CHALLENGES OF STRATEGY IMPLEMENTATION IN NAIROBI CITY COUNTY, KENYA

JAMES NJUGUNA GATHERU

A RESEARCH PROJECT PRESENTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA), SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

2015
DECLARATION

I hereby declare that this is my own original work and has not been submitted previously to any other academic body.

Signed..................................................  Date..............................................

JAMES NJUGUNA GATHERU

D61/64502/2013

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

Signed..................................................  Date..............................................

PROF. MARTIN OGUTU

Department of Business Administration

School of Business

University of Nairobi
DEDICATION

It is with gratitude that I dedicate this project to my lovely wife and three kids. This is because of your smiles, support and unwavering understanding that you showed me as I was pursing this course, that has taken me to this far.
ACKNOWLEDGEMENT

I am grateful to the Almighty God for his guidance and blessings throughout the entire duration of this course. His grace and favour for me are forever sufficient. My special gratitude goes to my supervisor, Prof. Martin Ogutu in a special way for his patience and guidance throughout the entire project. I do wish to acknowledge all lecturers who took me through this course and impacted me with valuable knowledge and skills to face the world. I cannot forget my fellow students whom we shared group discussions together. I also wish to appreciate employees of Nairobi City County for responding to my questionnaires and offering me other relevant documents for my study. I will forever be grateful to you all. May God bless you all, in a mighty way.
TABLE OF CONTENTS

DECLARATION..................................................................................................................ii

DEDICATION..................................................................................................................iii

ACKNOWLEDGEMENT....................................................................................................iv

LIST OF ABBREVIATIONS AND ACRONYMS.............................................................ix

ABSTRACT....................................................................................................................x

CHAPTER ONE: INTRODUCTION ...................................................................1

1.1 Background of Study.................................................................................................1

  1.1.1 Strategy Management process...........................................................................2

  1.1.2 Strategy Implementation....................................................................................3

  1.1.3 County Governments in Kenya........................................................................4

  1.1.4 Nairobi City County........................................................................................5

1.2 Research Problem.....................................................................................................6

1.3 Research Objectives..................................................................................................8

1.4 Value of the Study.....................................................................................................8

CHAPTER TWO: LITERATURE REVIEW...............................................10

2.1 Introduction..............................................................................................................10

2.2 Theoretical Foundation..........................................................................................10

  2.2.1 Open System Theory.......................................................................................10

  2.2.2 Agency Theory................................................................................................12

2.3 Strategy implementation..........................................................................................14
2.4 Challenges of strategy implementation .............................................................................. 16

2.4.1 Organization structure ...................................................................................................... 16

2.4.2 Communication challenge .................................................................................................. 17

2.4.3 Coordination of activities .................................................................................................... 18

2.4.4 Resource Insufficiency ........................................................................................................ 18

2.4.5 Organizational Culture ....................................................................................................... 19

2.4.6 Commitment of Implementation staff .................................................................................. 19

CHAPTER THREE: RESEARCH METHODOLOGY ...................................................................... 21

3.1 Introduction ............................................................................................................................... 21

3.2 Research Design ....................................................................................................................... 21

3.3 Data collection .......................................................................................................................... 22

3.4 Data Analysis ............................................................................................................................ 22

CHAPTER FOUR: DISCUSSION OF FINDINGS ........................................................................ 24

4.1 Introduction ............................................................................................................................... 24

4.2 Background ............................................................................................................................... 24

4.2.1 Response rate ......................................................................................................................... 24

4.2.2 Vision, Mission and Core Values .......................................................................................... 24

4.2.3 Key Results Areas .................................................................................................................. 26

4.3 Strategies implemented by NCC ............................................................................................. 26

4.3.1 Transformed County leadership ............................................................................................ 26

4.3.2 Effective Organizational Structure ....................................................................................... 27

4.3.3 Rationalized and motivated work force .................................................................................. 28

4.3.4 All stakeholders to embrace change ...................................................................................... 28
4.3.5 Resource mobilization and financial management.................................29
4.3.6 Zero tolerance to corruption...........................................................................29
4.3.7 Effective monitoring and evaluation of service delivery.................................30
4.3.8 Safe and Secure environment for all..............................................................31

4.4 Challenges of strategy implementation at NCC.................................................31
4.4.1 Organization structure..................................................................................31
4.4.2 Organizational culture..................................................................................32
4.4.3 Technological advancement..........................................................................32
4.4.4 Leadership style............................................................................................33
4.4.5 Commitment of implementing staff..............................................................33
4.4.6 Lack of sufficient resources...........................................................................34
4.4.7 Under estimating time required to implement strategy....................................35
4.4.8 Communication barrier................................................................................35
4.4.9 Resistance to change....................................................................................36
4.4.10 Political interference....................................................................................36

4.5 Discussion.........................................................................................................37

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION........41

5.1 Introduction.......................................................................................................41
5.2 Summary of findings.........................................................................................41
5.3 Conclusion.........................................................................................................44
5.4 Recommendations.............................................................................................45
5.5 Limitation of study............................................................................................45
5.6 Suggestion for further studies............................................................................46
REFERENCES .......................................................................................................................

APPENDICES.......................................................................................................................

Appendix 1: Strategies to achieve transformed County leadership.................................54
Appendix 2: Strategies to achieve effective Organization structure..............................55
Appendix 3A: Strategies to achieve rationalised and motivated work force...................56
Appendix 3B: Strategies to achieve rationalised and motivated work force..................57
Appendix 4: Strategies to enable Stakeholders to embrace change...............................58
Appendix 5: Strategies to effect resource mobilization and financial management.........59
Appendix 6A: Strategies to enable zero tolerance to corruption among staff...............60
Appendix 6B: Strategies to enable zero tolerance to corruption among staff..............61
Appendix 7: Strategies for effective monitoring and evaluation of service delivery........62
Appendix 8: Strategies to enable safe and secure environment for all.........................63
Appendix 9: Interview guide.............................................................................................64
LIST OF ABBREVIATIONS AND ACRONYMS

NCC - Nairobi City County
CCN – City Council of Nairobi
JICA – Japan International Cooperation Agency
FO-Finance Officer
DHRM-Director of Human Resource Management
DRoads-Director of Roads
KRA-Key Result Area
HOD-Head of Department
SMART-Specific, Measureable, Actionable, Realistic and Timely
PSM-Public Service Management
RMAF-Results Based Management and Accountability
m-Million
Yrs-Years
No. -Number
ABSTRACT

Conceptual component of the study is strategy implementation whereas contextual component is the Nairobi City County. Strategy implementation is a key stage in the strategy management process which is usually action oriented. NCC is one among 47 Counties in Kenya which are headed by Governors. The objective of this study was to establish strategies implemented in Nairobi City County, the extent of implementation of these strategies and challenges faced during strategy implementation. Literature review for two theories, strategy implementation and challenges during strategy implementation were done. The two theories anchored in the study were open system theory and agency theory. Predictions for these theories were consistent with findings of the study. The study shall be valuable to various groups namely: researchers, academicians, decision makers, policy makers and managers for Nairobi City County because the findings shall guide them during strategic management processes, which includes strategy formulation, implementation and evaluation. The research design adopted was a case study where a detailed and in-depth analysis of the County was done. Both primary and secondary data were used in the study. Primary data was collected through conducting personal interviews with senior managers from different ministries and secondary data was collected from current County Strategic plan paper for Nairobi County. Content analysis was used to analyse the collected data since both were qualitative in nature. Data collected was extracted, summary of results obtained, inferences drawn and conclusion made. The researcher found out that the County has a well formulated vision, mission, core values and strategies under implementation to enable them achieve their strategic objectives. This strategic actions were found to be SMART and responsive. The study found out that most of the challenges facing the County were similar to challenges discussed in the literature review. The study also found out that only 50% of the County strategies were implemented in the last 3 years. This study was considered a success since all the objectives were realised. The researcher made recommendations for top managers to involve and consult more during strategy formulation to allow all staff to own up these strategies. It was also recommended that the County should adopt lean structures, embrace technological innovations, offer proper remuneration to staff and manage their revenues appropriately. This study experienced some limitations because the researcher encountered some problems while conducting personal interviews as some respondents were not willing to elaborate much further. The researcher suggests that a similar study should be conducted for other 46 Counties in Kenya to compare and contrast findings of this study to other Counties.
CHAPTER ONE

INTRODUCTION

1.1 Background of study

The challenges of strategy implementation are illustrated by the unsatisfying low success rate (only 10 to 30 percent) of intended strategies (Raps and Kauffman, 2005). The primary objectives are somehow dissipated as the strategy moves into implementation and the initial momentum is lost before the expected benefits are realized. The key to success is an integrative view of the implementation (Raps and Kauffman, 2005).

