

**STRATEGY IMPLEMENTATION AT THE KENYA PRISONS  
SERVICE**

**BY**

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## DECLARATION

I declare that this research project is my original work and to the best of my knowledge it has not been submitted for the award of a degree in any other university.

Sign..... Date.....

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D61/65466/2013

This research project has been submitted with my approval as the university supervisor.

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## **DEDICATION**

I dedicate this project to my dear wife Queenter, daughter (Sarah Michelle) and son (Junior) for their perseverance at home most of the time without their father during the time of my pursuit for further education.

## **ACKNOWLEDGEMENTS**

God Almighty I sincerely appreciate you and acknowledge that you are the force behind the far that I have reached, you are the Yahweh.

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## ABBREVIATIONS AND ACRONYMS

<b>ACU</b>	:	Aids Control Unit
<b>C/A</b>	:	Chief Accountant
<b>CHRMO</b>	:	Chief Human Resource Management Officer
<b>CPO</b>	:	Chief Procurement
<b>CSWO</b>	:	Chief Social Welfare Officer
<b>CTE</b>	:	Chief Telecommunications Engineer
<b>CUC</b>	:	Court Users Committee
<b>D P&amp;D</b>	:	Director Planning and Development
<b>D PE</b>	:	Director Prisons Enterprises
<b>DA&amp;P</b>	:	Director Administration and Personnel
<b>DGN&amp;SO</b>	:	Director Gender and Sports
<b>DI&amp;C</b>	:	Director of Inspections & Complaints
<b>DLR&amp;S</b>	:	Director Legal, Research & Statistics
<b>DO</b>	:	Director of Operations
<b>DRehab</b>	:	Director Rehabilitation
<b>ICT</b>	:	Information Communication System
<b>KNCHR</b>	:	Kenya National Commission on Human Rights
<b>KPS</b>	:	Kenya Prisons Service
<b>OICs</b>	:	Officer In-charges
<b>RRI</b>	:	Rapid Result Initiative
<b>S &amp; T</b>	:	Supplies and Transport
<b>SDCP/CDT</b>	:	Senior Deputy Commissioner of Prisons/ Commandant Prisons Staff Training College

## ABSTRACT

Strategy implementation is a continuation of the planning process and is often preceded by strategy formulation. However, successful strategy formulation does not always guarantee successful implementation. Whereas strategy formulation is entrepreneurial, implementation is basically administrative. Effective strategy implementation, therefore, requires that the strategy is supported by an appropriate organization structure, systems, culture, resources, and a leadership that plays a leading role in the implementation process. This study set out to establish the practices of strategy implementation at Kenya Prisons Service and also to investigate the challenges of strategy implementation, and to determine measures put in place to overcome these challenges at Kenya Prisons Service. The study was conducted through a case study of the Kenya Prisons Service. Seven out of the eight intended top management, who are the directors of various departments, were accessed and interviewed to get data for completion of this research; and whose length of service was more than 15 years. They were interviewed using a well prepared interview guide. Both secondary and primary data were collected which formed the basis for content analysis. The study established that the Kenya Prisons service is currently implementing its 2013-2017 strategic plan guided by its vision and mission statements. The implementation is practiced through the development of planning and control systems by setting performance targets, direct supervision of the development projects, and use of annual action plans derived from the strategic plan. They have also put in place policies to support strategy implementation such as the Open Door Policy and the HIV and AIDS Workplace Policy 2014. Further results indicated that KPS organization structure was recently restructured to accommodate the requirements of the strategic plan; and that it uses top-down approach of strategy implementation. The interviewees indicated that the major challenges of strategy implementation encountered by KPS were financial constraints; intended strategies taking much time than planned; too much bureaucracy leading to the delay in the disbursement of the funds; lack of inclusiveness in decision making; weak bottom up communication system; top-down structure; bureaucratic culture; lack of commitment from the management; underdeveloped Information Technology Network; insufficient international exposure and benchmarking; inadequate monitoring and evaluation mechanisms; inadequate number of professional personnel; delayed review of legislative framework; inadequate physical infrastructure; Weak collaboration and networking in the criminal justice administration; Poor donor support linkage, and Lack of training curricula for prison officers. The study also sought to establish the measures taken to address the challenges which include; explore supplementary sources of funds, involvement of Court Users Committee to curb the problem of overcrowding, having a well-developed communication plan, and having SMART strategies. In conclusion, this study recommends the need to create a communication plan for the strategy and systems for monitoring and feedback, training of staff in the area of strategy implementation was highly recommended. However, a number of limitations were identified hence the need for further research.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

All organizations operate within turbulent external environment that undergo continuous change with time, giving rise to a lot of uncertainty. The environments in which they operate have become not only increasingly uncertain but also more tightly interconnected (Machuki, 2005). This means that organization's managers are required to think strategically as never before, need to translate their insight into effective strategies to cope with their changed environments and to develop rationales necessary to lay the groundwork for adopting and implementing strategic plans in this ever changing environment. However, formulating an appropriate strategy is not enough and strategic managers must ensure that the new strategies are implemented effectively and efficiently. Strategy implementation is crucial because it links strategy formulation and its success. Poor implementation of an appropriate strategy may lead it to fail (Kiruthi, 2001). Strategy implementation though heavily demanding cannot be overlooked by any organization that seeks to achieve its goals. Many organizations develop strategies but may have a problem when implementing them since effective implementation of strategy rarely gets much attention or respect (Oanda, 2013).

Successful strategy implementation is guided by a number of theories. This study will be guided by the contingency theory and the institutional theory. The contingency theory is based on the idea that there is not a single best way to approach management and that the strategic management practices suitable for an organization are contingent to its context

(Fiedler, 1964). Every organization has a different and a unique context which is determined by both its internal and external environments. Institutional theory, on the other hand, states that organizations exist in an institutional environment which defines and delimits its social reality. The theory considers the processes by which structures, including schemas; rules, norms, and routines, become established as authoritative guidelines for social behavior (Scott, 2004).

Kenya Prisons Service (KPS) is undergoing public sector reforms; the reforms have embraced strategic management tools such as performance contracting, service delivery charters and rapid results initiatives (RRI). To achieve all these, it produced its first ever strategic plan in the year 2003. It therefore requires successful strategy implementation practices to ensure realization of its objectives.

### **1.1.1 Strategy Implementation**

Strategy implementation is the process by which objectives, strategies and policies are put into action through the development of programs, budgets and procedures. Pearce, Robinson, & Mital (2010) describe strategy implementation as the action phase, actualization phase or execution phase. According to Wheelen and Hunger (2008), strategy implementation refers to the sum total of the activities and choices required for the execution of strategic plan. The dynamism in the environment has made it difficult and challenging to formulate strategic plans and then assume that everything would run smoothly when it comes to implementation. Strategy must be translated into guidelines

for the daily activities of the firm's members. The strategy must be reflected in the way the firm's activities are organized, its values, and beliefs (Pearce and Robinson, 1997).

Formulation of good strategic plans does not guarantee an organization success unless the plans are institutionalized and operationalized to yield results. Pearce and Robinson (2005) states that a new strategy must first be institutionalized then operationalized for effective implementation. Institutionalization of strategy is the alignment of the strategy to the organization's structure, leadership, culture, company resources and support systems which must permeate the whole organization. Operationalization of strategy is putting the strategy into action by developing plans and short term objectives, functional tactics, provision of adequate budget and empowering personnel who will perform the activities. A good strategy may fail due to improper institutionalization and improper implementation.

Strategy formulation is basically entrepreneurial in nature and requires a great deal of analysis, judgment, and innovation. However, implementation requires administrative and managerial talent and an ability to foresee obstacles that might arise in strategy implementation (Rajasekar, 2014). It entails working through others, organizing, motivating, culture building and creating strong links between strategy and how the organization operates. It also entails a process of converting the formulated strategies into viable operations that will yield the organization's targeted results (Adem, 2012). Inappropriate systems utilized during the process of operationalization, institutionalization and control of the strategy are often sources of challenges during

strategy implementation. The process of institutionalization relies heavily on the organization configuration that consists of the structures, processes, relationships and boundaries through which the organization operates (Johnson and Scholes, 2002).

