CHALLENGES OF STRATEGY IMPLEMENTATION IN MURANG'A COUNTY GOVERNMENT IN KENYA

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DECLARATION

This research project is my original work and has not been presented for examination in any other university.

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DEDICATION

This project is dedicated to my beloved parents Mr. & Mrs. David Gichuhi for their support and making it possible for me to get a good upbringing and the best education.

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ABSTRACT

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). Strategy implementation is the execution of plans both internally and externally so that the organization moves in the desired strategic direction. The research sought to find the challenges faced by Murang'a County Government and the measures taken to address these challenges. The county governments developed their County Integrated Development plans in line with the Kenya vision 2030. The study adopted a case study research design since the research context was one county. The study used both primary and secondary data. The respondents of the study included two county directors and six chief officers in the various departments. Primary data was collected through an interview guide. The data collected was analyzed using content analysis. The study findings reveal that the main challenges that face the implementation of strategy by the Murang'a County include lack of adequate resources in physical, financial and human capital. Recommendations provided that the County government should put in place measures to monitor and evaluate progress of the implementation process in order to avoid wastage of resources. Among the limitations of the study were time constraint and difficulty in accessing the required information. Some respondents were also unwilling to participate in the study as they feared being victimized. This impacted greatly on the research since the information accessed was limited. Devolution is still a new concept in Kenya and as County governments try to navigate through the system, more studies need to be done on the implementation of county integrated development plans. Comparisons ought to be done on how well the Kenya vision 2030 goals are incorporated into these plans. This will be help in identifying the key challenges facing county governments in implementing development plans.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Strategy implementation is the key to achieving an organization's goals. In order to be successful organizations need to effectively implement of strategies. Noble (1999) defines strategy implementation as 'the communication, interpretation, adoption and enactment of strategic plans' and it can be undertaken in a number of ways. It can also be said to be the sum total of all the activities and choices required for the execution of a strategic plan. During the process objectives, strategies, and policies are put into action through the development of programs, budgets, and procedures. Strategy formulation precedes implementation making implementation is a key part of strategic management. These two processes should be considered as two sides of the same coin. Hambrick and Cannella (1989) state "Without successful implementation, a strategy is but a fantasy".

Numerous 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). After the formulation of comprehensive strategies, significant difficulties are bound to deter the subsequent implementation process. Murang'a County has faced various challenges in strategy implementation.

Strategy implementation has basis on various theories among them stewardship theory, stakeholders theory, Mckinsey 7s, and strategy and structure proposition. Stewardship theory is about the employment relationship between two parties, the principal (owner) and the steward (manager) (Donaldson and Davis, 1991). It examines this relationship from a behavioral and a structural perspective. Stakeholders' theory is based on the premise that a firm's success is dependent on how well it relates with its employees, customers, suppliers and well as communities and financiers and others that can affect the realization of its purpose. Mckinsey 7s show that organizational immune systems and the many interconnected variables involved make change complex, and that an effective change effort must address many of these issues simultaneously. implies that the division of work, allocation of resources, and their subsequent integration work together in order to maximize performance on the organization's strategic choice. Strategy is thus a determinant of structure as well. The theories emphasize on the resources needed and the roles they play in order to effectively implement strategies.

1.1.1 Concept of strategy

Chandler, 1962 defines strategy as "the determination of an organization's long-term goals, then adopting courses of action and allocating resources necessary to achieve the goals". It can therefore be said to be a company's game plan on how to achieve its goals and objectives. It reflects a firm's awareness of how, when, and where it should compete. In order to come up with an effective strategy a firm needs to scan the environment both internal and external that it operates in. SWOT analysis helps in environmental scanning.

Strengths and weaknesses are internal to the organization. Structure, culture, and resources in an organization may be strengths or weaknesses depending on how they influence the quality of output in the firm. Opportunities and threats are external to the firm. They are industry factors in which the firm operates in.

A strategy is an integrated and coordinated set of commitment and actions designed to exploit core competencies and gain a competitive advantage. When choosing a strategy, firms make choices among competing alternatives as the pathway for deciding how they will pursue strategic competitiveness (McGregor, 2009). Firms often gain competitive advantage based on the strategies they adapt. A firm has a competitive advantage when it implements a strategy competitors are unable to duplicate or find too costly to try to imitate. A strategy helps the firm to maximize competitive advantage and minimize competitive disadvantage. Strategies are developed at the three levels of the organization. Corporate strategies are established at the highest levels in the firm, and they are long term in nature. Business strategies mainly focus on how to compete in a given business. Lastly, functional strategies deal with the activities of the different functional areas of the business such as finance, production, and marketing among others.

1.1.2 Concept of Strategy implementation

Noble, 1999 defines strategy as ‘the communication, interpretation, adoption and enactment of strategic plans’. Although formulating a consistent strategy is a difficult task for any management team, implementing it throughout the organization is even more difficult (Hrebiniak, 2006). When transitioning from strategy formulation to strategy implementation a shift in responsibility from strategists to divisional and functional managers is required.

Strategy implementation is a process by which policies and strategies are put into action through the development of procedures, programs, and budgets. The process might involve changes within the culture, structure, and/or management system of the entire organization (Wheelen & Hunger 2012). Management issues critical to strategy implementation include establishing annual objectives, devising policies, allocating resources, altering an existing organizational structure, developing a strategy supportive culture, restructuring and reengineering, revising reward and incentive plans, minimizing resistance to change, matching managers with strategy , adapting production operations processes, developing an effective human resources function, and, if necessary, downsizing. Management changes are necessarily more extensive when strategies to be implemented move a firm in a major new direction.

Managers and employees throughout an organization should participate early and directly in strategy implementation decisions. Their role in strategy implementation should be based on prior involvement in strategy formulation activities. Strategists' must genuinely show personal commitment to strategy implementation process. This is a necessary and powerful motivational force for managers and employees to reckon with. In most cases strategists are too busy to actively support strategy implementation efforts, and their lack of interest can be detrimental to organizational success (Wheelen & Hunger 2012). The objectives and strategies must be understood and clearly communicated throughout an organization. Significant external threats and opportunities should be clear besides answering all managers' and employees' questions. In order to achieve bottom up support, there should be top down flow of communication (Jones, 2008).

