the county and national governments to enact strict policies that will deal with transparency, corruption and the distribution of funds. This will go a long way in ensuring sound fund management practices are put into place and hence better and quality services deployed to the citizens at the grassroots level. The study thus discloses that there is a lot to be done in terms of fund management for efficient service delivery to the common man.

In a related study, Don (2014) conducted a survey on challenges of strategy implementation at the Nairobi County Government. The objective of the study was to establish the challenges of strategy implementation at the Nairobi County Government. The research adopted a descriptive cross-sectional research design. The study employed a face to face interview as a primary data collection method. An interview guide was employed as the sole research instrument. Content analysis was employed. The study found that level of management skills influences the strategy implementation to great extent. It established that innovativeness is a key success factor in strategy implementation. The study also found organizational structure influences strategy implementation in the organization. This was through bureaucratic bottlenecks, differentiated roles that lead to specialization, number of reporting lines, harmony of reporting lines and employee placement. It further revealed that the challenges faced during strategy implementation were lack of support from the top management , slow budget approval, lack of clear individual role, lack of alignment with the organization strategic plan, lack of employee involvement, poor staffing level, ineffective communication during strategy implementation and lack of coordination of activities during strategy implementation. It found that employee did not understand what the County Government strives to achieve, politics affected strategy implementation in Nairobi county Government and transition affect strategy implementation.

2.4 Strategy implementation challenges

Strategy implementation is the process of operationalizing an organization's strategic plan in order to achieve the desired outcome (Pearce & Robinson, 1996). As effective public managers know, organizations move into the future by decisions and actions, not by plans. If plans are not implemented in a very purposeful way, then the strategies will not take hold, no matter how compelling or inspiring the planning process (Poister & Streib, 1999).

Inadequate human resource capabilities can be a great challenge in strategy implementation. Viseras, Baines and Sweeney (2005) in their research findings indicated that strategy implementation success depends crucially on the human resource and less on organization and systems related factors. Human Resource capabilities (executors) play a very critical role in strategy implementation. Executors are comprised of top management, middle management, lower management (Mbaka & Mugambi, 2014). Effectiveness of strategy implementation is, at least in part, affected by the quality of people involved in the process (Govindarajan, 1989). Here, quality refers to skills, attitudes, capabilities, experiences and other characteristics of people required by a specific task or position (Peng & Litteljohn, 2001). Knowledgeable, dependable and versatile employees have the ability to overcome the obstacles to change and can meet performance goals even when other resources are scarce. If all other elements are present, but the workforce does not meet these criteria, then achieving the implementation of the strategy may be nearly impossible (Mbaka & Mugambi, 2014).

Inadequate financial resources can be a great obstacle in strategy implementation. Inadequate funding and untimely disbursement of resources is a hindrance to the

effective implementation of strategies in organizations. Without adequate financial resources even well formulated strategies will never be successfully implemented. Lack of proper financial management is equally considered as a key challenge to strategy implementation. The use of performance-based targets has induced an increased cost consciousness. Organizations have to develop cost-accounting systems and provide yearly financial statements (Slater and Olson, 2011). The information provided improves the organization's capacity to control the financial practices.

Lack of adequate control and evaluation affects strategy implementation. Another important factor in strategy implementation is monitoring and control. Monitoring and controlling the strategy includes a periodic look to see if you're on course. It also includes consideration of options to get a strategy once derailed back on track. Those options (listed in order of increasing seriousness) include changing the schedule, changing the action steps (tactics), changing the strategy or (as a last resort) changing the objective (Schaap, 2006). Organization must have strategy control systems to measure and track the execution of the strategy. They must be able to monitor the strategy implementation so that if there are any deviations corrective measures can be taken to correct them (Mbaka & Mugambi, 2014).

Lack of proper leadership by the top management of an organization, is another major barrier to effective implementation of strategy (Kaplan & Norton, 2004). Schaap (2006) stated that top management and leadership behaviour affect the success of implementation of the strategy. Leadership commitment, and specifically strategic leadership commitment, is widely described as one of the key drivers of effective strategy implementation. Jooste and Fourie (2009) worked on the strategic plan implementation in African culture and also evaluated the factors and reasons of the

failure in African countries. They argued that the main reasons behind the failure of the strategy are lack of interest, commitment and efficient leadership to implementation.