Open systems theory which was founded by Ludwig Von in 1959, refers simply to the concept that organizations operate within an environment, they are in constant interaction and strongly influenced by their environment (Dent and Barry, 2004). The theory predicts that since the performance of firms is dependent on the fit between firms and their external environment, then change in external environment requires firms to adapt to these changes. The theory is relevant to the study because challenges are from the environment and affects strategic implementation in organizations including Nairobi City County. Agency theory is a management approach where one individual (the agent) acts on behalf of another (the principal) and is supposed to advance the principal’s goals (Jean et al 2002). The theory predicts that when there is no proper synergy between the agent and the principal their common goal will not be achieved as desired or expected. This theory is relevant to the study because the agent represents officers in actual management whereas the principal is represented by political arm in the County.
There are various strategies that NCC is trying to implement which include; strategies on services delivery which involves improving customer satisfaction, timeliness on public complaints and automation of services. Strategies on corruption eradication involve constituting anti-corruption committees at section levels and nomination of officers to be trained on anti-corruption, ethics and integrity. Strategies on operations involves safety and security on Nairobi residents by installation of new street/public lighting and maintenance of existing infrastructure, implementation of projects with right quality, relevance, cost-effective and completed within planned timelines.

1.1.1 Strategy Management Process

Strategic management is an act of managing the process of strategy formulation, implementation, evaluation and control in an Organization. This is usually grouped into 2 major phases that is, strategy formulation and strategy implementation (Ogutu, 2014). According to Pearce & Robinson (1997), strategic management is theory based on 4 concepts which are decision and functions, formulation, implementation, objectives. Subsequently Harvey (1998) also described strategic management in 4 concepts which are formulation, implementation, evaluation and objectives.

Strategic management process this is a process that involves strategy formulation and strategy implementation to achieve corporate success in an organization. Before Strategy formulation is done there are various steps involved. These steps include undertaking both internal and external analysis (SWOT), situational analysis, setting mission, vision and purpose, setting goals, setting objectives then eventually crafting the strategy (Harvey, 1997). Strategy implementation is tougher and more time consuming than crafting strategy. This is normally an action oriented task, it requires operations-driven
people and systems management activities involving leading, motivating, organization change, creating strong fits between strategies and how organization does things (Awino, 2014)

This process involves three aspects that an organization requires to consider. These are strategy position of an organization, strategic choices made by an organization and how to put strategy into action. The strategy position of an organization involves understanding the environment in which an organization is operating in, strategic capabilities of an organization, expectations from stakeholders and specific purpose of an organization. The strategic choice involves understanding all levels of strategy in an organization, that is corporate, business and functional levels. Then the aspect of putting strategy to action involves organizing, enabling and managing change (Aosa, 2013)

1.1.2 Strategy Implementation

Strategy implementation is the translation of chosen strategy into organizational action so as to achieve formulated strategic goals and objectives. It involves resource mobilization, restructuring, cultural changes, technological changes, systems and process changes, policy changes and leadership changes. Strategic formulation includes the setting of the mission, goals and objectives for the organization, the analysis of the external environment as it affects the organization, together with its internal resources and the choice of strategic alternatives (Thompson and Strickland, 2003).

According to Mintzberg et al (1996) the study of Strategy implementation is important because the resources available to achieve these goals are usually limited. A strategy may be good, but if its implementation is poor, the strategic objective may not be achieved. A
good strategy implementation coupled with good strategy formulation leads to success in Organization whereas a poor strategy implementation coupled with good strategy formulation leads to trouble and hence not desirable.

The successful management of strategy implementation requires thoughtful planning on the part of change leaders and the involvement of those to be affected by it. A common challenge to strategy implementation is resistance from those who feel that the implementation is being forced on them. According to Chapman (2005), introducing change in an environment characterized by such resistance renders the change hardly achievable. This is because a change in the ‘status quo’ normally creates some apprehension on the part of those who have not fully appreciated the change outcomes and their implications. Strategy implementation scholars have argued that this resistance is sometimes driven by factors other than the change itself, including the anxiety regarding expected outcomes. In this respect, resistance is merely an indicator of underlying challenges which need to be addressed by implementation leaders. Management can use the nature of the resistance as an indicator of the underlying problems rather than inhibiting it at once (Burnes, 2008). Such challenges include communication (the language of change), skepticism by stakeholders based on previous experience with failed change programs, an unsupportive organizational culture and ineffective change agents.

1.1.3 County Governments in Kenya

The Devolved Government Act was incorporated by inauguration of the new constitution and subsequent coming into action after 2013 general election. There are 47 no county governments in Kenya. The administrative systems of County Governments are headed
by County Executive that is, Governors and Deputy Governors (Constitution of Kenya, 2010). The growth and development of the Counties are thereby managed by the County Government in accordance with Chapter Eleven of the Constitution on Kenya Cap of Laws of Kenya and is normally under the guidance and supervision of the Ministry of Devolution (Constitution of Kenya, 2010).

The objectives of the devolved governments involves; to promote democratic and accountable exercise of power, to foster national unity by recognizing diversity, to recognize the right of communities to manage their own affairs and to further their development, to promote social and economic development and the provision of proximate, easily accessible services throughout the Country, to enhance checks and balances and separation of powers etc Whereas the principles of devolved governments involves; to be based on democratic principles and separation of powers, to have reliable sources of revenue to enable them to govern and deliver services effectively and ensuring that no more than two-thirds of the members of representative bodies in each County shall be of the same gender (Constitution of Kenya, 2010).

1.1.4 Nairobi City County

The history of Nairobi city dates back to 1899 when it was established as an inland depot for the Kenya Uganda railways. It gradually grew into a communication center and head quarters of a provincial administration. In 1905, the centre was made the capital of Kenya, and the township status elevated into a municipal centre by 1928 and later into a city by 1950 (Kibwage, 2002). Over the years the city had a tremendous physical expansion from a geographical area of 3.84km2 in 1990 to 864km2 at present (Kibwage, 2002). Nairobi is experiencing a huge and relatively high increase in population due to
both rural-urban migration and natural development. At the moment the city has a population estimated to be about 4 million growing at a rate of 4 to 5 percent per annum (JICA, 2011). With this kind of population growth, the solid waste generation is also concurrently growing and stands at 24,000 tons/day (JICA, 2012).

Nairobi City County has 85 no wards represented by Members of County Assembly (MCA) and 17no. Sub Counties, which are Langata, Kibra, Dagoretti South, Dagoretti North, Embakasi Central, Embakasi East, Embakasi North, Embakasi South, Embakasi West, Kamukunji, Makadara, Mathare, Ruaraka, Westlands, Kasarani, Roysambu and Starehe. These Sub Counties are headed by Sub County Administrators who oversees the day to day operations at Sub County levels. There are 14no. Ministries headed by Chief Executive County Ministers and Chief Officers as the accounting officers and Departments’ are headed by Directors (Nairobi City County, Webpage).

1.2 Research Problem

According to Hollensen (2004), his study identified major internal success factors as firm size, available resource, product brand strength, level of technology and innovation. Any strategy should be effectively operationalized and institutionalized in organization for effective implementation (Ogutu, 2014). Operationalizing strategy involves developing operational plans and tactics. A typical work plan includes operational objectives, activities, timeframe, responsibility and budget. Institutionalizing strategy can be seen as matching strategy to institutions of the organization, which is structure, leadership, culture, support systems, processes, policies and reward systems (Ogutu, 2014). However, strategy implementation is not an easy thing to undertake because it is affected by various challenges.
According to Transitional Authority, when NCC was incepted on March, 2013 it inherited a lot of things including infrastructure, staff and equipment from the defunct City Council of Nairobi (CCN). CCN was described as inefficient because of its slow pace in delivering of services to Nairobi residents. Subsequently, implementation of strategy by NCC has been slow since no major impact has been felt since its inception in 2013. This has therefore informed the decision to study challenges faced by NCC during implementation of strategies and provide probable solutions.

Scholars have done similar studies in various organization, for instance, Arumonyang (2009), did a survey of strategy implementation challenges facing regional development authorities in Kenya, Patrick (2009), on challenges of strategy implementation at Kenya wildlife service, Njoki (2009), challenges of strategy implementation at Oxfam great Britain-Kenya, Martha (2010), challenges of strategy implementation at the ministry of road and public works in Kenya. Aosa (2002), on an empirical investigation of aspects of strategy formulation and implementation within large, private manufacturing companies in Kenya and Awino (2002), purchasing and supply chain strategy: benefits, barriers and bridges - an independent conceptual study paper in strategic management, school of business. From the foregoing, various studies have been done on challenges in strategy implementation in organizations but since the environment is dynamic and different from one organization to the other, this subsequently informed my decision to undertake this study to understand current challenges facing NCC and propose solutions. The study question is, what are the challenges faced by NCC in strategy implementation?
1.3 Research Objectives

i. To establish the strategies Nairobi City County has implemented in the last three years and the extent to which they have been implemented.

ii. To determine the challenges faced by Nairobi City County in strategy implementation.

1.4 Value of the Study

The findings of the study will be used to ascertain if they are consistent or contrary to predictions of open system theory, which predicts that since performance of firms is dependent on the fit between firms and their external environment, then change in external environment requires firms to adapt to these changes. If consistence it will help to support the said theory but if contrary it will bring a window for knowledge gap and need for further studies.

The study is expected to identify any knowledge gaps and highlight other important relationships between successful strategy implementation and firm’s performance that require further research. This will expand the source of knowledge on strategy implementation in organization.

The study will be a source of reference material for future researchers and academicians to further their studies. It will also help academicians who pursue to undertake similar studies in other Counties in future. The study will also provide additional knowledge to existing and future institutions on challenges to strategy implementation and provide information to potential and current scholars on strategic management.
The findings will also help in enlightening the key decision makers at NCC in policies formulation and on how to successfully implement their strategies and how they could purpose to mitigate the challenges facing them. The study will in addition to the above, be useful to stakeholders, financiers, and investors in formulating and planning areas of intervention and support.