1.1.3 The Kenyan government structure

There are two levels of government in Kenya, the national government and the county governments. They are interdependent and distinct. The promulgation of the Constitution of Kenya 2010 marked a major milestone in the way the country is governed. It stipulated the dispersal of political power and economic resources from the centre in Nairobi to the grassroots in a process known as devolution. As a result 47 county governments and the Senate were established following the March 4, 2013, General Election as part of the implementation of devolution. Devolution was one of the major issues at the formation of the Constitution of Kenya Review Commission (CKRC) that was headed by Prof Yash Pal Ghai between 2000 and 2004.

The Constitution of Kenya Review Act 2000 required the CKRC to consider people's participation through the devolution of power, respect for ethnic and regional diversity and communal rights including the right of communities to organize and participate in cultural activities and the expression of their identities. It was to review the place of local government, the degree of the devolution of power to local authorities, and options for federal and unitary systems.

Majority of Kenyans who gave their views to the CKRC team demanded a devolved government to check widespread alienation due to the concentration of power in the national government. The feeling of being marginalized and neglected, deprived of resources and victimized for political or ethnic affiliations intensified the push for devolution. Areas that did not support the president were penalized in terms of development and resources and discriminated against.

There was particular resentment of the Provincial Administration, which was accused of abuse of powers bestowed upon its officers. The local authorities had failed to deliver services and had been turned into dens of corruption. This debate rekindled memories of the maneuvers that almost derailed independence after the Lancaster constitutional conference turned into a factional show down over whether Majimbo could been trenched in the Constitution. The number of counties is based on the delineation of administrative districts as created under the Provinces and Districts Act of 1992.

1.1.4 Murang'a County

Murang'a County is one of the five counties in Central region of the Republic of Kenya. It is bordered to the North by Nyeri, to the South by Kiambu, to the West by Nyandarua and to the East by Kirinyaga, Embu and Machakos counties. It lies between latitudes 0o 34' South and 107' South and Longitudes 36o East and 37o 27' East. The county occupies a total area of 2,558.8Km2.

Administratively, the county is divided into seven constituencies, namely, Kiharu with a total area of 409.8 square kilometres, Kangema with a total area of 173.6 square kilometres, Mathioya with a total area of 351.3 square kilometres, Gatanga with a total area of 599.0 square kilometres, Kigumo with a total area of 242.1 square kilometres, Kandara with a total area of 235.9 square kilometres and Maragwa with a total area of 466.7 square kilometer (CIDP Murang'a, 2013). The 2009 Population and Housing Census recorded a population of 936,228 persons for Murang'a County consisting of 451,751 males and 484,477 females and a growth rate of 0.4 per cent per annum. This population is projected to rise to 947,530 in 2012; 958,969 in 2015 and 966,672 persons in 2017.

The structure of county government includes: County assemblies, county executive committees and county public service. The Proposed Constitution also provides for the sources of funds for the county governments. The county governments oversee: agriculture (crop and animal husbandry), fisheries, county health services, cultural activities, public entertainment and public amenities, county transport, trade development and regulation, county planning and development, pre-primary education, village polytechnics, home craft centers and childcare Facilities, implementation of specific national government policies on natural resources, environmental conservation, and county public works and services.

The county government came up with a strategic plan county integrated development plan (CIDP) given a five year term 2013-2017. It is in line with the Kenya vision 2030 which is the country's development blueprint covering the period 2008-2030. It aims to transfer Kenya into a newly industrializing 'middle income country providing a highly quality life of all citizens by the year 2030'. The vision was adopted after successful implementation of the economic recovery strategy for wealth (ERS) that helped the country experience new experience new gross domestic product (GDP) of 6.1% in 2006 up from a low of 0.6% in 2002. It is based on three pillars.

Economic pillar aims to improve the prosperity of all Kenyans through an economic development programme, covering all regions in the country and aiming to achieve an average GDP of 10% per annum beginning 2012. The social pillar seeks to build a just and cohesive society with social equity in a clean and secure environment. Lastly, the political pillar which aims at realizing a democratic political system founded on issue based politics that respect the rule of law and protects the rights and freedoms of every individual in Kenya (Republic of Kenya 2008).

1.2 Research Problem

Implementing strategy is tougher and more time consuming than formulating strategy. As a result only 10 to 30% of intended strategies are fully implemented (Raps & Kauffman, 2005). Nutt (1999) suggests that as many as half of strategies are not implemented. This is a critical issue for all organizations, but it may be especially important for public organizations, since they are increasingly using strategic management models and techniques more traditionally linked to private corporations, but are failing to learn and are simply recycling 'techniques which have been shown to be badly flawed' (Ferlie, 2002,). 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). After the formulation of comprehensive strategies, significant difficulties are bound to deter the subsequent implementation process. Most strategic failures are as a result of poor implementation. This has a far reaching impact to the organization since there is loss of resources that were allocated to strategy implementation. It may also lead to a de-motivated workforce and loss of competitiveness.

County governments in Kenya are charged with implementing devolution goals. Their services are supposed to reach all the constituents at grass root level. Murang'a county government developed its first county integrated development plan (CIDP) in 2013. It details how the county seeks to utilize its resources justly among all the constituencies in the county. The document borrows heavily from the Kenya vision 2030. The county government is facing various challenges while implementing its development plan. Most strategy implementation challenges may be directly linked to the leadership and management of the firm (Awino, 2001). Employees may resist change and the firm could also lack the necessary resources to implement strategies (Awino et al, 2012). Other challenges could come from the macro and competitive environment (Aosa, 1992). The key to understanding competitive advantage is appreciating how the different strategies managers pursue over time can create activities that fit together to them (Hill & Jones, 2008).

Awino et al (2012) conducted an investigation on the challenges facing the implementation of differentiation strategies in the sugar industry in Kenya. Aosa (1992) conducted an empirical investigation of aspects of strategy formulation and implementation within large private manufacturing companies in Kenya. Elwak (2013) carried out a study on the challenges of strategy implementation at Mazars Kenya. Mungai (2014) looked at the challenges of strategy implementation by the Kenya Golf union. Strategy implementation process varies from organization to organization. Organization use different approaches to implement strategies. A research gap exists since studies done in the same field have been conducted in various organizations but very few on county governments.

Organizations adapt different strategies and implement them differently. They face various challenges in the implementation process. The creation of county governments in Kenya has brought about challenges in implementing strategic plans. Murang'a County like all the other organizations has faced these challenges. What are the challenges of strategy implementation in Murang'a County government?