### **1.1.2 The Kenya Prisons Service**

The Kenya Prisons Service (KPS) is a department in the Ministry of Interior & Coordination of National Government which was established vide circular number 1 of 18<sup>th</sup> March 1911 making the Prisons service autonomous since then. It derives its mandate from the Prisons Act Cap 90 and the Borstals Act Cap 92, Laws of Kenya to ensure: - containment and keeping offenders in safe custody, rehabilitation and reformation of offenders through training, counseling, educational and professional programmes, facilitation of administration of justice by producing offenders to Courts, control and training of youthful offenders in Borstal and YCTC Institutions, recruitment and training of Prisons Manpower requirements. The KPS mission is to contain offenders in humane safe conditions in order to facilitate responsive administration of Justice, Rehabilitation, Social Integration and community Protection.

The KPS's vision is to be a correctional service of excellence in Africa and beyond. In its efforts to achieve this, it came up with its first strategic plan in the year 2003, which was then reviewed in 2009 in line with the first Medium term Plan for vision 2030. It has also entrenched performance based culture by placing its senior officers on performance based contracting, and produced service charter to guide service delivery. This therefore has placed a lot of pressure on the management to implement the strategic plan to enable KPS

achieve its objectives guided by the KPS core values such as Universal Justice, Integrity, and Leadership by example, Credibility, Meritocracy, Teamwork, Loyalty and discipline.

## **1.2 Research Problem**

Organizations keen on their success have embraced strategic management. An important step in the strategic management process is implementation, which is how strategy formulation is put into place. Regardless of how good the formulated strategy is, the organization will not benefit if it is incorrectly implemented. Cater and Pucko (2010) concluded that while 80% of firms have the right strategies, only 14% have managed to implement them well. According to Burdin (2011), on the survey of strategy implementation in Chinese Corporations, 83 percent of the surveyed companies failed to implement their strategy smoothly, and only 17 percent felt that they had a consistent strategy implementation process. Aaltonen and Alkavalko (2001) concurs and argue that transforming strategies into action is a far more complex, difficult and challenging undertaking and therefore not as straight forward as one would assume.

Public sectors organizations in Kenya have well formulated strategic plans, but their implementation is wanting. Kenya prisons service is no exception. KPS developed its first strategic plan in the year 2003, which was then reviewed in 2009 in line with the first Medium term Plan for vision 2030. However, according to a number of reports the implementation of this plan is facing a number of hurdles. According to Government of Kenya Report (2008), Kenya Prisons Service may not have achieved its main objective due a number of ills that surround the organization and that effective rehabilitation of

inmates into law abiding citizens with the current state of Kenya Prisons is unattainable. KNCHR report (2001) on prisons conditions brought into sharp focus the inadequate budgetary allocations to prisons as one of the primary causes of squalid and inhuman conditions in prisons. Madoka report (2009), on the Prison warder's strike, highlighted a number of ills in the service such as dilapidated housing, inadequate uniforms, Low morale amongst the staff, poor relations amongst junior staff and their seniors and inadequate food for the inmates amongst others. A number of statistics have also indicated that the rate of recidivism to be very high though KPS is claiming to be undertaking the rehabilitation efforts. Quite a number of prison breaks have also occurred raising questions on the KPS strategies.

Several studies have been conducted on strategy implementation globally and locally. Okumus and Roper (2008) reveal that there are few researches conducted on implementation compared to strategy formulation. Alexander (2001) argues that more focus is put in long range planning and strategy as opposed to actual strategy implementation and given that implementation is more complex than formulation then there are greater chances of failure in implementation.

Locally, there are many studies done on strategy implementation in Kenya, such as (Aosa, 1992; Awino, 2000; Koske, 2003; Muthuiya, 2004; Machuki, 2005) among others. They concluded a number of challenges that hinder successful strategy implementation as: lack of compatibility between strategy and culture which can lead to high organizational resistance to change, lack of fit between strategy and structure,

unsupportive processes and procedures among others, uncontrollable factors in the environment, inadequate resources, and implementation taking too long than expected. However their findings may not be applicable to Kenya Prisons since there are contextual and conceptual differences. A study by Murage (2011) though done on KPS indicates methodological difference as the study used cross sectional survey design while this is a case study.

From the above reviewed studies, it is evident that several studies focusing on strategy implementation have been carried out. However, there are conceptual, contextual and methodological gaps; also not much study on strategy implementation at Kenya Prisons Service has been done. This study will bridge this knowledge gap. What are the practices adopted in implementing strategy at Kenya Prisons Service?

### **1.3 Research Objectives**

The main objectives of the study were:

- i. To determine the practices of strategy implementation at Kenya Prisons Service.
- ii. To establish challenges of strategy implementation at Kenya Prisons Service.
- iii. To determine measures put in place to overcome challenges of strategy implementation at Kenya Prisons Service.

### **1.4 Value of the Study**

The findings of this study will contribute significantly to strategic management practices in that it will provide detailed explanations on strategy implementation practices,

challenges, and measures to mitigate the challenges while implementing strategies at the Kenya Prisons Service.

The academicians in the area of strategic management will therefore find this study useful as a source of reference in the future for discussion as well as further research on strategy implementation practices to enhance organizational effectiveness. This will help them expand their knowledge and also identify areas of further research. Thus add on the existing theories on strategy implementation thus enriching this area of strategic management.

Finally, the study will aid policy makers in the security sector and other players in the sector in development of policies that will address the challenges of implementing the strategic plans to ensure good correctional practices in Kenya.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter summarizes the information from other researchers who have carried out their research in the same field of study. The specific areas covered here are theoretical underpinnings, strategy implementation practices, challenges of strategy implementation, the measures to mitigate the challenges of strategy implementation and finally the summary of knowledge gaps.

#### **2.2 Theoretical Underpinnings**

This study is anchored on the Contingency theory, Institutional Theory and the Mckinsey 7-S framework. Contingency theories are a class of behavioral theory that contends that there is no one best way or approach to manage organizations (Fiedler, 1964). Therefore organizations should then develop managerial strategy based on the situation and condition they are experiencing. In an organization, the optimal course of action is contingent (dependent) upon the internal and external situation. Therefore, organization design, and choice, depends on uncertainty, where uncertainty is to be associated with the mathematical concepts and fuzziness or propositions of bounded rationality (Pike and Ryan, 2004). In this regard the contingency theory can be used to explain that each of the changes in the business environment presents a unique challenge to managers to come up with responses to fit the situations. So, the uncertainty caused by the environment is an important ingredient for a decision making in the organization.

Institutional theory considers the impact of firms' environment and the cognitive, normative and regulative structures that surround the organization. It attempts to explain how these structures impact the actions and boundaries of the firm. These structures provide stability to action, routines, and cultures; define legitimacy and constrain action. The theory focusses on how institutions are created, how they pervade societies and industries and finally how institutions change overtime. It attempts to describe the deeper and more resilient aspects of social structure. It considers the processes by which structures, including schemes; rules, norms, and routines, become established as authoritative guidelines for social behavior (Scott, 2004). Different components of institutional theory explain how these elements are created, diffused, adopted, and adapted over space and time; and how they fall into decline and disuse (Wachira, 2014).