The findings of the study will be useful to NCC managers as well as managers of other County governments in their day to day practices of planning, organizing, coordinating and scheduling. It would help them understand the challenges of strategy implementation and how to overcome them to achieve desired results.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter presents a review of the related literature on the subject under study by various researchers, scholars and authors. The study will draw materials from several sources which are closely related to the theme and objectives of the study. Models by writers are used to illustrate the various sub topics mentioned in the objectives of the study.

2.2 Theoretical Foundation

The study is based on two theories namely open system theory and agency theory. The two are discussed below:

2.2.1 Open system theory

Open system theory was founded in 1956 by biologist Ludwig von Bertalanffy, the theory has its roots in the natural sciences. It refers simply to the concept that organizations operate within an environment, they are in constant interaction and strongly influenced by their environment (Dent and Barry, 2004). The theory replaced a mechanical view of organizations and rapidly found use in various disciplines such as engineering, computer science and psychotherapy and applied to understanding to various organizations.

The assumption in open system theory is that to a greater or lesser extent competitors are aware of the interdependencies that exist and of the sorts of move that competitors could take. In assessing competitive forces and the context within which a company operates,
choice of strategy can indeed seem like a search for a myriad of forces pushing and pulling an organization to change a little by way of established principles to determine what the choice should be. However, the choice of strategy is fundamental to a company for a number of reasons. First, choice made in a positive sense instills a focus and underlying direction for the organization. The theory predicts that since the performance of firms is dependent on the fit between firms and their external environment, then change in external environment requires firms to adapt to these changes for better performance.

This theory is related to the study in that it defines systems as consisting of various parts which are interdependent. Open systems unlike closed systems interact with and are dependent on their environment in order for them to survive. Boundaries in open systems are porous and therefore allow exchange of information between the system and the environment. Communication and interaction in open systems is twofold in terms of internal interaction within the various parts of the system and between the system and its environment. Organizations are viewed as living organisms, with internal processes and interact with their environment. The theory also focuses on the external environment to explain what happens in the organization (Dent and Barry, 2004).

Strength of the theory is that it has been applied and has been successful in different disciplines. For instance, in prediction it suggests that system organisers should examine the environmental forces to predict and proactively respond to potential problems. For long term consideration it suggests that secondary results of a system increase or decrease the continuity of the system and whereas for supply understanding it suggests that systems require understanding of supply functions in order to deliver quality results from the process (Hammond, 1995)
A shortcoming of the theory is that it does not clearly define the flow of interaction between the organisation on study and organisations providing inputs and environment. This is because an organisation is not autonomous hence depends on other providers for raw materials and other inputs in order to activate the transformation system. For instance, when raw materials are not supplied on time, the organisation may be late in its production process and hence outputs will be seriously impacted by the external inputs. Therefore this lack of alignment will cause symptoms of ineffectiveness and inefficiency (Bastedo, 2004)

2.2.2 Agency theory

The Agency Theory was founded by Stephen Ross and Barry Mitnick in which they did it independently but roughly concurrently in 1972. It holds the view that there should be proper synergy between the management and its stakeholders in order to work towards a common goal. The theory has also been described as the central approach to managerial behavior. Ross (1987) says that the Agency Theory is used in the managerial literature as a theoretical framework for structure and managing contract, which is among the emerging issues in strategic management. It therefore explains the behavior of principals and agents relationships in performance contracting in management. The agency theory also gets a lot of support from Alchian and Demsetz (2002), Jensen and Meckling (1996) as a framework for strategic management as they say that this theory focuses on accountability by correction for opportunistic behavior that can result from exploiting asymmetric information- one part has an economy of knowledge about something, which the other part does not have.
The agent therefore advances both the principals’ interests and his own interests in the organization. A balance of these interests should be merged in order to arrive at the corporate objectives of the organization through the agent because he/she is in charge of the vast resources of the organization (Laffort & Martimost, 2002). The theory predicts that when there is no proper synergy between the agent and the principal their common goal will not be achieved as desired or expected. It is on this premise that the agency theory is relevant to the study because it embraces strategy implementation where principals are expected to always co-operate with the agents in formulating the organization’s mission, vision and the objectives. All this is done at the strategy formulation to strategy evaluation and control which should carry hopes, aspirations and the values of the principals, the agents and all other stakeholders of the firm.

Mintzberg H, (2003) Joseph L, (2004) James B. Q, (2003), contends that strategies emanate from the agency theory as it is the agents who are judged with the responsibility of strategic formulation by other stakeholders who have direct control over the firm. Gibbons (2004) calls the agency theory the simplest possible theory of strategic Management; one boss (or principal) and one worker (or ‘Agent’). In his response, he says that the agency theory of strategic management rests on the firm’s shareholders as the principal and the CEO to be the agent but it is on this context that he says that one can enrich this modality in analyzing a chain of command in organizations. It is therefore on this basis that he says we can talk about a principal, a supervisor and an Agent in the chain of command.

The strength to the agency theory is that it tends to take precedence against other strategic management theories. Krueger (2004) in his paper in strategic management and
management by objectives says that the plethora of strategy implementation is the agency theory in practice at all levels of the strategic management process. He contends that starting from the corporate strategy to operational strategy the objectives designed at all these levels must be supervised by the agents or managers for the organization to achieve its objectives management by objectives which observes that organization must formulate objectives at all strategic hierarchy levels cited by Henry et al (2006) stresses that for these objectives to be achieved there has to be collaborative efforts between the managers as agents and subordinates.

2.3 Strategy implementation

Strategy implementation is the translation of chosen strategy into organizational action so as to achieve formulated strategic goals and objectives. It involves resource mobilization, restructuring, cultural changes, technological changes, systems and process changes, policy changes and leadership changes. Implementing a strategy also involves organizing, resourcing, and employing change management procedures. This may require organizational changes, such as creating new units, merging existing ones or even switching from a geographical structure to a functional one or vice versa. Strategic formulation includes the setting of the mission, goals and objectives for the organization, the analysis of the external environment as it affects the organization, together with its internal resources and the choice of strategic alternatives (Thompson and Strickland, 2003).

A brilliantly formulated strategy does not have any value if it is not put into practice (Hill et al, 2009: Neilson et al, 2008: Olson et al, 2005; Grundy, 1998: Simons, 1995: Giles, 1991: Hambrick et al, 1989). To put the formulated strategy into practice a number of
actions on different levels of the organization are needed. 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). A myriad of factors can potentially affect the process by which strategic plans are turned into organizational action. Unlike strategy formulation, strategy implementation is often seen as something of a craft, rather than a science, and its research history has previously been described as fragmented and eclectic (Noble, 1999). It is thus not surprising that, after a comprehensive strategy or single strategic decision has been formulated, significant difficulties usually arise during the subsequent implementation process. The best formulated strategies may fail to produce superior performance for the firm if they are not successfully implemented, as Noble (1999) notes.

It is thus obvious that strategy implementation is a key challenge for today’s organizations. There are many (soft, hard and mixed) factors that influence the success of strategy implementation, ranging from the people who communicate or implement the strategy to the systems or mechanisms in place for co-ordination and control. Hrebiniak (2006) notes for example: Formulating strategy is difficult. Making strategy work—executing or implementing it throughout the organization—is even more difficult”. Thampson & Strickland (2003) have stressed that the strategy—implementing/strategyeexecuting task is the most complicated and time-consuming part of strategic management (cited in Schaap, 2006).

Implementing strategies successfully is about matching the planned and the realized strategies, which together aim at reaching the organizational vision. The components of strategy implementation (Robert, Waterman and Tom, 1982), organization competencies,
capabilities, strengths; resources; strategy-supportive policies; best practice and continuous improvement; information and communication systems; rewards and incentives; environment/culture/strategy fit are not necessarily successive and they cannot be detached from one another.

2.4 Challenges of Strategy Implementation

There are various challenges that hinder the smooth implementation of strategy in an organization. This includes the following;

2.4.1 Organization structure

Whilst the strategy should be chosen in a way that it fits the organization structure the process of matching structure to strategy is complex (Bryson, 2005). The structure that served the organization well at a certain size may no longer be appropriate for its new or planned size. The existing structure and processes in the organization support in different ways, there is likely to be problems should the existing structures be used to implement the changes (Meldrum and Atkinson, 2008). The current structures may as well distort and dilute the intended strategy to the point where no discernible change takes place.

According to McCarthy (1986), creating that structure for managers is the selection of the organization structure and controls that will implement the chosen strategies effectively. Drazin and Howard (1984), states that proper strategy-structure alignment is a necessary precursor to the successful implementation of new business strategies. They point out that changes in the competitive environment require adjustments to the organizational structure. If a firm lags in making this realignment, it may exhibit poor performance and be at a serious competitive disadvantage. Schaap (2006), also suggests that adjusting
organizational structure according to perfect strategy can ensure successful strategy implementation. Different strategy types have different requirements regarding an adequate organizational structure (White, 1986). White (1986), points out that the fit between business unit strategy and the internal organization of multi-business companies does have an effect on business unit performance.