1.3Research objectives

This study had two objectives. They were-:

i. To find out the challenges of strategy implementation in Murang'a County government.

ii. To identify measures taken by Murang'a County government to address these challenges.

1.4 Value of the study

The study will have theoretical value since it will enrich the content on challenges of strategy implementation. Strategy is implemented in turbulent environments hence the study will offer insights on to how best to implement strategy. Moreover, the study will be useful in theory building as it will be covering a unique contextual area: County governments in Kenya.

This study will be helpful to Murang'a county and all the other county governments in Kenya. It will help counties to implement their respective strategic plans. The study will help guide management practice. Managers of business practice will use the study to improve the ways in which they implement strategy. Specifically, it will guide them to evaluate what they are doing right and the areas they need to improve. The study will also create value in terms of guiding managerial policy for county governments in Kenya.

For future researchers this study shall provide theoretical foundations for further studies in this field. The research also aims at adding to the body of knowledge of the existing research and act as a reference point for further research.

This study will underline the problems faced during the research process and how to resolve such problems in subsequent research related to this field. The county governments will greatly benefit from this study as it will help them in implementing their strategic plans effectively and help in resolving some of the challenges faced.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter outlined the major issues that encompass strategy implementation and the underlying challenges. The chapter also reviewed literature related to the study. This helped in identifying gaps as well as guided the relevance of the study findings.

2.2 Theoretical Foundation

Theories lay the foundation upon which research is built. They provide a particular perspective or lens, through which a topic is examined. The theoretical foundation for this study was informed by the Stewardship theory, stakeholders' theory, Chandler strategy- structure proposition and Mckinsey 7's model.

2.2.1 Stewardship Theory

Stewardship theory is about the employment relationship between two parties, the principal (owner) and the steward (manager; Davis et al., 1997; Donaldson and Davis, 1991). It examines this relationship from a behavioral and a structural perspective. Theory suggests that stewards will behave in a pro-social manner, behavior which is aimed at the interest of the principal and thus the organization (Davis et al., 1997; Zahra et al., 2009). This behavior is fostered by the quality of the relationship between the principal and steward and the environment and ideals of the organization (Corbetta and Salvato, 2004; Davis et al., 1997).

Maximum firm performance, such as sales growth or profitability, is the desired outcome of a stewardship perspective (Davis et al., 1997). The theory suggests that this outcome is achieved when both the principal and the manager in the employment relationship select to behave as stewards (Davis et al., 1997). At the heart of stewardship theory is the assumption that the principal-steward relationship is based on a choice. When both parties choose to behave as stewards and place the principal's interest first, theory suggests a positive impact on performance because both parties are working toward the same goal (Davis et al., 1997).

The choice of stewardship behavior is impacted by both psychological and situational factors (Corbetta and Salvato, 2004). Psychological factors such as intrinsic motivation, high identification, and personal power can steer the behavioral choice to stewardship (Zahra et al., 2008). Intrinsic motivation exists within individuals and provides satisfaction in and of itself (Ryan and Deci, 2000); it is a psychological attribute of stewardship theory because steward managers are motivated by intangible, higher order rewards (Davis et al., 1997). Individuals who have high levels of identification with their organization are more likely to choose stewardship because they feel a strong sense of membership with their organization (Zahra et al., 2008). Stewardship theory applies a personal power perspective, describing power based on interpersonal relationships that develop over time (Davis et al., 1997) which in turn influence and empower steward managers. These psychological factors facilitate the choice of stewardship, which ultimately have a positive impact on firm performance.

Situational factors depict the organizational structure and include the management philosophy and culture (Craig and Dibrell, 2006). Theory suggests that involvement-oriented, collectivist, low power distance cultures help influence the choice of stewardship behavior (Davis et al., 1997). An involvement oriented management philosophy is portrayed by an environment where employees are trusted with challenges, opportunities, and responsibility (Davis et al., 1997). In organizations typified by collectivism, individuals put the goals of the collective ahead of individual personal goals; the emphasis is on belonging, identifying, and displaying loyalty due to the tight-knit social framework present in the organization (Davis et al., 1997). Low power distance describes an environment where equality is perceived between different levels of the organizational hierarchy (Davis et al., 1997). An organizational structure that accommodates and influences the choice of stewardship behavior helps facilitate maximum performance for the firm.

The underlying assumption of stewardship theory is based on the humanistic model of man due to its foundation in sociology and psychology (Donaldson and Davis, 1991). This model assumes that individuals are motivated by higher order needs fulfillment (Davis et al., 1997). In the principal-steward relationship, a steward will put the interests of the principal ahead of self-serving interests (Corbetta and Salvato, 2004; Zahra et al., 2009). A principal will create an organizational structure where these stewardship behaviors can flourish. As such, a stewardship structure is seen as collectivistic and cooperative, resulting in positive benefits for the organization (Davis et al., 1997).

2.2.2 Stakeholders theory

(Donaldson and Preston, 1995) define the Stakeholder theory as a managerial conception of organizational strategy and ethics. Freeman (1984) defines a stakeholder as any group or individual who can affect or is affected by the achievement of the organization's objectives". Friedman &Miles (2006) note that the organization itself should be viewed as a grouping of stakeholders and its purpose should be to manage their needs, interests, and viewpoints. This stakeholder management is intimated to be fulfilled by the managers of a firm. The managers therefore manage the corporation for the benefit of its stakeholders and ensure their rights and the participation in decision making as well as acting as the stockholder's agent to ensure the survival of the firm to safeguard the long term stakes of each group (Donaldson and Preston, 1995). It is based on the premise that a firm's success is dependent on how well it relates with its employees, customers, suppliers and well as communities and financiers and others that can affect the realization of its purpose.

The manager's job is to make the organization maximize stakeholders' interests. This is successfully achieved by keeping the support of all of these groups as well as balancing their interests. Stakeholder theory has also received significant attention in the discourse of political economy, particularly in the U.K. (Kelly and Gamble, 1997). The authors propose a stakeholder economy that features a large-scale role for government in the process of value creation and trade. They argue that, while the stakeholder concept was originally applied to the private sector as a theory of organizational ethics (Phillips and

Margolis, 1999), expanding the concept to include public institutions and the entire national or world economy is a conceptual advance (Kelly& Gamble, 1997).