Feurer and Chaharbahgi (1995) argued that the lack of communication among the strategy formulators, staff and management of the organization is the other significant factors for the failure of the strategic plan implementation. Schaap (2006) in his research findings established that poor communication among team members is responsible for poor decisions in implementations. The key for communicating strategy is to be able to align the extent and scope of the change and the approaches of implementation with the values and principles outlined in the related policy document (Jones, 2008).

According to Aosa (1992), it is important that the culture of an organization be compatible with the strategy being implemented because where there is incompatibility between strategy and culture, it can lead to a high organizational resistance to change and de-motivation, which in turn can frustrate the strategy implementation effort. Culture can be a barrier to strategy implementation (Madegwa, 2013). Lack of synergy between strategy and culture may obstruct the smooth implementation of strategy by creating resistance to change (Musyoka, 2011). Thompson *et al.* (2005) stated that corporate culture is manifested in the values and business principles that management practices as well as in the attitudes and behaviors of employees. The prevalent cultural value at a particular institution plays a significant role in the strategy implementation process and at the same time could serve as an obstacle or a strong element in support for the strategy.

Lack of coordination hinders successful implementation of strategy. Without guidelines, execution becomes a labyrinth. Without guidance, individuals do the things they think are important, often resulting in uncoordinated, divergent, even conflicting decisions and actions. Without the benefit of a logical approach, execution suffers or fails because managers don't know what steps to take and when to take them. Having a model or roadmap is crucial to positively affect execution success; not having one leads to execution failure and frustration (Hrebiniak, 2006).

Strategy and structure not aligned pose a great challenge to strategy implementation. The choice of structure is vital to the implementation of organizational strategy. Feurer and Chaharbaghi's (1995) article Investigated the strategic implementation process at leading computer giant Hewlett-Packard and proposed that support structures in the form of formal organizational structures are necessary for employees to act readily on the knowledge developed to craft and implement strategy. The organizational structure provides a visual explanation of two main things: the decision-making process and resource allocation.

There are also external factors that also affect strategy implementation. Economic factors concern the nature and direction of the economy in which the firm operates. On both the national and international level, managers must consider the general availability of credit, level of disposable income, the propensity of people to spend, prime interest rate, inflation rates and trends in the growth of the Gross National Product as economic factors for strategy implementation (Pearce and Robinson, 2007). The direction and stability of political factors are also a major consideration for managers in formulating organizational strategy. Political factors define the legal and regulatory parameters within which organizations must operate. Political constraints

are placed on firms through fair trade decisions, anti-trust laws, pricing policies and many other actions aimed at protecting the employees, consumers, the general public and the environment (Pearce and Robinson, 2007). Equally, corporations are no longer free to function merely to maximize profits while ignoring the environment and its occupants. Strategic business decisions of the organization affect many groups of people, some of whom have no direct business dealings with the firm (Robideaux, Miles and White, 1993). It is therefore important for organizations first to understand the environments in which they operate and continuously evaluate whether their activities are in line with the laid down rules of engagement.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides a discussion of the research methodology that was used in this study. It discusses the research design that was employed, data collection and analysis methods.

3.2 Research Design

The study employed a case study design in examining the strategy implementation challenges in the County Government of Mombasa, Kenya. Kothari (2004) describes a case study as a form of qualitative analysis that involves a careful and complete observation of a social unit. He further describes a social unit as a person, family or institution. The researcher adopted a case study because of its contribution to the knowledge of individual, group, organizational, social and political phenomena.

3.3 Data Collection

The researcher collected primary data using an interview guide. Interviewing is a way to collect data as well as to gain knowledge from individuals. Kvale (1996) regarded interviews as an interchange of views between two or more people on a topic of mutual interest, sees the centrality of human interaction for knowledge production, and emphasizes the social impact of research data. The interview guide was considered appropriate for this study since there was need to gain an in-depth understanding of the challenges facing Mombasa County government in implementing devolution strategy and this was best achieved by conducting interviews.

The data collection procedure had two stages: The pilot study and the administration of research instruments for data collection. The pilot study helped the researcher in ascertaining the validity of the data collection instrument. Questions found to be ambiguous or irrelevant during the pilot was modified or removed. After necessary adjustments have been made on the instrument, permission was sought from the Mombasa County government to carry out the study as planned. The total respondents were to be 10 in number, the Chief Officers in the 10 departments of Mombasa county government.