2.4.2 Communications Challenge

Forman and Argenti (2005), rightly note that, “although an entire discipline is devoted to the study of organizational strategy, including strategy implementation; little attention has been given to the links between communication and strategy.” They also note that business communication researchers have become increasingly interested in the contribution of corporate communication to a company’s ability to create and inseminate its strategy in the last decade.

Aaltonen and Ikavalko (2001) have stated that the amount of strategic communication in most organizations is large with both written and oral communication being used in form of top down communications. However, a great amount of information does not guarantee understanding and there is still much to be done in the field of communicating strategies. According to Wang (2000), communication should be two way so that it can provide information to improve understanding and responsibility and to motivate staff. Also they argue that communication should not be seen as a one-off activity throughout the implementation process. In many cases it is not so and therefore communication still remains a challenge to strategy implementation process.
2.4.3 Coordination of Activities

A study by Okumus (2003), found that the main barriers to the implementation of strategies include lack of coordination and support from other levels of management and resistance from lower levels and lack of or poor planning activities. Meldrum and Atkinson (2008) found out a number of implementation pitfalls such as isolation, lack of stakeholder commitment, strategic drift, strategic weakening, strategic separation, failure to understand progress, initiative fatigue, impatience, and not celebrating success.

Sterling (2003), identified reasons why strategies fail as unanticipated market changes; lack of senior management support; effective competitor responses to strategy; application of insufficient resources; timeliness and distinctiveness; lack of focus; and bad strategy/poorly conceived business models. When activities are not well coordinated in terms of proper planning, scheduling and allocation it results to poor output compared to expected results.

2.4.4 Resource Insufficiency

Resource insufficiency is another common strategy implementation challenge. This may be as a result of lack of resources which include financial and human or indivisibility of resources. Established organizations may experience changes in the business environment that can make a large part of their resource base redundant resources, which may be unable to free sufficient funds to invest in the new resources that are needed and their cost base will be too high (Johnson and Scholes, 2002).

Before any strategy can be implemented, it must be clearly understood. Clear understanding of a strategy gives purpose to the activities of each employee and allows
linking whatever task is at hand to the overall organizational direction (Byars, 2006). Lack of understanding of a strategy is one of the obstacles of strategy implementation (Aaltonen and Ikavalko, 2001). They point out that many organizational members typically recognize strategic issues as important and also understand their context in generic terms.

2.4.5 Organizational Culture

Cultural impact under estimation is yet another challenge to strategy implementation. The implementation of a strategy often encounters rough going because of deep rooted cultural biases. This causes resistance to implementation of new strategies especially in organizations with defensive cultures. This is because they see changes as threatening and tend to favor “continuity” and “security” (Wang, 2000). It is the strategy maker’s responsibility to choose a strategy that is compatible with the “sacred” or unchangeable parts of prevailing corporate culture.

Creating an organization’s culture, which is fully harmonized with implementation plan, offers a strong challenge to the strategy implementation leadership abilities. Aosa (2002), observes that lack of compatibility between strategy and culture can lead to high organizational resistance to change and de-motivation, which can in turn frustrate the strategy implementation. Organizations that have good company culture among their staff, for instance a corruption free culture and with high integrity are usually seen to perform better in terms of profitability than those Organizations associated to bad company culture.
2.4.6 Commitment of Implementing Staff

Shared understanding without commitment may result in “counter effort” and negatively affect performance (Wooldridge and Floyd, 1989). Guth and MacMillan (1986), assert that the shared understanding of middle management and those at the operational level to the top may fail if the strategy does not enjoy support and commitment by the majority of employees and middle management. This may be the case if they were not consulted during the development phase (Heracleous, 2000). Involvement and commitment should also be developed and maintained throughout the implementation process. If middle and lower level managers and key subordinates are permitted to be involved with the detailed implementation planning, their commitment is likely to increase.

Floyd and Wooldridge (2002), label the gulf between strategies conceived by top management and awareness at lower levels as “implementation gap”. They define strategic consensus as the agreement among top, middle-, and operating-level managers on the fundamental priorities of the organization. Consensus, in their approach, has four levels: strong consensus, blind devotion, informed skepticism and weak consensus. Floyd and Wooldridge argue that strong consensus exist when managers have both, a common understanding of, and a common commitment to their strategy.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter details how this study was carried out. It covers design adopted to conduct the study, how data was collected and eventual analysis of the data in order to generate research findings and recommendations.

3.2 Research Design

The study was carried out through a case study design where the unit of study was Nairobi City County and with main objective of finding out challenges experienced during strategy implementation. These challenges were retrieved from a questionnaire that was administered to experienced and top management staff within NCC.

The researcher chose this design because it was most appropriate for a detailed, in-depth analysis for such a single unit of study. Case study research design provides very focused and valuable insights to phenomena that may otherwise be vaguely known or understood. The design enables the researcher not only to establish factors explaining phenomena but also unearth underlying issues and trends (Kothari, 1990). The case study approach which was attributed to in-depth interrogation, was a success in this study because expectation of the researcher to achieve desired objectives of study were positively achieved through it.
3.3 Data Collection

The study made use of both primary and secondary data. Primary data was obtained from managers at Nairobi City County using an interview guide. The interview guide was used to solicit data on challenges in the County and responses thereto. The study targeted seven top managerial employees in Nairobi City County drawn from various ministries. These ministries were Public Service Board, Accounts, ICT, Legal Affairs, Lands, Physical planning & Housing, Roads Public Works & Transport and Supply Chain Management.

The interview guide was administered through personal interviews which allowed further probing. The secondary data was obtained from County’s Strategic Plan Papers and other relevant documents about the County. This involved review of these relevant documents and the current County’s strategic plan paper, 2015. These respondents provided the required information because they were better placed and their roles was to ensure that they positioned Nairobi City County favorably within rapidly and unpredictable changing environment through instituting appropriate timely responses.

3.4 Data Analysis

Both primary and secondary data were qualitative in nature. Content analysis was adopted to analyze the data that was collected from the six managers who responded to the questionnaires. According to Nachmias (1996), Content analysis is a technique for making inferences by systematically and objectively identifying specified characteristics or theme of data collected and inferences drawn from the data and then using the same to relate trends.
The data obtained from the six respondents was extracted, summary of the results obtained, inferences was drawn from these data. Then researcher prepared a summary of the findings, conclusion and recommendation to allow comparison to the literature review for any consistencies and inconsistencies or establish areas of agreement and disagreement. These comparisons were discussed in chapter five of this research project.
CHAPTER FOUR

DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents the result of the analysis of data collected through interviews targeting 7 managers drawn from various Sectors in departments. They included the Assistant County Engineer, Senior clerk-Administration, CO-Accounts, CO-ICT, Assistant Director-legal and Senior Planner. The data was analyzed using content analysis based on meanings and implications emanating from respondents information and documented data.

4.2 Background information

The respondent’s demographic characteristics were established based on the number years worked for the County and their designation.

4.2.1 Response Rate

From the targeted 7 respondents in managerial position in the County 6 of them were available to undertake the interview and this made a response rate of 80%. Due to vast experience from the 6 respondents the study achieved its purpose of outlining challenges that affect strategy implementation within the County.

4.2.2 Vision, Mission and Core Values

From the current strategy plan for the County it was observed that its vision was “To be recognised as one of the most attractive cities of the world”. This was to be evaluated on the
basis of the following components: Level of coordination in development of the city, quality of service delivery, economic activity, high quality of life, aesthetic value of architecture and a beautiful city. The vision was to respond to challenges and focuses on the future the county would like to create (County Strategic plan, 2015).

Whereas the mission statement was stated as “To facilitate coordinated development and improved service delivery to stimulate economic activity, high quality of life and become one of the most attractive cities of the world”. It was also noted that the mission statement included key elements necessary to guide the operations of the county as follows: its core purpose which is to facilitate coordinated development and improved service delivery, whereas the intended outcomes would be to improve economic activity and high quality of life. Hence the link to the vision was to become one of the most attractive cities of the world (County Strategic plan, 2015).

Core values of the County were observed to be as follows:

i. To act with integrity at all times - truthfulness, uprightness, doing what is right whether being watched or not and whether it is beneficial to one or not.

ii. Responsibility and accountability - passion and commitment, responsiveness, deliver results.

iii. To demonstrate professionalism - doing what is right in accordance with one’s professional training and ethics, having foresight and recognise that decisions taken today will impact on the future.

iv. Inclusiveness - embracing teamwork and partnerships, being open and respectful.
v. To focus on the client/stakeholder - understanding and focusing on client/stakeholder needs and deliver the expected results (County Strategic plan, 2015)

4.2.3 Key Result Areas (KRAs)

The county has outlined 7 key results areas that require various strategies to overcome current service delivery bottlenecks and contribute to its Mission. These KRAs are as follows: To rationalise the legal framework, Change management, capacity building and responsive systems, Resource mobilisation and improved financial management, Partnerships with stakeholders and image building, Decentralisation of service delivery, Management of the City’s development and Results-based management for improved service delivery. (County Strategic plan, 2015).

4.3 Strategies implemented by NCC

As per current strategic plan for the County, there are various strategies formulated and subsequently implemented in line with the goals for the above discussed KRAs to aid in achieving the County’s vision, mission and core values. Some of these goals and their corresponding strategies are discussed below.