2.2.3 Chandler strategy- structure proposition

Chandler (1962) propositioned that" Structure Follows Strategy''. This proposition implies that the division of work, allocation of resources, and their subsequent integration work together in order to maximize performance on the organization's strategic choice. Strategy is thus a determinant of structure as well. According to this proposition, if new strategy is introduced into the organization, it will lead to develop a new structure. The theory implies that if new strategy is introduced into the organization, it will lead to develop a new structure. This is so because the firms key activities and the way in which they will be coordinated to achieve the firm‘s strategic purpose depends on the structure of the organization.

The primary structure of an organization is one of the basic means through which strategists position the firm so as to execute the strategy in a manner that balances internal efficiency and effectiveness (Grant, 1998). The strategy of a firm must align itself to the remote and operating environment. Simply put, environmental forces are so powerful for a single firm, even a constellation of firms, to influence. Firms adapt to the environmental change, dynamism and turbulence. Environmental forces constitute a big driver to change in organizations.

Once strategy has been directed by the environmental forces, then strategists identify a structure to match with the strategy. Fit between strategy, structure, the environment and the firm capabilities help in gaining competitive advantage (Johnson et al, 2008).

2.2.4 Mckinsey 7s Model

Mckinsey 7s model was developed in the late 1970's by consultants McKinsey & company to aid managers in organizational change management. The model shows that organizational immune systems and the many interconnected variables involved make change complex, and that an effective change effort must address many of these issues simultaneously. The model describes the seven factors critical for effective strategy execution. Strategy is the positioning and actions taken by an enterprise, in response to or anticipation of changes in the external environment, intended to achieve competitive advantage. Structure as the way in which tasks and people are specialized and divided, and authority is distributed; how activities and reporting relationships are grouped; the mechanisms by which activities in the organization are coordinated. Systems are the daily activities and procedures that employees engage in to get the job done (Kaplan 2005).

Staff is the people, their backgrounds and competencies; how the organization recruits, selects, trains, socializes, manages the careers, and promotes employees. Skills are the distinctive competencies of the organization; what it does best along dimensions such as people, management practices, processes, systems, technology, and customer relationships. Style is the leadership style of managers, how they interact, what actions do they take and their symbolic value. (Kaplan 2005).

The 7-S model asserts that organizations are successful when they achieve an integrated harmony among three ‘hard’ ‘S’s’ of strategy, structure, and systems, and four ‘soft’ ‘S’s’ of skills, staff, style, and super-ordinate goals (now referred to as shared values) (Kaplan 2005).

2.3 Strategy Implementation Process

The effective implementation of strategies has long been recognized as crucial to organizational success. Clearly, strategies may only contribute to organizational performance if they are actually implemented. Strategy implementation can be undertaken in a number of ways or styles. The style of implementation has been identified as especially important for performance. Long and Franklin (2004,) state ‘a key variable when studying implementation is the approach that each agency uses to implement policy’. Within the field of strategic management there has been a significant amount of research on strategy processes which have been described as how ‘a strategy decision is made and implemented and the factors which affect it’ (Elbanna, 2006,). However, there is only a small amount of evidence on implementation as most attention has traditionally been paid to the formulation of strategy.

The existing literature on strategy implementation in public organizations is limited in its extent, and also in the lack of a connection of implementation processes with subsequent performance. An organization needs to have strong corporate governance in order to implement its strategies effectively. Corporate governance is the set of mechanisms used to manage the relationship among stakeholders to determine and control the strategic direction and performance of organizations (Crossland & Hambrick, 2007). It helps identify ways to ensure that strategic decisions are made effectively. For an organization to fully implement strategies it needs to match structure with strategy, integrate structure and culture and lastly enhance communication.

Organizational structure assigns employees to specific value creation tasks and roles and specifies how these tasks and roles are to work together in a way that increases efficiency, quality, innovation, and responsiveness to customers, the distinctive competencies that build competitive advantage (Hitt et al, 2011).). Structure supports strategy. If an organization changes its strategy, it must change its structure to support the new strategy. When it doesn‘t, the structure acts like a bungee cord and pulls the organization back to its old strategy. What the organization does defines the strategy. Changing strategy means changing what everyone in the organization does (Ansoff, 1965). Strategy implementation involves the use of organizational design, the process of deciding how a company should create, use, and combine organizational structure, control systems, and culture to pursue a business model successfully. Therefore, it is

Organization culture is the set of important assumptions (often unstated) that members of an organization share in common (Pearce & Robinson 1991). Thompson and Strickland (2003) state that, it is the strategy implementer’s task to bring the corporate culture into alignment with the strategy and keep it there once a strategy is chosen. Organizational culture functions as a kind of control because strategic managers can influence the kind of values and norms that develop in an organization values and norms that specify appropriate and inappropriate behaviors, and that shape and influence the way its members behave (Ouchi 1980).The virtue of these shared values and common culture is that they increase integration and improve coordination among members of the firm. Organizational culture is a company's way of doing something: it describes the characteristic ways "this is the way we do it around here" in which members of an organization get the job done (Hitt et al, 2011).

Effective communication is required for efficient strategy implementation. By establishing and communicating clear objectives, employees and managers can work together toward desired results (David, 2011). Synergy can result in powerful competitive advantages. The key for communicating strategy is to be able to align the extent and scope of the change and the approaches of implementation with values and principles outlined in the related policy document (Jones, 2008). Effective strategic leaders also ensure a high quality communication system to facilitate cross-functional integration. A critical benefit of effective communication is the sharing of knowledge among team members. Members of the implementation team will work hard at achieving their set goals and objective when there are clear targets to be met (David, 2011). The head of the implementation team needs to keep sharing information at all levels of the organization. By helping employees understand how the strategy works when effectively implemented, they will in return own the implementation process reducing chances of resistance.

2.4 Challenges of strategy implementation

Internal politics play a great role in strategy implementation. The stakeholders involved in the process need to have a clear direction in order to implement strategies effectively. Strategy formulation tools concepts and do not differ greatly for large, small, nonprofit, or for profit organizations (Joyce, 2015). It varies considerably among different types and sizes of organizations. For effective Implementation of strategies, an overhaul of actions such as altering sales territories, adding new departments, developing financial budgets, closing facilities, hiring new employees, changing an organization's pricing strategy, developing new employee benefits, training new employees, establishing cost-control procedures, changing advertising strategies, building new facilities, transferring managers among divisions, and building a better management information system. These types of activities often differ greatly between manufacturing, service, and governmental organizations (Joyce, 2015).