3.4 Data Analysis

Data was analyzed using content analysis technique. Nachmias and Nachmias (1996) define content analysis as any technique used to make inferences through systematic and objective identification of specified characteristics of messages. Kothari (2004) also explains content analysis as the analysis of the contents of documentary and verbal material and describes it as a qualitative analysis concerning the general import of message of the existing documents and measure pervasiveness. The data from the interview was listed, summarized and this enabled the researcher to structure the data in a way that made it easy to analyse.

CHAPTER FOUR:

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents research results and findings and then concludes by presenting detailed analysis and discussion of the research objectives. Content analysis was used. The objective of the study was to establish the strategy implementation challenges in Mombasa County Government.

4.2 Background Information

The information regarding the background of the respondents sought included; name (optional), position in the organization, period served in the position and in the County Government service. The targeted respondents were 10 chief officers of the 10 departments in Mombasa county Government. The researcher however managed to interview 7 respondents. This formed 70 of the targeted group. This validates the responses as a reflection of the needed information for objectivity of the research to be achieved. All of the interviewees have worked with the county Government since it was formed under the new constitution and therefore they are well conversant with their roles and responsibilities and functioning of the county government.

Mombasa County Government launched its first County Integrated development Plan (CIDP) 2013-2017. The CIDP outlines the vision for the county and its strategic development agenda. It emphasizes that the county needs to be a vibrant modern regional commercial hub with a high standard of living for its residents. This requires development and implementation of holistic strategies and development plan.

4.3 Strategy Implementation Challenges in Mombasa County

The researcher sought to establish the challenges of strategy implementation in the devolved government unit of Mombasa County. The challenges are those pressures that exert a decisive influence on an organization's likelihood of future success. These challenges frequently are driven by an organization's future competitive position relative to other providers of similar products. The strategic implementation challenges generally are both externally and internally driven. The research findings established a number of internal and external factors that poses challenge in strategy implementation at the county. The findings are presented as follows:

Successful realization of strategy implementation is determined by the coherence of decisions and actions of all employees at all levels of the organization, and not just by the few people who originally defined the strategy. Effective strategy implementation requires not only adequate staff but also competent staff. Human resource supplies the organization with a competent and willing workforce for executing strategies. Linking strategy implementation and human resource management effectively requires more than selection from a series of practice choices. The challenge is to develop a configuration of human resource practice choices that help implement the organization's strategy and enhance its competitiveness.

The study sought to establish if human resource is a challenge in strategy implementation at the county. The researcher interviewed the chief officers to get first hand views on the same. The study established that there exists a lot of skills gap in Mombasa County Government. This is because the county Government inherited unskilled and illiterate workforce that can never drive the devolution train to its

destination. The interviewees were also of the view that systems are still lacking since the county does not have proper offices and therefore human resource policies are sparingly absent and the making of decisions based on ad hoc compromises. The study findings also established that most of the County officers lack training both Technical and experiential since most of them have been brought on board as politically correct individuals hence it becomes hard to apprehend them in the event of failure to perform. If the recruitment process is wrong then there becomes a big problem in managing them daily to make them have any contribution in strategy implementation.

The study also established that the expertise required in the implementation of the devolution strategy is still not adequate at the Mombasa County Government. Expertise consists of those characteristics, skills and knowledge of a person or of a system, which distinguish experts from less experienced people. In many domains there are objective measures of performance capable of distinguishing experts from less experienced. The study established that most of the personnel inherited from the former council and retained within the county government do not have the requisite expertise to help in strategy implementation. From the finding the study also revealed that some staffs in the county government were well skilled and equipped to implement the devolution strategy. The study found that some employees were well trained in order to improve their ability to perform. Such personnel are sharing organizational goal and they act as role model.

There are sets of factors that affect a business, an investment value as well as the general performance of the economy of the county government. Various economic factors need to be taken into account when determining the current and

expected future value of investments of the county. For a county, key economic factors include availability of finance, interest rates, government policy and taxes.

The study revealed that the financial resources distributed to the county government are not adequate to allow effective implementation of the devolution strategy. During the interview, it was clear that the financial resources provided by the national government are not adequate to cater for the implementation of the devolution strategy effectively. It is due to the inadequate resources that the Council of Governors, a lobby group established under the Transition to Devolved Government Act 2012 has set up a working group of experts to spearhead devolution of more resources to all counties in Kenya through its “pesa mashinani” initiative.