Mckinsey 7-S framework was developed at McKinsey Consulting Company by Peter and Waterman to analyze seven different aspects of an organization to determine if it is functioning effectively or not. According to Peter and Waterman (1982) as cited in Kahindi (2013), the model is based on the premise that an organization is not just a structure, but consists of seven critical aspects of an organization which include strategy, structure, systems, style (leadership), skills, staff (people), and shared values (culture) (the 7Ss). This model suggests that after a strategy has been designed, the managers should focus on these seven variables to ensure effective execution. Structure of the organization is one of the key determinants of effective strategy implementation it promotes communication and continuous feedback to key stakeholders in the organization (Peters and Waterman, 1982).

Structure relates to the way the organization is structured and its chain of command. Strategy is the plan devised to maintain and build competitive advantage over competition. Systems are the daily activities that staffs engage in to get the work done. Shared values are the core values of the company that can be seen in the corporate culture and general work ethic. Style relates to the leadership style adopted. Staff is the employees and their general capabilities. Skills are the actual skills and competencies of the employees working for the company. The 7S framework can be utilized in situations whereby there is need for realignment in order to improve organizations performance, establish likely effects of future changes in a company and to determine the best way to implement a proposed strategy (Peters and Waterman, 1982).

### **2.3 Strategy Implementation Practices**

Strategy implementation involves putting into practice what has been formulated. The process of implementing strategy in a firm is executed through a number of ways or practices which can be said to be the controls on the firm's operations thus they either obstruct or facilitate translation of strategy into action. In organizing for success, structure is one of the key ingredients. But, regardless of any structure, organizations cannot work effectively without the formal and informal organizational strategy practices (Johnson and Scholes, 2003). These practices include direct supervision, planning and control systems, performance targets, market mechanisms, social cultural processes, and self-control and personal motivation.

According to Bresser and Bishop (2003) as cited in Macharia (2013), Strategy implementation practice is the product of the best minds inside and outside the corporation. The practices considers future implications of current decisions, adjusts plans to the emerging business environment, manages the business analytically, and links, directs, and controls complex enterprises through a practical, working management system. Strategy implementation practice involves formulation of vision and mission statement, performance of situational analysis and finally strategy implementation and choice (Pearce and Robinson, 2008).

Direct supervision as a practice entails direct control of strategic decisions by one or a few individuals. It is usually found in family businesses and parts of public sector known to have hands-on political environment and requires that the manager understands what the job they are supervising entails. This process may also be appropriate when there is a major change like major transformation taking place in the business environment which threatens the survival of the organization thus calling for autocratic control through direct supervision. According to Ansoff et al, (1990) this approach requires involvement of all managers who will be responsible for implementation as well as of managers and other individuals who make key contribution to the decision making process. Before implementation, education and training are given to the participants in the relevant concepts, skills and techniques. This is achieved by ensuring there is strategy clarity whereby everybody understands the strategy, embrace it, and help support its implementation. David (2003) argue that communication is also crucial as it ensures that

commitment and cascading strategy wraps it all in ensuring successful implementation of strategy.

Successful implementation of strategies is achieved through systems that plan and control the allocation of resources and monitor their utilization (Freedman, 2003) as cited in (Karanja, 2014). This is a scientific management approach and is useful particularly where the degree of change is low. In centralized regimes, planning is usually top down accompanied by standardization of work processes and specifies how work should be undertaken. Output through product or service specifications has led to development of service level agreements between departments. In developed regimes, planning is centered around bottom up; therefore it is important that all stakeholders are clear on their responsibilities for planning and implementation (Johnson and Scholes, 1997).

The practice emphasizes on implementing strategic performance management systems and integrating human resources systems. Successful strategy depends greatly on good internal organization that ensures internal organization structures that are responsive to the needs of the strategy, and competent personnel through building and nurturing skills and selecting people for key positions. Pearce and Robinson (2010) agrees on the importance of having competent personnel and argue that they also need guidance on what to do through short term objectives which are measurable and outcome achievable in one year. In addition develop smart goals examining areas of product performance, competitive performance, and quality improvement, performance of business processes, customer satisfaction, customer loyalty and retention.

According to Pearce and Robinson (2010), policies are directives designed to guide the thinking decisions and actions of managers and subordinates in implementing organization strategy. They also promote uniformity in handling similar activities which help reduce conflict and helps institutionalize basic aspects of organizational behavior which assists in the establishment of consistent patterns of action. Monitoring and control systems are important to assess how strategies are being implemented and how the environment itself is changing.

Performance targets practice focus on the outputs of an organization such as product quality, revenues or profits. The targets are called the key performance indicators. This practice is used as a response to high levels of change such as rapid growth or reorganization which is managed output measured through set targets based on performance indicators and these are usually accompanied by incentives and rewards that relates to achievement of set targets (Karanja, 2014). According to Haynes and Mukherjee (2001), devising effective reward and incentives system and linking it to performance outcomes all based on strategic performance targets is key. Defining jobs and assignments in terms of what is to be achieved makes work environment result oriented and performance is key supported by a corporate culture that promotes good strategy execution process. Ansoff (1990) concurs and state that rewards and incentives whether based on historical performance, growth and initiative are key.

Social cultural processes are directed by an Organization culture. Performance of an organization is determined by social controls which work well in highly developed

structures as they enhance coordination. This has led to organizations maintaining professional social networks through standardization which has further led to training and development as an organization way of investing in social controls (Johnson and Scholes, 1997). According to Johnson and Scholes (2003), self-control and personal motivation is the best approach as it helps in the integration of knowledge and coordination of activities by the direct interaction of individuals without supervision. Motivation of individuals and their self-control has become increasingly important to performance due to the rapidity of change, increasing complexity and the need to exploit knowledge. Managers need to ensure that individuals have the channels to interact, such as IT and communication infrastructure, and that social processes created by this interaction are regulated to avoid rigidities.

#### **2.4 Challenges of Strategy Implementation**

According to the White Paper of Strategy Implementation of Chinese Corporations in 2006 as cited in Badrudin (2011), strategy implementation has become “the most significant management challenge which all kinds of corporations face at the moment”. The survey reported in that white paper indicates that 83 percent of the surveyed companies failed to implement their strategy smoothly, and only 17 percent felt that they had a consistent strategy implementation process. A survey among senior operations executives in North America found that 57 percent of the organizations were unsuccessful at implementing strategic initiatives over the past three years (The Economist, November 2004) as cited in (Van Der Maas, 2008). Therefore, Machuki (2005) argue that challenges that occur during the implementation process of a strategy

are an important area of research because even the best strategy would be ineffective if not implemented successfully.

Chermack, Provo and Danielson (2005) in their paper- Executing Organizational Strategy- A literature Review and Research Agenda, carried out in USA tried to establish barriers to successful implementation of organization strategy. They synthesized the key reasons for strategy implementation failure and concluded the elements shared in all of the models and supported by the general literature review were: External issues ( market changes, effective competitor responses); lack of focus ( unclear goals that don't translate to other organization levels); misalignment among business processes, units and their goals; failure to measure progress and hold people accountable; and problems with leadership and commitment to strategy. 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; failure of buy in, understanding, and/or communication; timeliness and distinctiveness; lack of focus; and bad strategy poorly conceived business models.

De Lisi (2002) as cited in Chermack, Provo and Danielson (2005) found that lack of knowledge of strategy and the strategy process; the plan was not communicated effectively; people are not measured or rewarded for executing the plan; the plan is too abstract- people can't relate it to their work; people are not held accountable for execution; senior management does not pay attention to the plan; strategy is not clear, focused and consistent; conditions change that make the plan obsolete; the proper control

system are not in place to measure and track the execution of the strategy; reinforcers such as: culture, structure, processes, IT systems, management and human resource systems are not considered, and/or act as inhibitors; people are driven by short term results

Alexander (1985) identifies inadequate planning and communication as the major contributors to unsuccessful implementation of strategies. Aaltonen and Ikavalko (2001) state that the amount of strategic communication in most of the organizations is large, both written and oral communication is 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. Communication is important since the way in which a change is presented to employees is of great influence to their acceptance of it. To deal with this critical situation, an integrated communications plan must be developed. Such a plan is an effective vehicle for focusing the employees' attention on the value of the selected strategy to be implemented.