Aosa (1992), and Johnson and Scholes (2002) identified several challenges in strategy implementation. These are; the amount of strategic communication from top to bottom, and competing activities that distract attention from implementing decisions. Other challenges could result from lack of clear definition of key employees' responsibility changes, no participation of the strategy formulators in the implementation process and lack of effective communication of management expectations during the process of strategy implementation. Mismatch between strategy and structure, insufficient resources, and performance as well as resistance to change can also create implementation hurdles.

Communication plays a major role in ensuring that the strategic direction that the firm intends to go is clear to all employees. If there is a breakdown or barrier to effective communication, strategy implementers will not be able to achieve the set goals and standards.

Mismatch between strategy and structure is another reason why strategy implementation may fail. Changes in strategy often require changes in the way an organization is structured for two major reasons. Notably, structure largely influences how objectives and policies will be established in the firm. The next major reason why changes in strategy often require changes in structure is that structure dictates how resources will be allocated. If an organization's structure is set up along functional business lines, the resources are allocated by functional areas. Unless new or revised strategies place emphasis in the same areas as old strategies, structural reorientation commonly becomes a part of strategy implementation (David 2011).

Resource allocation is very critical in strategy implementation. If financial resources, human resources, technological resources are not well allocated, strategy implementation the process may stall. However, effective resource allocation does not guarantee successful strategy implementation because programs, personnel, controls, and commitment must breathe life into the resources provided (Hill, & Jones2008). Resistance to change could also impede strategy implementation. People often resist strategy implementation because they do not understand what is happening or why changes are taking place. In that case, employees may simply need accurate information.

Change must be viewed as an opportunity rather than as a threat by managers and employees (David, 2011). Human resource problems that arise when businesses implement strategies can usually be traced to one of three causes: disruption of social and political structures, failure to match individuals' aptitudes with implementation tasks, and inadequate top management support for implementation activities (Lenz& Lyles, 1986).

Strategy implementation poses a threat to many managers and employees in an organization. New power and status relationships are anticipated and realized (David, 1997). New formal and informal groups' values, beliefs, and priorities may be largely unknown. Managers and employees may become engaged in resistance behavior as their roles, prerogatives, and power in the firm change. Disruption of social and political structures that accompany strategy execution must be anticipated and considered during strategy formulation and managed during strategy implementation (David 2011). Nonetheless, stress created by inconsistency can cause uncertainty among managers and employees at all levels Thompson &Strickland, 2007)

2.5 Measures to Deal with Challenges of Strategy Implementation

Strategy implementation requires a logical roadmap. Managers and strategy implementers need to prioritize the areas that need to be covered first. Having a model or roadmap is crucial effective execution success; not having one leads to execution failure and frustration (Hrebiniak, 2008). An organization needs to have strong corporate governance in order to implement its strategies effectively.

Corporate governance is the set of mechanisms used to manage the relationship among stakeholders to determine and control the strategic direction and performance of organizations (Crossland & Hambrick, 2007). It helps identify ways to ensure that strategic decisions are made effectively.

Strategic leadership is invaluable in strategy implementation. Strategic leadership is the ability to anticipate, envision, maintain flexibility, and empower others to create strategic change as necessary. Multifunctional in nature, strategic leadership involves managing through others, managing an entire enterprise rather than a functional subunit, and coping with change that continues to increase in the global economy (Hitt et al, 2011). Due to the complexity of the global economy, strategic leaders must be able to effectively influence human behavior in uncertain times. By word or by personal example, and through their ability to envision the future, effective strategic leaders meaningfully influence the behaviors, thoughts, and feelings of those with whom they work.

Leadership is an essential element to effective strategy implementation. In this regard, the two leadership issues that are of fundamental importance are the role of the chief executive officer (CEO) and the assignment of key managers. The CEO's role in strategy implementation is both symbolic and substantive. This indicates that's the CEO is a symbol of the new strategy. The individual's actions and the perceived seriousness of his or her commitment to the chosen strategy, particularly if that strategy represents a major change, significantly influence the intensity of subordinate managers' commitment to implementation (Pearce & Robinson 1991).

Information technology is another tool that organizations use to help in strategy implementation. Information technology plays an increasing role in strategy implementation at all organizational levels. In fact, it makes it much easier for organizations to cost effectively develop output and behavior controls that give strategic managers much more and much better information to monitor the many aspects of their strategies and to respond appropriately (Hill, & Jones2008). This could be done by use of a consistent and functional software platform that provides a way of standardizing behavior.

2.6 Empirical Studies and Research Gaps

Within the field of strategic management there has been a significant amount of research on strategy processes which have been described as how 'a strategy decision is made and implemented and the factors which affect it' (Elbanna, 2006). However, there is only a small amount of evidence on implementation as most attention has traditionally been paid to the formulation of strategy. The existing literature on strategy implementation in public organizations is limited in its extent, and also in the lack of a connection of implementation processes with subsequent performance. There is a long-standing literature on policy implementation (e.g. O'Toole, 2000) and a large literature on the management of change (e.g. Pettigrew et al., 2001), both of which provide some insights into strategy implementation. However, these are of limited value for strategy implementation: the policy implementation literature focuses typically on inter-organizational implementation, and both literatures lack empirical research linking processes to performance.

Implementation is a process that takes longer than formulation (Hrebiniak, 2006). Strategy implementation is an iterative process of implementing strategies, policies, programs and action plans that allows a firm to utilize its resources to take advantage of opportunities in the competitive environment (Harrington, 2006). Research has been done on implementation in organizational theory and development than in strategic management. Implementation research therefore needs to be interdisciplinary. 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). The strategy implementation function consists in seeing what it will take to make the strategy work and to reach the targeted performance. It should however be noted that in the strategic management literature there are more contributions on strategy making than strategy execution.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter expounded on the research methodology. Methodology according to Polit and Hungler (2003) refers to ways of obtaining, organizing and analyzing data. In hindsight the chapter outlined the research design ,data collection, and analysis.

3.2 Research design

This research was conducted through a case study. Yin (2003) states that a case study allows an investigation to retain the holistic and meaningful characteristics of real life events. It involves a careful and complete observation of social units. It is a method of study in depth rather than breadth and places more emphasis on the full analysis of a limited number of events or conditions and other interrelations. The design allowed for thorough analysis of the challenges facing strategy implementation in Murang'a county.