4.3.1 Transformed County leadership

This was to be achieved through a well defined KRA, goal, strategic objective and strategic actions as follows: The KRA was to include change management, capacity building and responsive systems to staff and a goal to have County leadership
transformed, attitudes aligned and trust enhanced. Strategic objective was to create a visionary, focused and visionary leadership.

Strategic actions adopted to achieve these includes: Sensitization/Internalisation of the vision, mission and values of the County and equipping leaders with core leadership and accountability skills including strategic management and transformative leadership through training. Appendix 1 which is an extract from County Strategic Plan Paper, 2015 summarizes the corresponding Key Result Area, goal, strategic objective, strategic actions planned, unit of measure for these strategic actions, service delivery targets in terms of years, resources required and responsible offices.

### 4.3.2 Effective Organizational Structure

This was to be achieved through a well defined KRA, goal, strategic objective and strategic actions as follows: The KRA was to include change management, capacity building and responsive systems to staff, and a goal to have Organization structure together with HRM systems well aligned to effectively meet stakeholders’ needs. Strategic objective was to develop and implement an Organisation structure that is aligned to the County Mission and responsive to stakeholder needs.

Strategic actions adopted to achieve these includes: To review of existing organization structures, to implement recommendation of organization review (including placements), to develop a comprehensive staff list, to undertake a comprehensive staff audit and to undertake a job evaluation. Appendix 2 which is an extract from County Strategic Plan Paper, 2015 summarizes the corresponding Key Result Area, goal, strategic objective, strategic actions planned, unit of measure for these strategic actions, service delivery targets in terms of years, resources required and responsible offices.
4.3.3 Rationalized and motivated work force

This was to be achieved through a well defined KRA, goal, strategic objective and strategic actions as follows: The KRA was to include change management, capacity building and responsive systems to staff, and a goal to have a rationalised and motivated work force. Strategic objective was to develop an optimum staff establishment for the County.

Strategic actions adopted to achieve these includes: Reviewing existing staff establishment, develop implementation plans for staff rationalization, implement rationalization recommendations, to institutionalize participatory decision making in internal County planning, review the salary and grading structure to match industry/market, improvement of work environment including retooling. Appendix 3A & 3B which is an extract from County Strategic Plan Paper, 2015 summarizes the corresponding Key Result Area, goal, strategic objective, strategic actions planned, unit of measure for these strategic actions, service delivery targets in terms of years, resources required and responsible offices.

4.3.4 All stakeholders to embrace change

This was to be achieved through a well defined KRA, goal, strategic objective and strategic actions as follows: The KRA was to include change management, capacity building and responsive systems to staff, and a goal to allow all stakeholders embrace change. Strategic objective was to disseminate strategic plan and build case for change.

Strategic actions adopted to achieve these includes: To communicate contents of the strategic plan to both internal and external stakeholders, strengthen the commitment of
key players to the change process through identification of clear objectives, have a dedicated team and managing the impact, to implement a change management training at County and departmental level and to monitor the progress and changes in perception resulting from implementation of programme. Appendix 4 which is an extract from County Strategic Plan Paper, 2015 summarizes the corresponding Key Result Area, goal, strategic objective, strategic actions planned, unit of measure for these strategic actions, service delivery targets in terms of years, resources required and responsible offices.

### 4.3.5 Resource mobilization and financial management

This was to be achieved through a well defined KRA, goal, strategic objective and strategic actions as follows: Both KRA and the goal were defined to achieve resource mobilization and financial management in their operations. Strategic objective was to implement an effective and efficient debt management system.

Strategic actions adopted to achieve these includes: To computerize systems to capture all County debtors, to have a proper records of County debtors analyzed and aged and use Legal structures to enhance debt collection. Appendix 5 which is an extract from County Strategic Plan Paper, 2015 summarizes the corresponding Key Result Area, goal, strategic objective, strategic actions planned, unit of measure for these strategic actions, service delivery targets in terms of years, resources required and responsible offices.

### 4.3.6 Zero tolerance to corruption

This was to be achieved through a well defined KRA, goal, strategic objective and strategic actions as follows: The KRA was to achieve resource mobilization and financial management in their operations, and a goal to achieve zero tolerance for corruption
within the County. Strategic objective was to internalize the virtue of integrity and other core values amongst all departments.

Strategic actions adopted to achieve these includes: To disseminate the core values of the County (including integrity), to encourage technical staff to enroll in relevant (self regulated) professional bodies, to monitor changing perceptions on corruption, to sensitize County stakeholders on dangers of corruption, to identify and seal any loopholes in County operations that encourage the vice through streamlining systems and procedures and to prosecute staff engaged in corrupt practices. Appendix 6A & 6B which is an extract from County Strategic Plan Paper, 2015 summarizes the corresponding Key Result Area, goal, strategic objective, strategic actions planned, unit of measure for these strategic actions, service delivery targets in terms of years, resources required and responsible offices.

4.3.7 Effective monitoring and evaluation of service delivery

This was to be achieved through a well defined KRA, goal, strategic objective and strategic actions as follows: The KRA was to embrace a Result Based Management for improved service delivery, and a goal to achieve an effective monitoring and evaluation. Strategic objective was to have an effective and efficient monitoring and evaluation of service delivery.

Strategic actions adopted to achieve these includes: To develop Results Based Management and Accountability (RMAF) Framework for monitoring and evaluation, to develop Performance Monitoring Measurement, Evaluation and Reporting Strategy and to prepare quarterly monitoring reports. Appendix 7 which is an extract from County
Strategic Plan Paper, 2015 summarizes the corresponding Key Result Area, goal, strategic objective, strategic actions planned, unit of measure for these strategic actions, service delivery targets in terms of years, resources required and responsible offices.

4.3.8 Safe and secure environment for all

This was to be achieved through a well defined KRA, goal, strategic objective and strategic actions as follows: The KRA was to embrace a Result Based Management for improved service delivery, and a goal to achieve a safe and secure environment for all. Strategic objective was to install security lighting systems to enhance security.

Strategic actions adopted to achieve these includes: To rehabilitation and maintenance of existing public and street lighting installation, to install new public and street lights and to embrace green energy system (solar lighting) for lighting. Appendix 8 which is an extract from County Strategic Plan Paper, 2015 summarizes the corresponding Key Result Area, goal, strategic objective, strategic actions planned, unit of measure for these strategic actions, service delivery targets in terms of years, resources required and responsible offices.

4.4 Challenges of strategy implementation at NCC

The study inquired on how strategy implementation challenges affect the implementation process of various areas in the County.

4.4.1 Organization structure

Majority of the respondents identified gaps in organization structure which was posed as a factor that highly pose challenges to strategy implementation process. The study
revealed that structure provides overall framework for strategy implementation, it is not in itself sufficient to ensure successful execution.

From the respondents, it was established that NCC has a structure with lots of bureaucracy which slows down implementation of strategy in all departments. The top down structure and chain of command became more bloated when NCC was incepted from the defunct CCN. Within the organizational structure, individuals, groups and units are the mechanisms of organizational action, and the effectiveness of their actions is a major determinant of successful implementation.

### 4.4.2 Organizational culture

Aspect of organizational culture was also mentioned by the respondents. They cited that culture is a set of important assumptions (often unstated) that members of an organization share in common. These shared assumptions (beliefs and values) among members of an organization set a pattern for activities, opinions and actions within that firm.

The study revealed that a bad culture in an Organization leads to poor performance. Some of these bad cultures mentioned by the respondents were abetting corruption at work, reporting to work while drunk, lack of respect to seniors, reporting to work late, absconding of work, careless driving, lack of self drive and driving while drunk, among others.

### 4.4.3 Technological advancement

Fast changing technology was also cited as a challenge because the County was not at par with the current trends in terms of technological advancement. It was also noted that most
departments were not well networked in terms of ICT. The study revealed that this rapid change in technology is a factor that highly poses challenges to the strategy implementation process.

It was noted that County had started to embrace current technology, for instance introduction of e-pay for services like parking fees, land rates, market cess fees among others. This is still experiencing lots of challenge during implementation due to long systems downtime and lack of good will from most of the implementing officers.

4.4.4 Leadership style

Respondents cited that style of leadership can become a factor that leads to challenges in strategy implementation process. It was noted that without the right leadership in an Organization, it leads to employees being skeptical of vision and mission of the Organization and distrustful of management.

The study revealed that full authoritative style of leadership in the County set up would not achieve better results than moderate leadership styles. Another problem is when management style is not appropriate for the strategy being implemented, for instance the “entrepreneurial risk taker may be an ideal candidate for a strategy involving growth, but may be wholly inappropriate for retrenchment” (Reed and Buckley, 1988).

4.4.5 Commitment of implementing staff

Most respondents cited that most implementers of strategy at the County especially from short term and operation level, have a culture of not putting in lots of efforts to achieve their operational objectives which adversely affects their overall strategic objectives. This
actions involves staff not achieving their daily allocated works due to lack of self drive and commitment to work, absconding of work after allocation of daily duties, leaving your workstation early to attend to personal issue, among others.

Most leaders in NCC struggle to create a balance between managing their own businesses and addressing needs to serve the people. This aspect of lack of commitment leads to poor service delivery. The study revealed that this leads to poor provision of services, loss of revenue and lack of public trust especially on the timely delivery of services.