It is recommended that an organization institute a two way-communication program that permits and solicits questions from employees about issues regarding the formulated strategy in order to ensure smooth strategy implementation. In addition, the communications should tell employees about the new requirements, tasks and activities to be performed by the affected employees and the reason behind changed circumstances

(Alexander, 1985). It is essential both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion.

Beer and Eisenstat (2000) asserts that the six key “strategy killers” are: Top-down or laissez-faire senior management style; Unclear strategies and conflicting priorities; Ineffective senior management team; Poor vertical communication-employees often feared that senior level managers and executives did not want to hear their observations or interpretations of the problem they were facing; lower level managers were not developing skills through the new opportunities they were facing, nor were they supported through leadership coaching or training.

## **2.5 Measures to Mitigate the Challenges of Strategy Implementation**

As a first step in ensuring the successful implementation of the firm's strategy, firm leaders must take early and aggressive action to institutionalize the strategy within the firm. The top management and other key leaders must demonstrate visible ownership of the firm's strategy, communicating clearly with stakeholders about the details, value and importance of the strategy to the firm. Members of management should also seek input and support from key opinion leaders and rainmakers early-on and request their help in championing the strategy to other partners within the firm. Over time, such actions will assist in generating buy-in among partners, leading to greater overall support for the strategic plan and the changes inherent in its execution (Ashioya, 2014).

Hilderbrandt (2009) postulate that to facilitate more effective execution, firm leaders should take the following critical actions: - To effectively support the implementation process, an organization's leaders should ensure they have the right leadership, governance and operation structure required to support effective implementation; existence of the right personnel serving in the right places; very often firm leaders demonstrate the behavior of dynamic and influential visionaries. However, such leaders may lack an attention to detail and the organization skills required to effectively drive day to day action. By assessing whether the firm has the right people in the right places, a firm can better ensure that visionary firm leaders are appropriately supported by individuals who can get the daily actions of implementation.

Nyariki (2012) concurs by emphasizing that organizations should train their strategy implementers on strategy formulation and implementation. The training should focus on management staff because if an organization is to realize successful strategy implementation, the people involved should be of relevant and right skills. Proper analysis should be done to determine the relevance, type, frequency and length of training as well as the costs involved. Management should, undergo continuous training to be updated on new developments in the business environment. Those with specialized roles in various areas should be given a leading role to play, in order to improve the performance and competitiveness of organizations.

A fundamental and critical step in moving forward with strategy execution involves planning. Implementation planning entails developing a detailed outline of specific

actions and sub-actions, responsibilities, deadlines, measurement tools, and follow-ups required to achieve each of the firm's identified strategies. Implementation plans often take the form of detailed charts which map the course of action for the firm leaders over a period of time. Achieving a level of detail in these plans provides for a tangible and measurable guide by which both the firm and its leaders can assess progress in implementation over time (Corboy and O'Corrbui, 1999).

Trevor (2008) stated that successful strategy implementation also requires alignment of the firm's compensation system, performance management approach, and other related practice group and client team management structure and processes with the firm's chosen strategy. The most common and (perhaps critical) example of a structure necessitating alignment is that of compensation. Very often firms adopt strategic plans which require collaboration and teamwork in order to achieve success, yet they fail to modify the compensation system to reward such activities.

According to Hrebiniak (2006), a key component of success in implementation involves holding the firm leaders and partners accountable for actively driving and supporting execution. Whether individuals are assigned discreet implementation activities or asked to participate in ongoing efforts to support strategic initiatives, measurement and follow up is required. By following up and assessing progress in implementation at regular intervals, firms can more effectively determine whether current implementation activities and assignments are working, or whether a different approach is needed. Such

assessments are crucial in ensuring that action is taken and progress is made on strategy execution.

Aosa (1998) argues that strategy is creating a fit between external characteristics and internal conditions of an organization to solve strategic problem, which is a mismatch between the internal characteristics of an organization and its environment. Consequently, organizations need to not only notice changes in their external environment, but also formulate strategies that match these changes. Failure to do so will result in a strategic problem which is detrimental to the survival of the organization. According to Thompson and Strickland (1989), how well a strategy implementer ties the organizations budget directly to the needs of strategy can either promote or impede the process of strategy implementation and execution.

## **2.6 Summary of Knowledge Gaps**

Various scholars have carried out different studies on different aspects of strategy implementation in both public and private organizations. The scholars include Aosa (1992) who focused on aspects of Strategy Formulation and Implementation within Large, Private Manufacturing Companies in Kenya; Awino (2000) determined the effectiveness and problems of Strategy Implementation of Financing Higher Education in Kenya by the Higher Education Loans Board; Koske (2003) focused on Strategy implementation and its challenges, the case of Telkom Kenya Ltd; Machuki (2005) viewed the challenges to Strategy Implementation at CMC Motors Group Limited; Muthuiya (2004) focused on Strategy Implementation and its Challenges in Non-Profit

Making Organizations in Kenya, the case of African Medical Research Foundation (AMREF)-Kenya; while Murage (2011) focused Challenges Facing Kenya Prisons in Implementing Reforms Strategy.

Many of these studies focused on challenges of strategy implementation while this study is determining strategy implementation practices at the Kenya Prisons Service. Therefore context and concepts in which the above studies were carried out differ with this study, hence contextual and conceptual gaps. There are also methodological gaps since Murage (2011) study used cross sectional survey design to carry out his study on the challenges facing Kenya Prisons in implementing reforms strategy while this is a case study.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the research methodology that was used for this study. It discusses the research design that was adopted. A case study was adopted since the study targeted a single unit that was the Kenya Prisons Service. Data collection methods used are described including primary and secondary data. Primary data was collected from interviewees who were the top management of the Kenya Prisons Service. Data was analyzed using qualitative method that adopted content analysis and themes were used as measurement variables in this study.

#### **3.2 Research Design**

The research was conducted through a case study. The case study serves as a useful means of revealing an in-depth and extensive description of the topic under investigation, since it puts more emphasis on a full contextual analysis of fewer events or conditions and their interrelation. The case study is aimed at getting detailed information and understanding of Kenya Prisons Service strategy implementation practices, the challenges experienced and how they overcome or minimize them. Kothari (2004) noted that a case study is a form of qualitative analysis that involves a careful and complete observation of a social unit. He describes a social unit as a person, family or institution which in this case is Kenya Prisons Service.

The primary purpose of a case study is to determine factors and relationships among the factors that have resulted in the behavior under study. Since this study seeks to investigate the strategy implementation in Kenya Prisons Service, a case study design was deemed the best design to fulfill the objectives of this study. This research design has been successfully used in similar studies by Koske (2003), Muthuiya (2004), Machuki (2005), Tai (2007), and Mbai (2014) among others.

### **3.3 Data Collection**

A combination of both primary and secondary data was used for this study. The primary data was collected through face to face interview administered through the interview guide. The interview guides has been preferred over other methods of collecting data because of their capability to extract information from the respondents as well as giving the researcher a better understanding and more insightful interpretation of the results from the study. The interview guide had open ended questions. The advantage of open ended questions is that they allowed the respondents to express their feelings and thought especially when complex issues are being studied. Secondary data was collected through the review of the contents of various relevant publications and reports such as the KPS strategic plan, policies, and the internal review documents indicating KPS performance such as the work plans.

The study accessed and interviewed seven out of the eight KPS top management intended to be interviewed, those interviewed include: Director of Planning and Development, Director of Administration and Personnel, Director of Prison Enterprises, Director of

Supplies and Transport, Director of Rehabilitation and Welfare, Director of Operations and finally the Director of Training. This is because being KPS senior managers, they are the ones involved in ensuring the strategic plan is implemented and working at their respective units and get reports from the entire network on how the strategic plan is working and the challenges encountered hence they are the most appropriate interviewees for the study.