The flexibility of the case study approach and the emphasis on understanding the context of the subject being studied allow for a richness of understanding sometimes labeled thick description (Cooper, 2014). Researchers extract information from company brochures, annual reports, sales receipts, and newspaper and magazine articles, along with direct observation (usually done in the participant's natural setting), and combine it with interview data from participants. The objective is to obtain multiple perspectives of a single organization, situation, event, or process at a point in time or over a period of time.

3.3 Data collection

This study used primary data. A structured interview guide was used in to help in data collection. Structured interviews permit more direct comparability of responses; question variability has been eliminated and thus answer variability is assumed to be real. Also, in the structured interview, the interviewer's neutrality has been maintained (Cooper, 2014).The interview guide helped the researcher to collect qualitative data. This was useful since the researcher gained a better understanding and a more insightful interpretation of the results from the study. The interview guide was divided into subsections that helped the researcher capture all the necessary data needed.

The researcher interviewed senior management team because of their involvement in strategy implementation at the county. Specifically officers to be included in the study were be the Governor, County Executive Committee member of finance, IT and Economic Planning as well as all the other members of the implementation committee.

3.4 Data analysis

Since the research process was qualitative, content analysis was used to analyze the data collected from the respondents. Researchers regard content analysis as a flexible method for analyzing text data (Cavanagh, 1997). Content analysis describes a family of analytic approaches ranging from impressionistic, intuitive, interpretive analyses to systematic, strict textual analyses (Rosengren, 1981). The specific type of content analysis approach chosen by a researcher varies with the theoretical and substantive interests of the researcher and the problem being studied (Weber, 1990).

Payne (1951) notes that qualitative research includes an array of interpretive techniques which seek to describe, decode, translate, and otherwise come to terms with the meaning, not the frequency, of certain more or less naturally occurring phenomena in the social world.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter entails findings and discussion on the data obtained from the study. The findings were in line with the objectives of the study; the challenges of strategy implementation Murang'a county government in Kenya and measures taken by the county government to address these challenges.

4.2 Basic Information

The respondents were two county directors and six chief officers in six departments. They are planning, cooperative, sports, health, water and agriculture.

4.3 Challenges of Strategy Implementation in Murang'a county Government

This section provides the discussion of findings from the respondents on the challenges that face Murang'a county Government Kenya in implementation of strategies. The major challenges noted in the county are as outlined here.

The county government structure works fine though it is in a transition mode from the previous system of government to the new devolved system. Structure follows strategy. The employees are gradually adapting to the new system that has clear guidelines duties and responsibilities and how information is handled from top to bottom. However the environment especially political and economic may often times shake up how the structure functions. The structure being in a transition stage may bring conflicts during strategy implementation in regards to accountability.

Human resources play a major role in strategy implementation. Lawler and Mohrman (2000) state that ‘the human resource function should be positioned and designed as a strategic business partner that participates in both strategy formulation and implementation.” Human resources are inadequate in the county. For strategic plans to be implemented fully there needs to be enough man power to carry out the duties involved in the plans. There has been a high employee turnover since the county government came to power leaving some departments understaffed. The implication of this is that some employees are allocated more duties. This has a negative effect on strategy implementation since employees have more on their plates. Some projects are put on hold or stall due to this.

Another human resources challenge is when key employees leave during implementation of strategic plans. This may disorganize the implementation process is there is not a ready replacement. Employees at the county are inadequately rewarded in turn affecting their motivation in implementing these plans. The respondents indicated that the Human resource department is not fully functional in regards to career progression an employee motivation.

Financial resources are also a constraint when it comes to implementation of strategic plans in the county. Counties depend on the national government on financial resources in form of transfers and grants. This therefore means that budgetary allocations done for the various departments tend to take more time before the monies are released. The budgetary allocations done for the various departments tend to take more time before the monies are released. Even when released they are still not enough to complete the plans set aside. There is an elaborate process on how a department in the county gets its allocation of funds. The county executive committee members debate on allocations and may increase or reduce these allocations depending on the available funds. Another major concern is that the County Executive Committee may release funds meant for one department to another for example, the water department's allocation is handed over to the agriculture department. This means that the water department strategic plans will be put on hold till the county gets more funds.

Technological resources are barely enough in some departments in the county. Some departments are well equipped and have the needed computers which are networked. Other departments have fewer machines compared to the number of workers in an office. Some projects are tracked online on a daily basis. Employees therefore have to wait in turns to use the available computers. Technology plays a greater role in strategy implementation as it helps in communication and recording progress of various projects.
Politics in the county have led to some plans being shelved and others stalling. In a bid to please the major political allies the county government launched many projects in the various constituencies. There were no feasibility studies done on these projects. They ended up being unattainable hence some financial resources were lost when the projects didn't pay off.

Untimely intervention by management on challenges critically affects implementation of the strategic decisions and may derail the implementation or make it take more time than originally planned. The management at the county government takes too much time before intervening or offering guidance on how particular issues should be handled. This is further impeded due to lack of proper monitoring and evaluation tools. There is also ineffective co-ordination of activities. Implementation activities are not well coordinated. The management does not keep track of the implementation process to ensure timely intervention on challenges encountered during implementation. They do not have efficient vertical and horizontal monitoring and evaluation information systems that are self regulating. This helps to not only check on deviation from original strategy objectives but also provide for accountability and effective feedback mechanisms in the implementation process. The heads of departments should are not empowered to provide quick response to emerging issues. The management has not provided smooth interaction between them and other employees involved in the implementation of the strategy initiatives.

There are competing interests affecting implementation. They may be linked to the low actualization of devolution principles and sealing loopholes that lead to plundering of public resources. The County government must ensure that the management in charge of implementation of the strategic decisions effectively co-ordinate all the activities and the human capital involved. All the employees assigned to implement any specific activity must be empowered through training. There should be joint planning of the activities which allows for collaboration with a centralized coordination unit rather than competition. High standards of integrity for the management should be entrenched as part of the organization culture in all the departments.

4.4 Measures for Overcoming Challenges by Murang'a County

The management recommends that finances should be matched with activities and also cut out a few projects. There are many strategic plans outlined in the county integrated development plan for various departments. While they are all good in paper, all the plans will not be implemented. The management therefore feels that the projects need to be prioritized on feasibility and effectiveness once implemented. The county director of planning indicated that employees are involved fully during strategy formulation and therefore own the process of implementation. There is however some apprehension from some employees in cases where implementation is rushed.