4.4.6 Lack of sufficient resources

Aspect of sufficient resources to undertake strategic actions was also cited by respondents in the study. The study noted that County has a well structured budget but it falls short during implementation because of availability of funds. The respondents also cited that the County looses lots of revenue due to corrupt officers who don’t remit all their collection to the County as expected. This adversely affects running of the County because most line items in the budget are deferred due to lack of sufficient funds.

Hence, although budgeting systems are a powerful tool for communication, they have limited use in the implementation of strategies as they are dominated by monetary based measures and due to their size and the game playing associated with budget setting “it is possible for the planning intent of any resource redistribution to be ignored” (Reed and Buckley, 1988). The study therefore revealed that lack of sufficient resources affects adversely the implementation of strategy in an organization.
4.4.7 Under estimating time required to implement strategy

Under estimating time spent during implementation of strategy was also cited by various respondents as a challenge in strategy implementation. The time spent to implement any strategy was seen to be much longer than it was anticipated during strategy formulation. Respondents attributed this to lack of involvement of strategy implementers by the strategy formulators’ during crafting of these strategies. This was also attributed to unforeseen factors like political interference, lack of appropriate equipment as and when required.

According to Alexander (1985), one of the most frequently occurring strategy implementation problems include underestimating the time needed for implementation due to some problems that surface during the process that had not been anticipated, for instance uncontrollable factors in the external environment that has an adverse impact.

4.4.8 Communication barrier

Most respondents cited that communication was also a barrier in this process of implementation of strategy in the County. These involved lack of proper understanding of the formulated strategies by the implementer which was cited as a hindrance to smooth implementation of strategies. This was because during formulation of strategy most of the implementers of strategies were not involved as required for smooth implementation.

The study revealed that change process should encourage open discussion of barriers to effective strategy implementation and adaptation. All impediments to strategy should be taken into account and the most reliable way to get the best information is to include the largest possible number of the organization’s members into the discussion.
4.4.9 Resistance to change

The study revealed that resistance to change or ineffective change agents in the Organization can affect implementation of strategy. Successful management of strategy implementation requires thoughtful planning on the part of change leaders and the involvement of those to be affected by it. A common challenge to strategy implementation is resistance from those who feel that the implementation is being forced on them. According to Chapman (2005), introducing change in an environment characterized by such resistance renders the change hardly achievable. This is because a change in the ‘status quo’ normally creates some apprehension on the part of those who have not fully appreciated the change outcomes and their implications.

Strategy implementation scholars have argued that this resistance is sometimes driven by factors other than the change itself, including the anxiety regarding expected outcomes. In this respect, resistance is merely an indicator of underlying challenges which need to be addressed by implementation leaders. Management can use the nature of the resistance as an indicator of the underlying problems rather than inhibiting it at once (Burnes, 1998).

4.4.10 Political interference

The study established that the County was experiencing lots of pressure during operations of works from political arm which includes Members of County Assemblies (MCAs). The MCAs were cited to affect daily operations and project implementation by interfering with scheduled planned work programs by implementing officers and project
schedules. This was cited to affect smooth implementation of strategic actions that were planned to enable timely achievement of specific objectives.

From responses received it was noted that this problem was affecting all sectors in the County and therefore drastic measures were necessary to prevent the political arm from interfering with the implementation arm which usually consist of professionals. Most respondent predicted that without this interference the strategies could have been implemented smoothly and timely.

4.5 Discussion

The study aimed at establishing strategies implemented at Nairobi County and various challenges facing the implementation of these strategies. The study indeed established from its current County Strategic paper that there were various strategies implemented by the County in which a few were highlighted in this report. It also established that the County experiences various challenges during implementation of these strategies.

On the objective of establishing strategies implemented by the County, the study established that County has well crafted vision, mission, core values and KRAs as framework during its main purpose of service delivery for now and in the future. On the strategy of transforming County leadership, the study established that various strategic actions were adopted to enable realization of such a goal as discussed in part 4.3.1. This means that the County is on course to achieve its objective of having a transformed leadership which would spearhead its vision and mission. For effective organization structure, the study established that strategic actions were in place to enable achievement
of such a goal as discussed in part 4.3.2. This means that the County has all intentions to adopt an effective organization structure that is efficient and effective.

County has a strategy to have a rationalized and motivated work force where well crafted strategic actions are adopted to achieve this goal as discussed in part 4.3.3. Therefore the County has intentions to motivate their staff to boost their morale which usually has a direct effect on performance. On Strategy of ensuring that all stakeholders embrace change in the County, this has been broken down into a number of strategic actions which cater for both internal and external stakeholders as discussed in part 4.3.4. This generally means that the County understands the importance of stakeholders in change management which is an important aspect in strategy implementation. For the strategy of resource mobilization and financial management, it was established that County has various strategic actions to achieve the goal as discussed in part 4.3.5. This means that the County is aware that with proper automation of records and financial management it would result to better performance.

Zero tolerance to corruption is another strategy in the County. It was established that various strategic actions have been adopted to achieve this goal as discussed in part 4.3.6, which means that the County has good intentions to eradicate a bad culture of corruption among their staff members. County has a strategy of effective monitoring and evaluation of service delivery in which various strategic actions have been adopted to achieve the goal as discussed in part 4.3.7. This means that the County is fully aware that monitoring and evaluation is a key component when it comes to strategy implementation process. For the strategy of a safe and secure environment for all, it was established that various strategic actions were adopted by the County as discussed in part 4.3.8. This means that
the County is appreciating the importance of lighting up the city to enable a 24 hours working economy as envisioned in our vision 2030.

On the objective of challenges of strategy implementation, the study established that organization structure adopted by the County was inhibiting the process on strategy implementation because of bureaucracy as discussed in 4.4.1. This means that the County is affected by these bureaucracies which slow down implementation of their strategic plans. A bad Organization culture in the County was also a challenge that was established in the study as discussed in part 4.4.2. This means that the County is adversely affected by bad culture which imparts negatively to the process of strategy implementation. The study established that fast technological advancement in ICT was a challenge to the County as discussed in part 4.4.3. This means that the County is lagging behind in terms of technology and which affects implementation of some of its strategy.

Leadership style was also another challenge established in the study, where full authoritative style of leadership was not the best for County administration, as discussed in part 4.4.4. This means that some of the County leaders use authoritative style of leadership which imparts negatively to implementation of strategy. The study established that commitment of implementing staff was also a challenge to the County as discussed in part 4.4.5. This means that some County officers are not fully committed in whatever they are doing and this really affects implementation of strategy. Lack of sufficient resources was another challenge established by in this report as discussed in part 4.4.6. This means that the County suffers a lot in terms of lack of funds to achieve their budget which affects adversely the implementation of strategy.
The study also established that under estimating time required to implement strategy was another challenge in the County as discussed in part 4.4.7 this means that the County is affected by poor forecast and setting up contingency measures which really affects implementation of strategy. Communication barrier was also established as a challenge during implementation of strategies in the County as discussed in part 4.4.8. This means that the County is adversely affected by not involving all stakeholders during strategy formulation. The study also established that resistance to change was a challenge during implementation of strategy as discussed in part 4.4.9. This means that the County is adversely affected by resistance to change within its staff which eventually slows down the process of implementation of strategy.

From the foregoing discussion, these results of the study are consistent with both theories that were anchored in our study, which is Open system theory and Agency theory. Therefore the results help to support the said theories in terms of their predictions and consistency. These results also compares well with other empirical studies done by other scholars as discussed in part 1.2 research problem.
CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the findings, Conclusion, recommendations, limitation of study and suggestions for further studies.

5.2 Summary of findings

Information from the six (6) respondents out of the seven (7) was adequate to enable the study to achieve its objectives. This represented 80% response rate which was within allowable response rate. County strategic plan paper, 2015 was used as secondary data in this study. This provided insights about the County’s vision, mission, core values and strategies implemented.

The study found out that the vision for the County was “To be recognised as one of the most attractive cities of the world”. This was found to be well anchored according to their strategic goals. Mission which was revealed as “To facilitate coordinated development and improved service delivery to stimulate economic activity, high quality of life and become one of the most attractive cities of the world”. Researcher also found that this mission was well crafted and with specific actions to achieve the said vision. Core values set out by the County included integrity to staff, responsibility and accountability, professionalism, inclusiveness and focus to client/Stakeholders.
It was also found out that the County has outlined 7 Key Results Area (KRA) that required appropriate strategic plans and actions to overcome challenges when undertaking implementation of set out strategies. These areas are legal, service delivery, development, capacity building and management of change, finance, result based. On strategy implemented by the County, the study found out that there were various strategies set out by the County.

On strategy implemented the study found out that indeed there were various strategies set out in their County strategic plan paper 2015. These strategies are well formulated to correspond with their strategic objectives. An extract from County strategy plan paper, 2015 were annexed as Appendices to support these findings. These extract were tables highlighting Key Result Areas (KRAs) which were broader areas that required strategic plans and actions to achieve specific goals. A specific goal alongside each KRA was adopted and a strategic objective anchored to achieve each goal also indicated.