### **3.4 Data Analysis**

Content analysis was used to analyze the data collected from the interviewees since it would be qualitative in nature. Kothari (2004) define content analysis as any technique used to make inferences through systematic and objective identification of specified characteristics of messages. According to Mugenda and Mugenda (2003), the main purpose of content analysis is to study existing information in order to determine factors that explain a specific phenomenon.

From the interview guide used, data was organized and summarized in a manner that is easy to understand. It was also manageable and allowed one to look at issues at hand in the overall study. Data were sorted in three major categories mainly the strategy implementation practices, challenges in the implementation, and the measures used in mitigating the challenges. The researcher examined the various responses from the interviewees and made careful extrapolations without changing the original content as given by the interviewees. Data obtained was then compared with existing literature in order to establish areas of agreement and those of contrary opinion in order to establish

facts. This method has been used by similar studies like Machuki (2005) among many others.

### **3.5 Chapter Summary**

This chapter presented the research methodology used in the study. Case study design was used since the unit of analysis was one organization which was Kenya Prisons Service. Both Primary and secondary data was used to collect data from the interviewees and review of relevant documents respectively, with primary data administered through the interview guide. The study managed to interview seven top management staff of the Kenya Prisons Service. The data collected from the interviewees was then analyzed through content analysis since it was qualitative in nature.

## **CHAPTER FOUR**

### **DATA ANALYSIS, FINDINGS AND DISCUSSION**

#### **4.1 Introduction**

This chapter covers data analysis, research findings, and discussions of the study findings. The researcher interviewed seven top managers of Kenya Prisons Service involved in the strategy formulation and execution who were expected to respond to questions in the guide under the direction of the researcher. Use of secondary data was also applied to support the facts given by the interviewees; it was done through the review of the contents of the KPS 2013-2017 strategic plan, work plans, quarterly performance contracting targets indicating KPS performance, and other policy documents that were within the reach of the researcher. Qualitative data analysis technique was used to analyze the data which involved making inferences by systematically and objectively identifying and specifying characteristics of message and relating this to study themes.

The findings discussed in this chapter include the profile information of the respondents, strategy implementation practices at the Kenya Prisons Service, challenges faced during the strategy implementation and measures taken to mitigate these challenges. Finally, findings were discussed based on the comparison with the relevant theories that guided the study and the literature review.

#### **4.2 The Profile Information**

This section outlined the profile information of the interviewees, indicating the managerial section of work, Job Title and Length of Service. The interviewees comprised

the top management of KPS who are involved in the strategy formulation and implementation. The researcher did not interview all the interviewees as the director of inspections was unavailable during the interview and this resulted to 90% response rate considered adequate for the study.

#### **4.2.1 Interviewees' Section of Work, Job Title and Length of Service**

The interviewees' sections of work and job titles at the Kenya Prisons Service were sought in this study. According to the findings the interviewees' titles were as follows: Director of Planning and Development, Director of Administration and Personnel, Director of Prison Enterprises, Director of Supplies and Transport, Director of Rehabilitation and Welfare, Director of Operations and finally the Director of Training.

All the interviewees were at the level of section heads and are directly involved in making key decisions at the Kenya Prisons Service. They are charged with overall goals, strategies, operating policies and represent the Kenya Prisons Service to the external environment. Being involved in the Strategy implementation they were thus better placed and aware of strategy implementation practices at the Kenya Prisons Service. They have also been holding the current position for a different period of time, ranging from a period of one year to five years and therefore the interviewees have sufficient knowledge of the area in which they operate in, hence reliable for the study.

The study also sought the information on the number of years the interviewees had worked at the Kenya Prisons Service. It was clear from the interviews conducted that all

the interviewees had worked for more than fifteen (15) years. This clearly implies that information collected was from individuals who had adequate experience and familiarity with strategy implementation practices at the Kenya Prisons Service and the information collected was reliable. Therefore with this solid background, it was felt that the interviews were knowledgeable on the research subject and thus were of great help in realization of the research objectives. Finally, based on this it can therefore be assumed that due to the experience and understanding of the organization by most interviewees, the more objective and well informed would their responses be.

#### **4.3 Strategy Implementation Practices at Kenya Prisons Service**

This section presents the findings to the first objective of the study which was to determine the practices of strategy implementation at Kenya Prisons Service. On the question whether Kenya Prisons Service has a strategic Plan, all the interviewees were unanimous that there is a documented five years (2013-2017) strategic plan. They also indicated how the current strategic plan came into being in that prior 2003, the prisons service lacked a common framework for guiding strategic, functional and operational management.

“We relied on annual work plans and budgets, revised and forward budgets and Medium Term Expenditure Framework (MTEF) budgets; however, in 2003, the first ever strategic plan (2003-2007) was produced, with assistance of Kenya National Human Rights Commission (KNHRC), which was then reviewed to cover 2008-2012”. (Director of Planning and Development).

The interviewees indicated that Kenya Prisons Service has a strategy that is implemented in five year plan periods. The organization has institutionalized the strategy implementation process and is currently implementing its third strategic plan for the period 2013 to 2017. The strategic plan has clearly stated vision, mission and objectives and the implementation of objectives, strategies and activities are guided by the Vision and Mission. The organization derives its organizational objectives from the Kenya Prisons Service's mandates which are outlined in the Prisons Standing Orders. The objectives are directly linked to Kenya Prisons Service's mandate.

“We need to do more as a department in the institutionalization of strategy”. (Director of Administration and Personnel).

On the role that communication plays in the process of institutionalization of strategy at Kenya Prisons Service, the interviewees said that proper communication of strategic objectives can act as a cohesive force and succeed in connecting those with ultimate responsibility for organizations with those who directly implement policies. According to the interviewees, communication is important in every aspect of strategy implementation. It is related in a complex way to organizing processes, organizational context and implementation objectives which, in turn, have an impact on the implementation process and also enhances timely feedback on the progress and challenges met in the process of strategy implementation. Others also said that effective communication throughout the organization leads to a clear understanding of key roles and responsibilities of all stakeholders including the Officer in-charges whose role is often pivotal and ensures that everybody understands success levels at all times at the station level. They also

confirmed that in KPS top- down communication is done through use of signals, emails, loose minutes and memos on the notice boards, timaam parades and morning parade briefings. However, they explained that due to rigid organization structure the level of open communication is rare in lower functional levels.

“Yes we have a strategic plan, but this document is rarely found in our penal institution making its operationalization difficult”. (Director of Training).

Those involved in the strategy implementation at Kenya Prisons Service were diverse. The interviewees indicated that the Commissioner General of Prisons, His deputy and all the directorates, sections Heads, the Commandant and the Regional Commanders and the officer in-charges of all the penal Institutions were involved. The involvement of regional commanders and the officer in-charges is a likely indication that the strategy implementation at Kenya Prisons service is all-inclusive process, an attribute that makes the process to be supported by all the members of staff. In particular, the involvement of section heads and the Officer in-charges in the strategy implementation ensured that the views of all the members of staff are incorporated in the organizations overall strategies. According to Kenya Prisons Service Workplace Policy on HIV and AIDS (2014), the Commissioner General of Prisons shall be responsible for the implementation of the policy and development of appropriate HIV and AIDS programmes at the workplace.

Therefore for any organization to implement its set strategies there must be strategy implementation practices in place. Strategic practices enable an organization together

with its employees to accomplish strategic management process. Since Kenya Prisons Service has a strategic plan which covers the period 2013-2017 in place it is evident that there exist strategy implementation practices in place. For the strategy implementation process to be accomplished strategy implementation practices must be in existence.

“Kenya Prisons Service has a vision and mission whose main objective is to transform it to a correctional service of excellence in Africa and beyond which is to be achieved through containing offenders in humane safe conditions in order to facilitate responsive administration of Justice, Rehabilitation, Social Integration and community Protection”. (Director of Rehabilitation and Welfare).