It was further confirmed that Mombasa County Government does not have enough financial resources to use in engaging permanently some of the experts who will assist in the implementation of the devolution strategy. The financial resources available to counties will determine to a considerable extent whether they can effectively fulfill their responsibilities. Although the county can raise some fund locally through taxes and fees, the bulk of the money is that which is transferred from the national exchequer, which the county allege is inadequate vis a vis the functions that have been transferred from the central government to county governments.

There is a fundamental element in determining whether strategies are being implemented as planned. The study sought to find out whether there existed a monitoring and evaluation system and how effective it was. The study established that the monitoring and evaluation system at the county was poor and that writing reports on status or progress reports on implementation were the only monitoring and

evaluation systems in place. Performance contract introduced still meet resistance and has not effectively been put to use. All in all, proper mechanism for monitoring and evaluation is found to be lacking at the county and therefore poses a challenge to the implementation process.

The interviewees agreed that Mombasa county government hardly performs formal monitoring and evaluation exercises to ensure that strategies are moving in line with the master plan. Monitoring and evaluation would be greatly aided by adherence to the annual work plans. Unfortunately, there is a general feeling among interviewees that the annual work plans are more in paper work than deeds. They pointed out that many of the county's annual work plans often discussed but little is done by way of implementation. Others said evaluation is performed irregularly but when asked to say at what intervals, it appears that even this irregular evaluation escapes the attention of some of them. Another reason could be that monitoring and evaluation is casually carried out.

Successful strategy implementation requires leaders to focus on the right strategic goals, led and championed by senior managers, that unite an organization behind the strategy, determines the measures and the milestones of success and makes sure that resources-financial, technological and human are allocated effectively. Most of the interviewees have stated that leadership involvement and interest is there all through strategy formulation and implementation but monitoring of the progress of smooth implementation is missing as leader needs to put in place monitoring and evaluation tools and give guidance on necessary adjustment to make implementation more efficient.

Communication is key to strategy implementation process; strategy must be communicated to all stakeholders before implementation. Executive leadership should on regular basis evaluate strategy progress and give feedback on time for corrective action to be made. Communication is a vital actor in development efforts, whether in the form of information dissemination, offering guidelines and prescriptions, instigating advocacy, or prompting persuasion or dialogue. Good communication does not happen organically. It must be organized, developed, and constructed. A solid communications strategy allows employees to exercise control on how to deliver key messages and elevate their visibility.

The study established that the top management does not hold frequent stakeholder meetings as way of communicating the strategy before implementing some important aspects concerning the devolution strategy. The researcher also established that the county government lacks sufficient structures for citizen participation including; information communication technology based platforms, town hall meetings and budget preparation. The county also lacks enough communication bases to facilitate announcing of jobs, appointments, procurement awards and other important announcements of public interest and development project sites.

In most organizations strategy implementation fail because they address only structural issues and do not focus enough attention engaging their people in the process. Most managers commit themselves in new ways of doing things ignoring the involvement and contribution of the workforce. Organization culture refers to the organizations ways of conducting its business. It constitutes norms, values and

believes that are held overtime in the course of doing its business. The match between strategy and culture is crucial for successful implementation of strategy. From the study it was established that there is individualistic approach to strategy implementation rather than teamwork within and between departments and this is great impediment to strategy implementation in the county.

The researcher sought to establish the extent to which socio-cultural factors within Mombasa County affects strategy implementation. The interviewee stated that the county faces high illiteracy levels at 86.3%. This requires the need for the county government to provide adequate school infrastructure. There is also the health related challenges. The respondents stated that the county has inadequate personnel in health service delivery points. The researcher also established that unemployment and poverty levels are very high in the county, 38% of the population is poor. The county is also faced with HIV prevalence and substance abuse related problems. HIV prevalence stands at 8.1% and this affects households in the county. The researcher established that these social challenges make it difficult for the county government to do proper allocation and identify the best projects to implement to improve the social welfare of the people. Most of the problems are recurring and hence require a ready fund which is a big challenge.

When a political institution passes a new law, businesses must consider the impact it will have on their operations. In some instances, organizations may need to develop new strategies or processes in order to comply with initiatives imposed through legislative laws. The political system of the country also has an influence on political environments.