The study found out that strategic actions adopted were SMART, that is Specific, Measurable, Actionable, Realistic and Timely as illustrated from Appendices 1 to 8. In that case, the unit of measure indicates how these strategic actions are measurable, while duration of years planned to implement these strategies proved that they are timely. Resources allocated against each strategic action indicated that they are realistic whereas being actionable was proved by the responsible offices/officers assigned to each strategic action to implement it. The study found out that, the County has only managed to implement 50% of all their strategies in the last 3 years. This was below the expected 75% for that period.
Further the study established that most Sectors in the County were experiencing similar challenges. Organizations structure was mentioned as an impediment to smooth running of operations due to bureaucracies involved. A bad Organizations culture in the County was also attributed to poor performance in terms of service delivery. Lack of embracing technology was also noted as slowing down service delivery at various stages of implementation. Authoritative style of leadership was not favorable in the County set up and therefore it was mentioned as an impediment to smooth running of strategy implementation process because it was found to scare middle and subordinate staff during implementation. The study also found out that other staff were not committed to implementing these strategies and was noted as an impediment to the process of implementation of strategies.

Lack of sufficient resources was also seen a challenge because planned resources were not matching actual resources availed to undertake the specific strategies by a big difference. Lack of good planning in terms of estimating time to be spent to implement a strategy was also noted as a challenge. The large time difference between time planned and actual time spent was really slowing down the process of implementation of strategies. Communication barrier was also a challenge because it was found out that in the County, top management team were responsible for strategy formulation but no elaborate involvement, training and sensitization done to middle and lower management teams who are responsible of implementation of these strategies. This aspect was seen to slow down strategy implementation process. The study also established that resistance to change in some staff was impacting negatively to the process of implementation of
strategies in the County. This was attributed to lack of proper involvement, training and sensitization during strategy formulation.

Political interference was also mentioned as a challenge because managers and other implementers were affected by political forces from politicians in the County. This interference was seen to slow down processes of operations and eventually impacted negatively to implementation of strategies.

5.3 Conclusion

This study was a success because all objectives of the study were achieved. The first objective which was to establish strategies implemented and the extent in which they have been implemented in County, was well illustrated by the secondary data from County Strategic plan paper, 2015. It observed that the County has well formulated strategies which correspond to SMART strategic actions meant to champion their way in achieving their mission and vision.

For the second objective, which was to determine challenges faced by the County in strategy implementation, was also well retrieved from the six respondents via a detailed interview guide. It was noted that the County experiences lots of challenges during implementation of strategies both from within and outside the organization in last 3 years. It was observed these challenges affected greatly the extend of strategy implementation which was cited as only 50%. From the foregoing, it was concluded that even with good formulate strategies but without proper implementation mechanism, specific objectives of these strategies may not be achieved as expected.
5.4 Recommendations

The study recommends that during strategy formulation more consultation and involvement should be embraced to allow all cadres of staff to participate. This would have an effect of all staff owning up these strategies and hence smooth running during implementation. A more lean organizational structure should be adopted to minimize bureaucracies. Proper mechanism to swipe out bad culture including sensitization of staff, proper training and punishment should be adopted. The County should also embrace current technological innovations in various fields to improve service delivery.

Proper remuneration to staff should be considered to enable them remain committed and motivated when undertaking their duties and to avoid conflict of interests at work. Revenues should be well managed in terms of collection and budgeting to enable maximum benefits to be achieved. Proper contingency and mitigation measures should be put in place to cater for unforeseen factors during implementation of strategy. The County should come up with a proper legal framework that clearly outlines jurisdiction of political arm to deter them from interfering with implementation of strategies.

5.5 Limitation of Study

The study was focused on 7 top managers at the County who were best placed to identify challenges during implementation of strategies but only 6 respondents positively. The respondents being busy with their busy schedule, it was a challenge for them to create time for the researcher to administer the interview guide, hence the researcher took a longer time than anticipated to interview all respondents which delayed the study.
Some of questions in the interview guide were not responded to by the six respondents because some were afraid of victimization and hence some questions were left unanswered. The researcher also encountered problems in eliciting information from some respondents as others were not willing to elaborate much further.

5.6 Suggestions for further studies

The researcher recommends that a similar research should be done for the other 46 Counties in Kenya. This would enable scholars to compare and contrast these findings to other the Counties and make appropriate conclusion and recommendation. It is also recommended that a study to be carried out on the effects of challenges experienced in an Organization during strategy implementation to its overall performance. The researcher also recommends a study should be done on factors that affect strategy implementation in County governments.

Since the environment in which Counties operate is very dynamic and unpredictable, a similar study could be done at the end of County’s 5 years term, that is in March, 2018 to determine the status of both the extent of strategies implemented and challenges experienced during strategy implementation. This information would give insights to the direction in which County governments are heading in terms of embracing strategic management.
REFERENCES


Thompson, A. A. and Strickland, A. (2003), Strategic Management Concept and Cases edition, New York, USA.


APPENDICES

APPENDIX 1

STRATEGIES TO ACHIEVE TRANSFORMED COUNTY LEADERSHIP

<table>
<thead>
<tr>
<th>2.0 Key Result Area</th>
<th>Change management, capacity building and responsive systems</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Goal</td>
<td>County leadership transformed, attitudes aligned, and trust enhanced</td>
</tr>
<tr>
<td>2.1.1 Strategic objective</td>
<td>To create visionary, focused and visionary leadership</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Service delivery targets</th>
<th>Resources</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unit of measure</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Yrs 1-2</td>
<td>Yrs 3-4</td>
<td>Yr 5</td>
</tr>
<tr>
<td>Sensitization/Internalisation of the vision, mission and values of the county</td>
<td>No. of sessions held</td>
<td>45</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>1-2</td>
<td>3-4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>2,000</td>
<td>3,000</td>
<td>3,000</td>
</tr>
<tr>
<td>Equip leaders with core leadership and accountability skills including strategic management and transformative leadership through training</td>
<td>No. of seminars</td>
<td>21</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>No. of officers and MCAs trained</td>
<td>-</td>
<td>300</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>1,100</td>
<td></td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>1,100</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>

Source-County Strategic Plan Paper, 2015
# APPENDIX 2
## STRATEGIES TO ACHIEVE EFFECTIVE ORGANISATION STRUCTURE

<table>
<thead>
<tr>
<th>Key Result Area</th>
<th>Change management, capacity building and responsive systems</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal</strong></td>
<td>Organisation structure and HRM systems aligned to strategic/mandate effectively meet stakeholder needs</td>
</tr>
<tr>
<td><strong>Strategic objective</strong></td>
<td>To develop and implement an organisation structure that is aligned to the County Mission and responsive to stakeholder needs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Service delivery targets</th>
<th>Resources</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review of existing organization structures</td>
<td>Revised structure</td>
<td>Unit of measure</td>
<td>Yrs 1-2</td>
</tr>
<tr>
<td>Implement recommendation of organization review (including placements)</td>
<td>Recommendation implemented (%)</td>
<td></td>
<td>30%</td>
</tr>
<tr>
<td>Develop a comprehensive staff list</td>
<td>Staff list document</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Undertake a comprehensive staff Audit</td>
<td>No of employees audited</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Undertake a job evaluation</td>
<td>Departmental job evaluation report</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: County Strategic Plan Paper, 2015
APPENDIX 3A
STRATEGIES TO ACHIEVE RATIONALISED AND MOTIVATED WORK FORCE

<table>
<thead>
<tr>
<th>2.0 Key Result Area</th>
<th>Change management, capacity building and responsive systems</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.3 Goal</td>
<td>A rationalised and motivated work force</td>
</tr>
<tr>
<td>2.3.1 Strategic objective</td>
<td>To develop an optimum staff establishment</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Service delivery targets</th>
<th>Resources</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review existing staff establishment</td>
<td>% of completion optimal staffing report</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Develop implementation plans for staff</td>
<td>Rationalisation plan/report</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>rationalization</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implement rationalization recommendations</td>
<td>No. of departments/sections rationalised</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No. of departments/sections rationalised (%)</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>-</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>-</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source-County Strategic Plan Paper, 2015
### APPENDIX 3B

**STRATEGIES TO ACHIEVE RATIONALISED AND MOTIVATED WORK FORCE**

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Service delivery targets</th>
<th>Resources</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Key Result Area</strong></td>
<td>Change management, capacity building and responsive systems</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Goal</strong></td>
<td>A rationalised and motivated work force</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strategic objective</strong></td>
<td>To improve staff motivation and job satisfaction</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2.0 Key Result Area</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2.3 Goal</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2.3.2 Strategic objective</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Strategies