All the interviewees concurred that the strategy implementation process in Kenya Prisons Service (KPS) is usually done through the use of annual action plans derived from the five year KPS strategic plan. These annual action plans outline the objectives and goals to be achieved in a particular year which are then cascaded down to section heads, regions, and to the station level. Kenya Prisons Service implements its strategies by developing planning and control systems setting performance targets on quarterly basis, for instance, the employees’ are expected to fill the individual work plans quarterly to express how they would achieve the agreed performance targets.

A large number of the interviewees concurred that the targets, objectives are reviewed every quarter and when need arises to ensure that where the set targets are not being met they can be re-examined to suit the current situations as at then. The Kenya Prisons Service also adapts direct supervision of the development projects through the Ministry Headquarters, this involves direct control of strategic decisions by one or a few

individuals, and this is commonly prevalent at the station levels. KPS 2013-2014 strategic plan concurs by indicating that the department practices direct supervision of its projects.

“Direct supervision is good for the implementation of our projects but it is effective only when done by the section heads not those from ministry headquarters as they make timely implementation impossible”. (Director of Planning).

It also emerged from the interviewees that KPS does not have a policy or scheme in place for rewarding the staff that is based on the achievement of the strategic performance targets. Most of the interviewees stated that such a scheme does not exist while others stated that promotions are based on performance. The interviewees also indicated that a number of policies are in place to support strategies, for instance, the HIV and AIDS Workplace Policy 2014 which is geared towards contributing to the national goals as set out in the Kenya HIV& AIDS Strategic Framework 2014-2019. Implementation of the objectives is shared between the various section heads and therefore team work is required to achieve any particular objective as outlined in the KPS core values. However, they concurred that KPS has inadequate information system for monitoring implementation activities even though indicators for monitoring exists.

On the question whether the practices adopted by the KPS help in implementing its strategies in time, most of the interviewees argued that the practice of direct supervision often delay most of the projects as the supervisors usually come from the ministry headquarters. They also argued that due to the rank and file operation of the KPS the orders and approvals must usually come from the commissioners General of Prisons

through a number of operatives making timely implementation impossible. The interviewees also cited instances where work plans in most of the stations are lacking.

“At times we plan to build houses in certain stations but when you go to that station you find they are not ready as some of their staff quarters are congested that forcing us to take some time”. (Director of Planning).

According to the Kenya Prisons Service Strategic Plan 2013-2017 the strategic focus areas includes: Construction of staff and prisoners accommodation, Revision and harmonization of the existing legal framework, Transformation of prisons enterprises into a SAGA, Provision of adequate stores and supplies to staff and inmates, Human resource capacity building; development of efficient and effective rehabilitation and reformation programmes, restoration and sustainment of integrity, control the spread and minimize the impact of HIV/AIDS in prisons and facilitate access to speedy administration of justice(KPS strategic Plan 2013-2017).

In addition to the above the Strategic Plan (2013-2017) KPS has also strategically objected to modernize, expand and develop the existing infrastructure in prisons; to enhance the energy supply capacity of prisons; to increase the sources of water for Kenya Prisons Service; to build Human resource capacity to enable the Department achieves its mandate; to enhance and diversify prisoners’ rehabilitation programs; to enhance institutional safety and security; to strengthen policy, legal and institutional frameworks for quality service delivery; to facilitate expeditious administration of justice, to achieve humane containment of offenders; to improve welfare of both staff and inmates; and to

mainstream cross-cutting government policies. However the KPS strategic Plan 2013-2017 eludes that the success in implementation of these objectives is contingent upon prerequisite success in institutionalizing professionalism and ethical conduct in resource use and management.

On the question whether the KPS has other approaches towards strategy implementation the interviewees confirms that the fact that Kenya Prisons Service has strategic objectives it attributes to a conclusion that strategy implementation practices are available and some of them are mentioned in the objectives above. All the interviewees also confirmed that the KPS senior officers are placed under performance contracting which they believe has enhanced their performance and that KPS has a well-documented scheme of service and created short term wins through Rapid Result Initiatives (RRI) which has enable them try to achieve the strategic focus areas like construction of staff houses.

The interviewee acknowledges the partnership between KPS/ Raoul Wallenberg Institute to help in training of Human rights officers to enhance capacity and contribute to effective rehabilitation and enhances best practices. KPS has also partnered with KNCHR, International commission of jurists, Kituo cha Sheria and Philemon foundation to help in the revision and harmonization of the Prisons Act.

“Open Door Policy has enabled a number stakeholder to have access to prisons and made some us accountable and transparent in execution of our mandate; and it has helped change the KPS management culture which was full of authoritarianism, nepotism, cronyism and a lack of result

oriented thinking to a more friendly and focused leadership approach”. (Director of Rehabilitation and Welfare).

The structural design of an organization helps people pull together activities that promote effective strategy implementation. Organization structure was in place at the Kenya Prisons Service as was mentioned by all the interviewees. Most of the interviewees mentioned that the strength in the organization structure that they felt supported the implementation of the strategy was that there were enough personnel in the departments and clear lines of reporting. Some interviewees also mentioned that there was a clear and strict chain of command.

“The KPS organization structure was recently restructured to accommodate the requirements of the strategic plan implementation by creation of the position of Commissioner General of Prisons, Deputy Commissioner General of Prisons, two Assistant Commissioner General of Prisons, and ten Senior Deputy Commissioners of Prisons. The positions of Chief Inspectors and Inspectors of Prisons were also created as the functional managers at the station level”. (Director of Operations).

The management system remained wholly top down, with minimal provision for a feedback system. The interviewees were also categorical that the KPS structure has enabled the organization members to understand their roles, responsibilities, boundaries, processes and procedures, and relationships of the various positions. However, the interviewees confirmed that there is too much bureaucracy that led to the delay in the disbursement of the funds for the intended projects. This led to the return of funds to treasury. Equally challenging were the bureaucracies involved in the approval,

contracting and supervision of development projects under the direct supervision of the Ministry Headquarters, a fact alluded to in the Prisons strategic plan 2013-2017.

The culture of an organization needs to be compatible with the strategy being implemented. Kenya Prisons Service has been in existence since 1911 and it has changed the way of doing things a number of times, for instance, its legal framework was reviewed in 1977 where corporal punishment was removed. Today KPS is undertaking a number of reforms while embracing the Open Door Policy which has enhanced the culture of trust, transparency and accountability in the management of the penal institution. According to the interviewees there is a mix of values and beliefs that have been practiced over time by people who have had senior management positions for a considerable long period of time in the KPS. These aspects have been instilled in the other organizational members and define their ways of doing things.

Interviewees also confirmed that KPS has managed to develop core values that the employees are able to associate with and feel that they own the strategy and that they are part the team. These values such as Universal Justice, Integrity, and Leadership by example, Credibility, Meritocracy, Teamwork, Loyalty and discipline and the employees are able to identify under the organization values. The core values were confirmed by the Kenya Prisons Service charter and Prisons strategic plan 2013-2017.

“KPS has very fundamental values but our people do not take them seriously”. (Director of Prison Enterprises).

Finally, the question on their views regarding strategy implementation at KPS, the interviewees' had varied contributions with a section of them indicating the KPS has done a lot with the existence of the strategic plans. According to the KPS 2013-2017 strategic plan, the 2008-2012 strategic plan had a number of success factors such as: Reviewing the organizational structure and expanding the staffing levels by occasioning various promotions across all levels; recruiting professionals in various fields within the prisons department; recovering prison grabbed pieces of land; enhancing security within the penal institutions by using modern security devices; construction of more staff housing units; and increased and improved inmate accommodation capacity and even decongested prisons through court process. However, some of the interviewees were of the view that more could have been done if the strategy implementers were committed to the execution of strategy as times resistance from members of staff is experienced as they were not involved.