The managers who participated in strategy formulation, showed commitment and interest in strategy implementation. This has led to greater overall support from all the stakeholders involved in implementing the strategic plans across the various county departments. The respondents further suggested that to in order improve employees acceptance to strategy and avoidance of resistance, change should be followed by good reward management practices. This was a major concern since some employees are assigned more duties and responsibilities but this is not reflected on their pay. The environment is constantly changing and the county needs to evaluate progress in implementation of all plans across the departments. This will be helpful to adapt to current environment for example political and legal.

On the challenge of financial resources the respondents feel that more feasibility studies need to be done before a plan is rolled out. This will help in curbing wastages of financial resources that are scarce. There is also need to improve on the time taken to release funds and also allow for supplementary budgets to be passed by the County Executive Committee. Human resources are a major setback in implementing strategic plans as indicated by the respondents. The human resources department needs an overhaul for it to fully function. The department needs to have a clear career succession plan for the employees and also recruit more staff to cater for the deficits. They also need to reward good performance. This could be done by linking performance to pay. It will help in motivating employees.

4.5 Discussion

4.5.1 Comparison with Theory

Effective strategy implementation involves a number of stakeholders. The findings indicate that the key stakeholders in Murang'a County who help in successful implementation are the national government, residents, nongovernmental organizations, the business community, employees as well as the county representatives who constitute the county assembly. From the findings it was noted that the national government plays a major role in the implementation of county development plans. It provides the required finances and also checks and balances to cut on wastage of public resources. The residents are often involved in the implementation of development projects in their respective wards. Their participation enhances the implementation process.

The county government partners with nongovernmental organizations that have the capacity to reach all the residents in particular wards where development projects are being implemented. They provide the network required to reach the most interior parts in the County. The partnership ensures that community projects are implemented in a timely manner.

From the findings it is evident that the County government employees are key stakeholders in the implementation of county integrated development plans. Their involvement in the implementation process from planning ensures that they own the process fully and work towards achieving the set implementation goals. They provide the required skills and competence that ensure the implementation process does not stall. Employees therefore need to be well motivated in terms of being well compensated and dully recognized when they accomplish their targets.

The County assembly constituted by ward representatives is a notable ally in the implementation of county integrated development plans. Their mandate involves debating and passing budgetary allocation bills for various projects. Once the allocations are done the funds are released to the county departments. This aids the implementation process by ensuring that the needed finances are provided. The Murang'a county governor is the chief executive officer thus his role as a steward in the county is keenly monitored by the residents. His role is to support the implementation process fully and put the interests of the residents first. His commitment determines the success or failure of the implementation of county integrated development plans.

The results also indicate that the county government structure supports strategy implementation. The necessary changes are made in order to ensure the implementation process is a success. This supports the theory that structure follows strategy. Organization structure if not well tailored to support strategy can impede the implementation of county development plans.

4.5.2 Comparison with other studies

The results identify that human resource plays a major role in strategy implementation. It can also impede implementation if not well handled and managed. Murang'a County also needs to employ communication as a tool that will help address human resource needs. The Human resource function makes significant contributions to building an organization that is staffed by the right human capital to effectively carry out the work of the firm and to enable the accomplishment of business strategy. It does this by developing competency models and by focusing on recruiting, staffing, and developing individuals.

Talent limitations and limited organizational flexibility in the application of scarce talent to various opportunities constrain the strategic options of the firm (Mohrman, Galbraith, & Lawler, 1998). However the human resource department plays a more administrative role than a strategic partner in the county. Implementation failures are usually linked to the failure to acknowledge and build the needed skills and organizational capabilities, to gain support of the workforce, and to support the organizational changes and learning required to behave in new ways (Mohrman, Galbraith, & Lawler, 1998).

This indicates that execution failures are often the result of poor human capital management. This opens the door for Human Resource to add important value if it can deliver change strategies, plans, and thinking that aid in the development and execution of business strategy.

The findings from the study support those of Okumus (2003) who indicated the main barriers to the implementation of strategies include lack of coordination and support from other levels of management and resistance from lower levels including lack of or poor planning of activities. In the public sector, the success of implementation depends on the ability of the heads of departments to convert policy mandate into patterns of action. Effectiveness depends on their ability to align the organization's resources, outputs and tasks to the needs of the society (Reed, 2004).

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

The following discussions, conclusions and recommendations were made from the data collected. The objectives of the study were the basis of the responses.

5.2 Summary of Findings

The results showed that Murang'a county government is still trying to find a footing in terms of implementing the county integrated development plans. Key among the challenges faced is lack of financial resources. The limited resources mean that the county needs to align their projects with the available finances. There is also misappropriation of funds resulting to some projects stalling. Lack of finances indicates that the counties have to choose projects that will benefit the majority in various wards. The other projects have to be put on hold till the next financial year where funds allocations are done.

The county government also lacks enough manpower to carry out the processes involved in implementing strategies. The employees are also not well compensated. This implies that they are not motivated enough to carry out their duties. Being understaffed, they are allocated more duties but their pay does not reflect the added responsibilities. Monitoring and evaluation of strategy implementation at the county is wanting. Progress is measured in terms of finances used. This implies that the progress in implementing strategies may be viewed as high when compared to the financial resources used. The actual progress may be minimal raising fears that finances are misappropriated.

The county integrated development plans are meant to help in implementing devolution strategies. The plans having been coined from the Kenya Vision 2030 seem to be taking longer to implement. The plans remain good on paper with little progress being made in terms of implementation. The counties need to prioritize projects that are critical and more beneficial to majority of residents in the county. The county governments took on too many projects when it was formed that are not sustainable. They need to re-evaluate their strategies and align them with their development goals.

The county government has undertaken various measures to address the various challenges faced in the implementation process. The county has resolved to involve the electorate in the implementation process. Their participation is sought through organized workshops where residents engage the implementation committee in discussions on how best to implement county development plans. The human resource department is working on clarifying responsibilities and accountability. This will aid the management team in creation of coordination mechanisms to ensure county development plans are fully implemented. With roles and responsibilities duly clarified, the will be less duplication of duties. Accountability will help the county in reducing wastages of resources meant for the implementation process.

The Murang'a County government is also working on developing effective incentives and controls. Incentives are meant to motivate the strategy implementers. Controls on the other hand will provide timely feedback on the county's performance. This will make change manageable since employees and other stakeholders will adapt to the changing environment. However managing change may prove to be difficult in the County, but successful execution depends on it.