The study sought to establish the political factors that affect strategy implementation in Mombasa County. The study findings revealed that politics affected strategy implementation at Mombasa county Government. The interviewees stated that some Members of County Assembly derailed the strategy implementation in the county due to personal and political interest. The study also established the existence of constant wrangling among the Members of County Assembly from the different camps. The interviewee also stated that there is political interference from the National Government. Mombasa County is of prime importance in National politics. The county is the second largest city with huge financial potentiality due to the existence of the port and the coast line. This according to the respondents has exposed the county to national political interest that has had a big effect on strategy implementation. Politics has generally affected allocation of funds to strategy implementation, individual's role in the strategy implementation and coordination of activities during strategy implementation.

The research findings also revealed the role of the electorate who are key political stakeholders. The researcher established that electorates have high expectations from the leadership of the county government. The high expectations have put pressure on the Mombasa County government to put in place viable and sustainable strategy implementation policies. The respondents indicated that the electorate is also the tax, rate and rent payers from whom the County Government gets additional revenues to implement the devolution strategy. The study further established that lack of support from the electorate has become a great challenge in the implementation of the devolution strategy.

In other interviews, it was also established that the need for political survival in the next general election also affects the nature of projects and their establishments. The researchers stated that the politicians influence implementation of only projects that are likely to give them mileage in the next general election. Some of the projects may not maximize social welfare of the intended people. This leads to possible funds misappropriation and misplaced priorities in strategy implementation.

The physical environment includes land, air, water, plants and animals, buildings and other infrastructure, and all of the natural resources that provide our basic needs and opportunities for social and economic development. A clean, healthy environment is important for people's physical and emotional wellbeing. At a fundamental level, factors such as clean environment and fresh drinking water are vital for people's physical health. Other environmental factors such as noise pollution can cause both physical harm and psychological stress. Mombasa being a tourist destination must meet reasonable standards of cleanliness.

The researcher intended to know other strategy implementation challenges in Mombasa County. The interviewees stated that the county has witnessed climate change and its effects. The county equally faces changes in local temperature regimes with frequent change in weather patterns. This has meant that some parts of the county with poor drainage are affected by flash floods. This creates the challenge of allocating funds for emergency relief. Heavy rainfall in some parts compromise transport through destruction of road networks. These physical challenges according to the respondents have made it difficult for the county government to implement county strategies because they are unpredictable.

4.4 Discussion of the findings

From the study findings, it can be established that there are a number of strategy implementation challenges in Mombasa County Government. The research established that the county faces human resource related challenges. This finding agrees with Timothy Galpin (1998) who wrote that, “What really makes the difference between successful and unsuccessful strategy deployment is the way management motivates and educates its people to act on a strategy.” This indicates that the success of strategy implementation at the County is determined to an extent by the way the management motivates and educates its human resource on a strategy implementation.

The study also established that there exists a lot of skills gap in Mombasa County Government. This is because the county Government inherited unskilled and illiterate workforce that can never drive the devolution train to its destination. Kaplan and Norton (2005) present that the strategy-performance-gap is related to the 95% of employees who are not aware or simply do not understand what their organization’s strategy is. It is suggested that one of the main problems of implementation is to be found here within the formulation-to-implementation gap (Crittenden & Crittenden, 2008). If employees lack knowledge of the fundamental strategies of an organization, it is unlikely that proper implementation will follow.

The interviewees were also of the view that systems are still lacking since the county does not have proper offices and therefore human resource policies are sparingly absent and the making of decisions is based on ad hoc compromises. This findings agree with Shah (2005) who indicated that effective implementation calls for unique, creative skills including leadership, precision, and attention to detail, breaking down

complexity into digestible tasks and activities and communicating in clear and concise ways throughout the organization and to all its stakeholders. The study findings also established that most of the County officers lack both Technical and experiential training. The study also established that the expertise required in the implementation of the devolution strategy is still not adequate at the Mombasa County Government. From the findings, the study also revealed that some staffs in the county government were however skilled and equipped to implement the devolution strategy. This is agreement to Alexander, (1985); Kottler, (1995); Noble, (1999); Okumus and Hemmington, (1998) and Strabel, (1996) who indicated that challenges to successful strategy implementation are lack of or poor communication, lack of resources, lack of coordination, lack of support from other management levels, resistance from lower levels, poor planning activities, sudden changes, fear of losing something valuable, lack of skills and knowledge, unpleasant previous experiences, commitment to previous practices, strong organizational culture, internal politics, trade unions, government regulations, cost of change, financial difficulties, technical difficulties and fear of insecurity.