#### **4.4 Challenges of Strategy Implementation at the Kenya Prisons Service**

Implementation of strategies is more difficult than formulating it as witnessed from the literature review carried out. This is because during the implementation a number of factors have to be dealt with and it may not be easy to predict or have control over them. Arising from the interviews conducted during the study, there are several challenges to strategy implementation at Kenya Prisons Service. The challenges are both internal and external and have both direct and indirect effect on the success or otherwise of strategy implementation at KPS.

The findings revealed that Kenya Prisons Service, being a government department that has significant degree of government control and therefore faces a number of challenges when it comes to implementation. The interviewees indicated that the scarcity of resources to implement strategies is a huge problem since the budgets for the KPS are prepared but approval must be sought from the Ministry of Interior and Co-ordination of National Government. It therefore takes very long before the approval is granted by the ministry concerned. This then makes the time taken to implement the intended strategy to be slow; hence some activities are overtaken by events due to delay.

“As a department the funding that we receive is not adequate to cater for the all the plans KPS has”. (Director of Prisons Enterprises).

“We are a times at the mercy of supplies as the department at times do not even have funds to buy food for prisoners”. (Director of Operations).

According to the end-term review of the 2008-2012 Strategic Plan as captured in the Kenya Prisons Service 2013-2017 Strategic Plan, the following challenges to strategy implementation were noted. Majority of the objectives were not met due to inadequate funding and where funding was available, too much bureaucracy led to the delay in the disbursement of the funds for the intended projects which led to the return of funds to treasury. The interviewees also noted the bureaucracies involved in the approval, contracting and supervision of development projects under the direct supervision of the Ministry Headquarters. According to the KPS 2013-2017 Strategic Plan, KPS relies heavily on the regular budget allocation from the Treasury; it therefore competes with other government ministries and agencies for the usually inadequate resources at the

Exchequer. The quota allocated to KPS is usually inadequate to meet the already harshly reduced priority needs. This trend adversely has affected the attainment of the objectives under this strategic plan. This makes the search for alternative sources of funding, a compelling need for KPS.

The study also found that strategies are not communicated effectively by the top management to the staff. This makes the strategy implementers not fully aware of how to implement the decisions and their impact on the overall KPS strategic objectives. The top management was found not to fully support a bottom up approach in order to address the strategy implementation. In addition, the feedback mechanism was poor since it takes time for staff to receive response on the decision made by top management. For instance, most interviewees maintained that KPS keeps an open door policy.

“We rarely get feedback from the members of staff on the progress the department has made as our communication is channeled in certain way”.  
(Director of Training).

“Internal effective communication is crucial in, training, distribution of knowledge and learning in strategy implementation. Therefore lack of inclusiveness in decision making, weak bottom up communication system was identified as challenges”. (Director of Planning and Development).

The interviewees also mentioned that the institutions within the administration of justice sector have a greater influence on strategy implementation by the Kenya Prisons Service. They said that there is a significant level of interdependence between the Kenya Prisons Service, the Police and the courts.

“Delays in prosecution and determination of cases for accused persons contributed to increase in prison population hence congestion which then has overstretched KPS budget”. (Director of Rehabilitation and Welfare).

The interviewees also pointed out that the organization structure is top-down structure and that it was good for controlling the activities of the organization. It has impeded its decision making process because the structure was slow because of even an employees had an idea that would be helpful in implementing the chosen strategy, it would be difficult to adopt such an idea because it has to go to the management for approval which is a long process hence leading to loss of opportunity.

“Our reporting structure even though has been blamed to be slow but it has enhanced checks and balances in our activities”. (Director of Operations).

The culture of an organization affects the success of strategy implementation process. There is need to align the organizations culture to its strategies. The study established that some aspects of culture promote negative attitudes among staff towards implementation of strategies. For example the culture of seeking approval on every decision to be taken and rigid procedures (bureaucracy) followed create laxity hence drag implementation. In some cases the culture of resisting change even if it is to the betterment of the overall organizations good, was highlighted to affect the level of success of the strategies. However, some interviewees indicated that the culture that has been adopted by the organization might be affected by external factors such as political pressures and economic conditions.

A number of interviewees, cited lack of commitment from the management as one of the hindrances to strategy implementation. This was then trickle down to the subordinate staffs who then do not make that extra effort to ensure successful and timely strategy implementation. This in totality then affected the achievement of the objectives of the organization. This also has resulted in slow decision making in management resulting to a lag in implementation of strategies. This has been evidenced by several projects and activities not meeting their timelines due to decisions not being made in time. Strategy implementation was also established to be curbed by resistance to change. Fear of the unknown that comes with change brought about by new strategies was identified as the root cause. New ideas were seen as a threat to the existing culture and job security.

“We are trying our level best to implement our objectives with the available resources at our disposal, but when the resources are lacking what can you do”. (Director of Supplies and Transport).

For any strategy to be successful it must be SMART that is, specific, measurable, achievable, realistic and timely. A good combination of the mentioned key success factors make a strategy to be implemented with ease. The study found out that there are a number of unrealistic strategies in the current strategic plan which will be very difficult to be realized. For instance, to enhance institutional safety and security KPS intends to establish an air wing, Procure a helicopter and Train pilots and crew. The interviewees were not sure whether this will be achieved. In other instances, the period set for implementation of certain decisions was short and it appears that the formulators of the

strategies didn't take into consideration of all the expected costs, processes and procedures to implement such decisions.

The KPS 2013-2017 strategic plan and the interviewees also noted other external challenges that surfaced during implementations as that of rapidly advancement in technology in the outside world, however, the KPS have been slow in embracing these technological changes. The KPS Information Technology Network is underdeveloped, and Prisons industries and farms use inadequate and obsolete machines and equipment. The advancement in technology has aided new complex and sophisticated crimes such as cyber-crimes and terrorism, while KPS is not well prepared to deal with these trends due to its obsolete technology. For instance, lack of telephone jammers in prisons has seen inmates engage in unauthorized communication and crime using mobile phones. Similarly, communication network in prisons is not well developed for secure and quick communication whenever there is need to do so. Surveillance has been largely manual leading also to serious security lapses hence escapes.

According to the interviewees strategy implementation needs adequate and constant planning, and this was not always the case at KPS hence some strategic moves are abandoned midway or do not start at all. There is also the challenge of wanting to implement strategy all at once and strategy in its nature is systematic. Staff training is essential for strategy implementation since training enhances their ability to implement the strategy. The interviewees concur that staff training was selective, rare and mostly

occur to senior employees. In some cases however, staff were taken for workshops ranging from a day to two days to orient them with developments in the institution.

“We have managed to train all staff who were recently promoted on a three month development course but we are still waiting for approval from the ministry to extend the training to other members of staff”. (Director of Training).

A review of the secondary data reveals that KPS faces a number of challenges arising from: Depending on manual data collection and storage making the whole process cumbersome and unreliable. Besides lack of technological hardware, the service also lacks skilled personnel in modern technology. There is need to tap the existing technology to secure prisons and modernize the general management of penal institutions. This entails procurement of the necessary equipment and training of staff in Information Technology. The data also highlights a wide variance between the departmental resource requirement and Treasury allocations, suggesting a shortfall that is projected to pose a challenge to the implementation of current strategic plan. Further analysis of the secondary data indicates a number of challenges such as: Insufficient international exposure and benchmarking, Inadequate monitoring and evaluation mechanisms, Inadequate number of professional personnel, Delayed review of Prisons Act Cap 90 and Borstal Institutions Act Cap 92, Inadequate physical infrastructure, Dilapidated prison facilities, Weak collaboration and networking in the criminal justice administration, Grossly inadequate funding, Poor donor support linkage, and Lack of training curricula for prison officers.

“We recruited a number of professionals into the department and I don’t think if it is still a problem; the only challenge is their deployment to the relevant skill areas”. (Director of Administration and Personnel).