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Unit of measure</th>
<th>Yrs 1-2</th>
<th>Yrs 3-4</th>
<th>Yr 5</th>
<th>Yr 6</th>
<th>Yr 7</th>
<th>Total</th>
<th>Total cost (KShs m)</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review and update existing staff incentives and motivational schemes</td>
<td>Number of motivational schemes developed</td>
<td></td>
<td></td>
<td>3</td>
<td>2</td>
<td>9</td>
<td></td>
<td></td>
<td>DHRM</td>
</tr>
<tr>
<td>Improvement of work environment including retooling</td>
<td>Budget set aside for new equipment</td>
<td>2m</td>
<td>2m</td>
<td>4m</td>
<td>2m</td>
<td>2m</td>
<td>12m</td>
<td></td>
<td>DHRM/FO</td>
</tr>
<tr>
<td>Encourage informal discussion groupings/clubs</td>
<td>Number of groupings established</td>
<td>2</td>
<td></td>
<td>16</td>
<td>-</td>
<td>-</td>
<td>18</td>
<td></td>
<td>DHRM</td>
</tr>
<tr>
<td>To institutionalize participatory decision making in internal County planning</td>
<td>Number of departments adopting initiatives</td>
<td>All</td>
<td>All</td>
<td>All</td>
<td>All</td>
<td>All</td>
<td>All</td>
<td></td>
<td>DHRM/HODs</td>
</tr>
<tr>
<td>Implementation of equitable rewards system</td>
<td>Number of jobs reviewed/evaluated</td>
<td></td>
<td>All</td>
<td>-</td>
<td>All</td>
<td>All</td>
<td>All</td>
<td></td>
<td>DHRM</td>
</tr>
<tr>
<td>Review the salary and grading structure to match industry/market</td>
<td>Number of employees affected</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>50%</td>
<td>50%</td>
<td>100%</td>
<td></td>
<td>DHRM</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>19.5m</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: County Strategic Plan Paper, 2015
# APPENDIX 4
STRATEGIES TO ENABLE ALL STAKEHOLDERS TO EMBRACE CHANGE

<table>
<thead>
<tr>
<th>2.0 Key Result Area</th>
<th>Change management, capacity building and responsive systems</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.5 Goal</td>
<td>All stakeholders embrace change</td>
</tr>
<tr>
<td>2.5.1 Strategic objective</td>
<td>To disseminate strategic plan and build case for change</td>
</tr>
</tbody>
</table>

## Strategies

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Service delivery targets</th>
<th>Resources</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communicate contents of the strategic plan to both internal and external stakeholders</td>
<td>Number of sessions</td>
<td></td>
<td>DHRM</td>
</tr>
<tr>
<td></td>
<td>Yrs 1-2</td>
<td>Yrs 3-4</td>
<td>Yr 5</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>Strengthen the commitment of key players to the change process through identification of clear objectives, a dedicated team and managing the impact</td>
<td>Team in place</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Yrs 1-2</td>
<td>Yrs 3-4</td>
<td>Yr 5</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Implement a change management training at Sub-County and departmental level</td>
<td>Number of employees trained</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Yrs 1-2</td>
<td>Yrs 3-4</td>
<td>Yr 5</td>
</tr>
<tr>
<td></td>
<td>3,000</td>
<td>1,000</td>
<td>2,000</td>
</tr>
<tr>
<td>Monitor the progress and changes in perception resulting from implementation of programme</td>
<td>Number of baseline survey report on perception</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Yrs 1-2</td>
<td>Yrs 3-4</td>
<td>Yr 5</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source-County Strategic Plan Paper, 2015
APPENDIX 5
STRATEGIES TO EFFECT RESOURCE MOBILIZATION AND FINANCIAL MANAGEMENT

3.0 Key Result Area
Resource mobilization and financial management

3.1 Goal
Resource mobilization and financial management

3.1.2 Strategic objective
To implement an effective and efficient debt management system

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Service delivery targets</th>
<th>Resources</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unit of measure</td>
<td>Yrs 1-2</td>
<td>Yrs 3-4</td>
</tr>
<tr>
<td>Computerize systems to capture all County debtors</td>
<td>% of debtors captured</td>
<td>75</td>
<td>5</td>
</tr>
<tr>
<td>Have a proper records of County debtors analyzed and aged</td>
<td>% of debtors covered</td>
<td>75</td>
<td>5</td>
</tr>
<tr>
<td>Use legal avenue to enhance debt collection</td>
<td>Reduction in average collection period (days)</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source-County Strategic Plan Paper, 2015
## APPENDIX 6A

### STRATEGIES TO ENABLE ZERO TOLERANCE TO CORRUPTION AMONG STAFF

<table>
<thead>
<tr>
<th>3.0 Key Result Area</th>
<th>Resource mobilization and financial management</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.3 Goal</td>
<td>Zero tolerance for corruption within the County</td>
</tr>
<tr>
<td>3.3.1 Strategic objective</td>
<td>To internalise the virtue of integrity and other core values amongst all departments/other departments</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Service delivery targets</th>
<th>Resources</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit of measure</td>
<td>Yrs 1-2</td>
<td>Yrs 3-4</td>
<td>Yr 5</td>
</tr>
<tr>
<td>Disseminate the core values of the County(including integrity)</td>
<td>Number of sensitization sessions</td>
<td>5</td>
<td>-</td>
</tr>
<tr>
<td>Encourage technical staff to enrol in relevant (self regulated) professional bodies</td>
<td>Number of professionals enrolled</td>
<td>40</td>
<td>10</td>
</tr>
<tr>
<td>Monitor changing perceptions on corruption</td>
<td>Number of surveys</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

**Total**

Source-County Strategic Plan Paper, 2015
### APPENDIX 6B
STRATEGIES TO ENABLE ZERO TOLERANCE TO CORRUPTION AMONG STAFF

<table>
<thead>
<tr>
<th>3.0 Key Result Area</th>
<th>Resource mobilization and financial management</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.3 Goal</td>
<td>Zero tolerance for corruption within the County</td>
</tr>
<tr>
<td>3.3.2 Strategic objective</td>
<td>To reduce cases of corruption within the County</td>
</tr>
</tbody>
</table>

#### Strategies

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Service delivery targets</th>
<th>Resources</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unit of measure</td>
<td>Yrs 1-2</td>
<td>Yrs 3-4</td>
</tr>
<tr>
<td>Sensitize County stakeholders on dangers of corruption</td>
<td>Number of sessions /paid</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td>Identify and seal any loopholes in County operations that encourage the vice through streamlining systems and procedures</td>
<td>Number of procedures revised</td>
<td>5 priority areas</td>
<td>-</td>
</tr>
<tr>
<td>Prosecute staff engaged in corrupt practices</td>
<td>Number of cases</td>
<td>All</td>
<td>All</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source-County Strategic Plan Paper, 2015
## APPENDIX 7
STRATEGIES TO ENABLE EFFECTIVE MONITORING AND EVALUATION OF SERVICE DELIVERY

<table>
<thead>
<tr>
<th>7.0 Key Result Area</th>
<th>Results Based Management for improved service delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.3 Goal</td>
<td>Effective monitoring and evaluation</td>
</tr>
<tr>
<td>7.3.1 Strategic objective</td>
<td>Effective and efficient Monitoring and Evaluation of Service delivery</td>
</tr>
</tbody>
</table>

### Strategies

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Service delivery targets</th>
<th>Resources</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop Results Based Management and Accountability (RMAF) Framework for monitoring and evaluation</td>
<td>RMAF Monitoring and Evaluation</td>
<td>-</td>
<td>3m PSM</td>
</tr>
<tr>
<td>Prepare quarterly monitoring reports</td>
<td>Quarterly reports</td>
<td>-</td>
<td>3m PSM</td>
</tr>
</tbody>
</table>

Total cost (KShs m) 8m

Source-County Strategic Plan Paper, 2015
### APPENDIX 8
STRATEGIES TO ENABLE SAFE AND SECURE ENVIRONMENT FOR ALL

<table>
<thead>
<tr>
<th>7.0 Key Result Area</th>
<th>Result Based Management for improved Service delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.5 Goal</td>
<td>Safe and secure environment for all</td>
</tr>
<tr>
<td>7.5.3 Strategic objective</td>
<td>To install security lighting systems to enhance security</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Unit measure of</th>
<th>Service delivery targets</th>
<th>Resources</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rehabilitation and maintain existing public lighting installation</td>
<td>No. of lights/poles</td>
<td>Yrs 1-2</td>
<td>Yrs 3-4</td>
<td>Yr 5</td>
</tr>
<tr>
<td>Install new public lights</td>
<td>No. of lights/poles</td>
<td>-</td>
<td>-</td>
<td>23,740</td>
</tr>
<tr>
<td>Embrace green energy system (solar lighting) for lighting</td>
<td>No. of poles</td>
<td>-</td>
<td>-</td>
<td>2,275</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td>1,496m</td>
</tr>
</tbody>
</table>

Source-County Strategic Plan Paper, 2015
APPENDIX 9: Interview Guide

1. Interviewee’s managerial position: ___________________

2. Years worked with the Nairobi City County: ____________________________

3. Years in the current position: ____________________________

4. What is your role in the County’s strategic implementation process?

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

5. What are the factors that affect the implementation process in the Nairobi City County? Explain.

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

6. What are the challenges facing the implementation of strategies adopted by the Nairobi City County for effective revenue collection?

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

7. What are the challenges facing the implementation of strategies adopted by the Nairobi City County for effective service delivery?

………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………
8. What are the challenges facing the implementation of strategies adopted by the Nairobi City County for effective corruption eradication?

........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................

9. What are the challenges facing the implementation of strategies adopted by the Nairobi City County for smooth internal operations?

........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................

10. How are the challenges arising from existing political environment addressed?

........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................

11. How has the Nairobi City County been able to amend its strategy implementation process as per the challenges?

........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
12. Indicate by using a tick (✓) to what extent do you think the Nairobi City County has successfully implemented its strategy?

☐ 100%  ☐ 75%  ☐ 50%  ☐ 25%  ☐ 0%

Explain your answer............................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................

13. Suggest the possible solutions to the challenges faced by Nairobi City County in the Organization concept.
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..........................................................................................................................................................
..................................................................................................................................................