The researcher also found out that the economic factor in the county is a challenge to strategy implementation. The study revealed that the financial resources disbursed by the National Government to the county government are not adequate to allow effective implementation of the devolution strategy. It was established that Mombasa County Government does not have enough financial resources to use in engaging permanently some of the experts who would assist in the implementation of the devolution strategy. It was established that although the county can raise some money locally through taxes and fees, the bulk of the money is that which is transferred from

the national exchequer, which the county allege is inadequate vis a vis the functions that have been transferred from the central government to county governments. Similarly Kurtko (2013) found out that lack of funds impedes strategy implementation in most Kenyan government operations.

In another finding, the study established that the monitoring and evaluation system at the county was poor and that writing reports on status or progress reports on implementation were the only monitoring and evaluation systems in place. This is contrary to Claudia and Oleg, (2011) who note that the manager should monitor the processes and measure progress, both qualitatively and quantitatively, throughout the project at individual, team and whole project levels. This ensures that problems can be identified early and successful remedies and tactics can be promulgated throughout the project. In addition they note that Successful project managers diligently and regularly review progress against the schedule, budget and quality elements of the project.

It was also clear that proper mechanisms for monitoring and evaluation are lacking at the county and therefore poses a challenge to the implementation process. The interviewees agreed that Mombasa county government hardly performs formal monitoring and evaluation exercises to ensure that strategies are moving in line with the master plan. Leadership and poor coordination was also found to be a challenge. The study established that most of the top executives are political appointees, some without proper leadership skills to steer the implementation plan. This affected the achievement of the vision of the county Government. This is also contrary to Subramanian et al, (2009) who also note that appropriate monitoring and control strategies should be put in place so that the project remains on track.

Effective Communication was also found to be another challenge. The study established that the top management does not hold frequent stakeholder meetings before implementing some important aspects concerning the devolution strategy. The researcher also established that the county government lacks sufficient structures for citizen participation including; information communication technology based platforms, town hall meetings and budget preparation. The county also lacks enough communication bases such as notice boards to facilitate announcing of jobs, appointments, procurement awards and other important announcements of public interest and development project sites. These findings agree with Machuki (2005) strategy implementation challenges arise from inadequate communication. Continuous and clear communication enhances strategy implementation. Similarly Raps (2005), pointed out that continuous and clear communication enhances strategy implementation.

In yet another finding, the researcher sought to establish the extent to which socio-cultural factors within Mombasa County affects strategy implementation. The researcher established that factors such as high illiteracy, health issues, unemployment and poverty, HIV and substance abuse and gender issues pose a great challenge in implementing strategies at the county government. Aosa (1992) also found out that Culture is a very important element of strategy implementation because “lack of compatibility of strategy and culture can lead to resistance to change and frustrate the strategy implementation efforts.”

The study findings also revealed that politics affected strategy implementation at Mombasa county Government. The interviewees stated that some Members of County Assembly derailed the strategy implementation in the county due to personal and

political interest. The study also established the existence of constant wrangling among the Members of County Assembly from the different divide of the opposing political camps. The interviewee also stated that there is political interference from the National Government. Similarly Ngui (2014) found out that political interference affected strategy implementation in Nairobi County. Other factors found by Ngui (2014) were low awareness levels, lack of community participation, and political interference.

The research findings also reveal the role of the electorate who are key political stakeholders. The researcher established that electorates have high expectations from the leadership of the county government. The high expectations have put pressure on the Mombasa County government to put in place viable and sustainable strategy implementation policies. In other interviews, it was also established that the need for political survival in the next general election also affects the nature of projects and their establishments. The interviewees stated that the politicians influence implementation of only projects that are likely to give them mileage in the next general election. Some of the projects may not maximize social welfare of the intended people.

Finally, the research intended to know other strategy implementation challenges in Mombasa County. The interviewees stated that the challenges arise from the unique climate of the county, climate change and variability in rainfall that affects several development projects leading to the need for adjustment for funds allocation. Heavy rainfall in some parts for example compromise transport through destruction of road networks while some parts of the county with poor drainage are affected by flash floods.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the research findings and also presents conclusions and recommendations of the study. The conclusions are drawn from the findings of the study which sought to establish the strategy implementation challenges in Mombasa County government.