5.3 Conclusion

The conclusion that can be made from the results is that management and employees' participation in strategy implementation at the county can be traced to good communication. Employees seem to avoid resistance when information flows freely from top to bottom. While the county government has embraced technology in its operations, there are key departments that do not have the required technological equipment. This needs to be addressed for the entire departments to be operating at par in the county. Management staff is usually involved more in planning and as such some of them do not view themselves as implementers. The management team needs to own the implementation process and training needs to be availed to all employees in order to acquire new skills needed in implementing strategies.

In conclusion politics at the county play a great role in implementation of strategic plans. The political environment needs to be more conducive for development projects to flourish. As much as financial resources are a challenge, there is a lot of misappropriation of funds meant to fund development projects. Some individuals inflate the prices of required materials diminishing the funds allocated. The county government needs to put in place mechanisms that will detect and weed out wastage of funds.

5.4 Recommendations

The study makes the following recommendations as guided by the objectives of the study. The untimely management intervention on challenges critically affects implementation of the strategic decisions and may derail the implementation or make it take more time than originally planned. The management must keep track of the implementation process to ensure timely intervention on challenges encountered during implementation. This will require efficient vertical and horizontal monitoring and evaluation information systems that are self regulating. This will not only check on deviation from original strategy objectives but also provide for accountability and effective feedback mechanisms in the implementation process. The heads of departments should be empowered to provide quick response to emerging issues. The management should provide for smooth interaction between them and other employees involved in the implementation of the strategy initiatives.

In addressing the problem of ineffective co-ordination of activities, the government should develop functional committees for implementation of each strategic decision backed by effective and efficient facilitative mechanism. The facilitative mechanism will allow for periodical reviews to ensure communication strategies are effective. The strategies should focus on keeping all employees informed on progress and achievements of the implementation activities of the strategic decisions. The leadership and management should help align the organizational structure to the strategy goal through a well defined and coordinated strategy implementation processes. This should be done earlier enough during the planning process. Effective coordination of activities leads to proper utilization of the human resources as a key component in achieving organizational goals.

The implementation of the county integrated development plans is directly related to the work environment. Environmental changes occur during the implementation process and have a direct impact on the successful implementation of the strategic plans. The changes may be political, economic, social, technological, ecological or even legal. This means that continuous environmental scanning is required in order to identify any emerging challenges. This in turn helps in developing a contingency plan for the required intervention. This will enable the government to provide a work environment that is conducive to the heads of departments involved in the implementation of the strategic decisions. The leadership should strive to provide a working environment that enables the employees to accommodate any environmental changes during the implementation process.

The implementation of strategic decisions largely depends on how the employees own the execution process. This is achievable by building synergy of the employees involved in the implementation process. The level of synergy of the human capital will directly impact on their ownership of the execution plans and motivate them. Their performance will be efficient since they are motivated. The leadership therefore should link their strategy implementation to an effective communication system that can motivate the employees to identify with the strategic decision implementation process as their own project. The employees should adequately be involved in the designing of the implementation activities as per the constitutional requirements through an expanded participation of all the employees.

The management should work on the voluntary ownership of the execution plans by the employees through ensuring a matching of variables, capabilities and the environment as it seeks to achieve implementation of the strategies. This will empower and motivate the employees to endeavor to understand the overall goals and benefits of the implementation of the strategic decisions, leading to proper utilization of the human capital.

Finally, to ensure the successful implementation of strategic decisions, it is further recommended that there should be periodic county review meetings every year. The meetings should be open to all the stakeholders and the members of public and chaired by the county government chief executives, where a candid assessment of the annual achievements on strategic initiatives is done with the view of scaling up the implementation process or address the emerging challenges.

5.5 Limitations of the Study

Time constraint was a major limitation to the study. Difficulty in accessing information resulted from this due to unavailability of the respondents for interviews. The time agreed upon changed several times due to their busy schedules and attending county meetings. Some respondents had to rush the interview due to arising office issues that needed to be attended to. This impacted greatly on the study as some respondents gave limited information.

There was mistrust by some members of the target group. They were unwilling to participate in the study as they feared they will be victimized. The researcher had to persuade them to participate in the study by assuring them that the study was for academic purposes. However, some withheld crucial information impacting the outcome of the study.

5.6 Suggestions for Further Research

The study concludes that strategy implementation in county governments mainly fails due to lack of resources, monitoring and evaluation tools as well as accountability. Further research could be done the responses adapted by organizations to mitigate challenges of strategy implementation. The study was limited to one County in Kenya and replica studies could be done on the other counties and compare the results.

Devolution being a new concept in Kenya, more studies needs to be done on the implementation of devolution strategy in all the counties. Since county governments develop their strategic plans based on the Kenya vision 2030, the extent to which the plans compare to the vision should be investigated. County governments in Kenya need to seek information on how to implement devolution strategies from other countries with devolved systems of government.

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APPENDICES

Appendix I: Introduction Letter

County Government of Murang'a
The Director of County Panning
P.o Box 52– 10200
Murang'a.

Dear Sir/Madam,

RE: REQUEST FOR RESEARCH DATA

I am a postgraduate student at the University of Nairobi undertaking research in the topic; "CHALLENGES OF THE STRATEGY IMPLEMENTATION IN MURANG'A COUNTY GOVERNMENT IN KENYA." I therefore request to interview members of the implementation committee in some of your departments. The data received will only be used for academic purposes.

Thank you.

Yours sincerely,

Joyce N Gichuhi.

Appendix II: Interview Guide

Section A: Participants details

1. Your position in the county government

2. Number of years served in the position

Section B: Challenges of Strategy implementation

3. What challenges do you face when implementing strategies?

4. Are there established systems of communication supporting the implementation of CIDP strategic plans?

b) Organizational Structure & culture

5. Is the organizational structure supportive CIDP strategy implementation? Please explain.

6. What challenges has the existing structure posed in implementing CIDP strategies? How has the county government responded to these challenges?

7. What challenges has the existing culture posed in implementing county strategies?

c) Resources and Capacity

8. Do the available resources, i.e. physical, technological, financial and human support Strategy implementation?

9. What challenges have resources and the existing capacity brought about in implementing county strategies? How has the county government addressed these challenges?

d) Employees

10. What is the level of involvement of employees in strategy development? How did this affect strategy implementation?

11. How have employees influenced strategy implementation at Murang'a County? Has there been resistance from employees when seeking to implement strategy

e) **How to overcome the challenges highlighted above**

12. How do you address challenges to strategy implementation?