5.2 Summary of Findings

The objective of the study was to establish the strategy implementation challenges in Mombasa County government. From the study findings, it can be established that there are a number of challenges affecting strategy implementation in Mombasa County Government. The research established that the county faces human resource related challenges. The study established that there exists a lot of skills gap in Mombasa County Government. This is because the county Government inherited unskilled and illiterate workforce that can never drive the devolution train to its destination. The interviewees were also of the view that systems are still lacking since the county does not have proper offices and therefore human resource policies are sparingly absent and the making of decisions is based on ad hoc compromises. The study findings also established that most of the County officers lack training both Technical and experiential. The study also established that the expertise required in the implementation of the devolution strategy is still not adequate at the Mombasa County Government. From the findings, the study also revealed that some staffs in the county government were however well skilled and equipped to implement the devolution strategy.

The researcher also found out that economic factor is a challenge. The study revealed that the financial resources disbursed by the National Government to the county government are not adequate to allow effective implementation of the devolution strategy. It was established that Mombasa County Government does not have enough financial resources to use in engaging permanently some of the experts who would assist in the implementation of the devolution strategy. It was established that although the county can raise some revenue locally through taxes and fees, the bulk of the money is that which is transferred from the national government, which the county government state is inadequate vis a vis the functions that have been transferred from the central government to county governments.

In another finding, the study established that the monitoring and evaluation system at the county was poor and that writing reports on status or progress reports on implementation were the only monitoring and evaluation systems in place. It was clear that proper mechanism for monitoring and evaluation is lacking at the county and therefore poses a challenge to the implementation process. The interviewees agreed that Mombasa county government hardly performs formal monitoring and evaluation exercises to ensure that strategies are moving in line with the master plan. Leadership and poor coordination was also found to be a challenge. The study established that most of the top executives are political appointees, some without proper leadership skills to steer the implementation plan. This affected the achievement of the vision of the county Government.

Effective Communication was also found to be another challenge. The study established that the top management does not hold frequent stakeholder meetings

before implementing some important aspects concerning the devolution strategy. The researcher also established that the county government lacks sufficient structures for citizen participation including; information communication technology based platforms, town hall meetings and budget preparation. The county also lacks enough communication bases to facilitate announcing of jobs, appointments, procurement awards and other important announcements of public interest and development project sites. In yet another finding, the researcher sought to establish the extent to which socio-cultural factors within Mombasa County affects strategy implementation. The researcher established that factors such as high illiteracy, health issues, unemployment and poverty, HIV and substance abuse and gender issues pose a great challenge in implementing strategies at the county government.

The study findings also revealed that politics affected strategy implementation at Mombasa county Government. The interviewees stated that some Members of County Assembly derailed the strategy implementation in the county due to personal and political interest. The study also established the existence of constant wrangling among the Members of County Assembly from the different divide of the opposing camps. The interviewees also stated that there is political interference from the National Government. The research findings also revealed the role of the electorate who are key political stakeholders. The researcher established that electorates have high expectations from the leadership of the county government. The high expectations have put pressure on the Mombasa County government to put in place viable and sustainable strategy implementation policies. It was also established that the need for political survival in the next general election also affects the nature of projects and their establishments. The interviewees stated that the politicians

influence implementation of only projects that are likely to give them political mileage in the next general election. Some of the projects may not maximize social welfare of the general county residents.

Finally, the researcher intended to know any other challenges in strategy implementation. The interviewees stated that physical factors affect strategy implementation in Mombasa County. The interviewees stated that the challenges arise from the unique climate of the county, climate change and variability in rainfall that affects several development projects leading to the need for adjustment for funds allocation. Heavy rainfall in some parts for example compromise transport through destruction of road networks while some parts of the county with poor drainage are affected by flash floods.

5.3 Conclusion

From the findings, it can be concluded that the factors that challenge strategy implementation at the county government of Mombasa include human resource challenges, financial resources, lack of adequate control and evaluation measures, leadership and poor coordination, effective communication, socio cultural factors and political factors. The study also concludes that physical factors affect strategy implementation by influencing the need for adjustments on allocations especially on cases of emergency and relief.

The study findings are consistent with the research by Don (2014). He conducted a study on challenges of strategy implementation at the Nairobi county government. The study found that level of management skills, innovativeness, organizational structure, lack of support from the top management; human resource factors and

political factors affect strategy implementation at the county Government. The study is also consistent with the research conducted by Abdumlingo and Mugambi (2014) who surveyed challenges of managing devolved funds in the delivery of services in Mombasa County.

5.4 Recommendations of the study

This is an opinion of the researcher deduced from conclusion of the study. The present study contributes immensely to theory, managerial policy and managerial practice.

5.4.1 Implication of the study to Theory

The present study is of theoretical significance as it adds to the body of knowledge regarding the implementation of devolution strategy and strategy implementation challenges in Mombasa County Governments in Kenya. It will aid further research by various scholars as they will be making reference to this study on issues of strategy implementation challenges in the devolved government units.

This study also enriches the resource based theory of strategic implementation by analyzing the different set of resources available to the Mombasa County. The findings and recommendations of this study will therefore be important as they would contribute to theory in strategy implementation.

5.4.2 Implication of the study to Managerial policy

On matters of policy, devolution as enshrined in the constitution should be supported for the benefit of the entire economy. There is need for the management of Mombasa county government to design strategies aimed at reducing the effects of political and legislation on strategy implementation, as the study found that political factors affect

strategy implementation. The county government should also facilitate the establishment of structures for citizen participation including; information communication technology based platforms.

The national Government should also come up with the necessary policies and legislations to cushion possible loss of devolved funds, to minimize political influence at the county levels on issues of development and strengthen devolution in Kenya by creating an environment that will aid county Governments to be successful in strategy implementation.

5.4.3 Implication of the study to Managerial practice

In practice, there is need for an efficient and effective implementation process with participation of all employees. The top management of the county Governments should be involved and committed throughout the process. All the employees should also be provided with a sound understanding of the requirements of the county strategy before embarking on full implementation. The county Governments should ensure that there are sufficient resources for the implementation activities to be realized successfully. Employees should also be told what the county government expects from them and their role in implementation of the county's strategic plans. Top managers and heads of departments should also be empowered to make the necessary decisions.

The study also recommends that there is need to enhance the level of employee skills and capabilities in the county governments as this will help in strategy implementation thus enhancing the performance of the counties. Employee skills

promote shared vision, integrity and promote innovations. The county government should be quick to embrace technology and invest in systems that will promote easier and faster communication with employees within the county for smooth implementation of their strategy.

5.5 Limitations of the Study

During the period of the study several limitations were experienced. One of the limitations was unavailability of the respondents at agreed interview time. Given that the respondents were the chief officers of each of the ten departments in Mombasa County, who are senior officers at the County, getting interview time with them was not an easy task since most of the times they were either in meetings, in the field or out of the county on official duties. At times this led to re-scheduling of interview time to fit into respondents diary which complicated the matter as the researcher is also an employee in different organization.

Another limitation was lack of data on the research topic of strategy implementation challenges in the devolved government units in Kenya. Given that the concept of devolution is new, very little has been written about it and thus getting all the necessary information for this study was hard to come by. This was particularly evident when doing literature review on devolution strategy.

5.6 Suggestions for Further Research

The current study focuses on Mombasa County. It will be important to replicate this study in the other counties to confirm the consistency of the findings since the devolution climate is largely the same and also study be conducted after five years in

order to establish the position of implementation of the strategy as at then. This will assist in establishing how successful the process will be.

The study also recommends that a study should be done on factors affecting effective implementation of devolved government in Kenya and Measures of dealing with challenges of strategy implementation in devolved government units.

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APPENDIX: INTERVIEW GUIDE

The data collected through this interview will be treated as confidential and will be used for research purposes only.

Section A:

Participant's details

1. Name (optional).....
2. Position in the organization.....
3. Period in Position.....
4. Period in the organization.....

Section B:

Challenges of strategy implementation

1. What are human resources challenges facing strategy implementation in Mombasa County?
2. What are the financial resources challenges facing strategy implementation in Mombasa County?
3. How does Mombasa County organizational culture pose challenge to strategy implementation?
4. How does Mombasa County organizational structure affect strategy implementation?
5. How does communication process affect strategy implementation in Mombasa County?
6. What are effects of control and evaluation measures put in place on strategy implementation process in Mombasa County?
7. How does leadership influence strategy implementation in Mombasa County?
8. How does coordination affect strategy implementation in Mombasa County?
9. How does stakeholders affect strategy implementation in Mombasa County?
10. How does political influence affects strategy implementation in Mombasa County?
11. How does economic factors affect strategy implementation in Mombasa County?
12. What other strategy implementation challenges are present in Mombasa County?