#### **4.5 Measures to Mitigate the Challenges of Strategy Implementation**

The Kenya Prisons Service endeavored to achieve its strategy implementation by putting in place measures to ensure that activities were executed as per the plan. The challenges faced range from those within the organizational mandate to address and those that were beyond management’s capacity to address. The interviewees shared a number of measures they have undertaken to mitigate the challenges such as: Kenya Prisons Service has addressed the problem of overcrowding through the Court Users Committee (CUC) comprising of the prisons, the police, probation department and the court officials who have come up with legislation to ensure that those who are sentenced for six (6) months and below are not placed into prisons but serve sentences while they are in the community.

“The implementation is not yet forthcoming by the relevant stakeholders especially the judiciary.”(Director of Operations).

The interviewees believed that KPS having monitoring and evaluation teams who shall visit or assess a program, and compile a comprehensive report with a copy made available to the site manager, within a week after the visit. The report should point out the specific actions to be taken to keep the planned project on course. The interviewees also proposed the recruitment of professionals especially in the field of IT infrastructure to enable KPS develop its ICT infrastructure. The top management should own the strategy and ensure that it is institutionalized properly by having a well-developed communication plan that

will guide the strategy implementation so as to enable all stakeholders to understand their role in the implementation. The strategies should also be SMART to make them achievable.

According to the interviewees, the KPS management has been compelled to explore supplementary sources of funds, including development partners and fundamental transformation of production in prison farms and industries. The interviewees confirm the sustainability program where penal institutions are supposed to come up with ways to generate their own funding, for instance, those with farms are expected to put extra effort to ensure their farm large hectares to feed other prisons that do not have farms. The Officer in-charges (OICs) of various prisons are expected to use locally available resources prudently and with extreme propriety to mitigate the challenge of staff housing (KPS 2013-2017 Strategic Plan). The Open Door Policy has enabled the KPS to have responsive engagement with NGO's, local and international agencies and religious organizations that help with donations and financial support.

“Father Grol’s foundation assists in paying for the prisoners Trade Tests in industrial training and provision of basic necessities to the prisoners.”  
(Director of Rehabilitation and Welfare).

The interviewees also confirm that KPS in an effort to reduce inevitable generation of pending bills, the OICs have been instructed to do power rationing to the staff quarters and to submit the meter readings on weekly basis to the relevant section. Also the management is involved in writing proposals to help generate funds. According to the

interviewees the KPS management has enhanced engagement with the ministry of finance into discussions on issues of long term financial planning and resource allocation for the proposed strategic and activities. 2013-2017 KPS strategic plans allude to the fact that as part of the economic environment, energy consumption stands out as a key issue to be addressed by it.

To address the challenge of monitoring and evaluation, the OICs have been instructed that whenever projects are undertaken in their stations they are expected to make weekly report to the County Prison commander who will then forward them to prison headquarters. The monitoring and evaluation teams have also been proposed and are expected to visit or asses a program, compile a comprehensive report with a copy made available to the site manager, within a week after the visit. The report should point out the specific actions to be taken to keep the planned project on course. The OICs have also been instructed to make plans for every project that they intend to undertake and submit the same to prison headquarters this is aimed at responsibility and accountability.

“There is a memorandum of understanding between the KPS and Kenyatta University to train its recruits and serving officers in the relevant fields related to their day to day work.” (Director of Training).

According to the Director of Training this will help increase the human resource capacity for the KPS. Kenyatta University has also promised to help KPS develop a training plan to enable it achieve its objectives. KPS has also partnered with Raoul Wallenberg Institute to train its human rights officers in every station so as to enable KPS develop its

own training workforce and apply best practices in its day to day operations. Kenya School of Government has also been able to train KPS top management on a six week senior management course where relevant leadership and management skills are learnt to enable them implement their targets. Development courses have also been enhanced to refresh serving officers and equip them with up to date skills to deal with emerging trends in penal issues and management, and also prepare newly promoted officers or those about to be promoted to execute their new responsibilities effectively.

According to the interviewees, KPS in 2015 recruited 2500 people into its workforce, 300 of whom are professionals in various fields such as: education, Agriculture, Information Technology, Lawyers, Doctors etc. this will enable KPS to address the inadequacy in the professional expertise and help it meet the ration of 1(one) officer to 3(three) inmates. The interviewee have also confirmed through a circular to all officer in-charges instructing them to deal with all complaints of members of staff and pass all the communication to the relevant directives to the members of staff. To help mitigate the issues of emerging crimes a number of prison officers have often been sent on training for security related courses and strategies have also been developed which deal with the treatment of these new categories of prisoners.

“In 2013 a huge number of staff was promoted to various ranks to help fill the variance that existed in those ranks and that more promotions are projected before 2017.” (Director of Administration and Personnel).

However, the interviewees affirm that the challenge is allocation of staff to the relevant field of study which has then forced some skilled officers to leave the service. Hence staff retention is proving to be a challenge in KPS. On the issue of staff compensation scheme, he highlights the government insurance policy for all disciplined officers and that the Pioneer insurance was awarded the tender to provide insurance services to prison officers and their families.

#### **4.6 Discussions of the Findings**

This section compares the study results with the theories that guided the study. It also draws a parallel with the findings of similar studies of the same concerns. This study was elaborately guided by three theories: Contingency theory, Institutional Theory and the Mckinsey 7-S framework.

According to Fiedler (1964) contingency theories which are a class of behavioral theory argues that there is no one best way or approach to manage organizations. From the findings of this study, this theory has come out clearly; in the implementation of Kenya Prisons Service strategic plan as the top managers have devised a number of approaches/practices for the attainment of strategic objectives. The implementation of the KPS objectives, strategies, and activities are guided by its vision and mission. The management also implements the strategies by developing planning and control systems by setting performance targets on quarterly basis. The Kenya Prisons Service also adapts direct supervision of the development projects. KPS management derives annual action plans from the five year KPS strategic plan. The department has also put in place policies

to support strategy implementation such the Open Door Policy and the HIV and AIDS Workplace Policy 2014.

Institutional theory also applies to Kenya Prisons Service in that it is impacted by its environment and the cognitive, normative and regulative structures that surround the organization. It also looks at the growing evidence that institutional considerations are likely to be particularly relevant and stresses that institutions are the rules of the game in a society or more formally are the humanly devised constraints that shape human interaction. Therefore it in turn affects and forms the organizational culture that is embedded in the organization and affects strategy implementation especially when organization change is required. This study has also proved that actually institutions experience humanly devised constraints that shape interaction. The findings reveal that communication and feedback were seen to pose a challenge to strategy implementation if they are restricted by the structure or they do not exist.

The McKinsey's 7s model by Peter and Waterman (1982) is a diagnostic management tool based on the premise that an organization is not just a structure, but after the strategy has been designed, the managers should focus on six variables to ensure effective execution. These variables include: structure, systems, strategy, skills (professionals), style (leadership) and staff (People) which form a synergy (shared values). In establishment of the challenges that affect strategy implementation the variable in Mckinsey 7s framework came out clearly as the challenges that affect strategy implementation at KPS this included: financial constraints, rigid top-down structure that

has encouraged a lot of bureaucracy, political pressures and economic conditions. inadequate number of professional personnel, and inadequate monitoring and evaluation mechanisms to ensure responsibility and accountability.

The study revealed that Kenya Prisons Service has used a number of practices to ensure successful strategy implementation such as direct supervision, performance targets, vision and mission, policies and partnerships. This is in support of Johnson and Scholes (2003) who argued that regardless of any structure; organizations cannot work effectively without the formal and informal organization strategy practices. KPS in order to implement strategies has also formulated a vision and mission statement as supported by Perce and Robinson (2008). The KPS practice of direct supervision has been supported by Ansoff et, al, (1990).

The findings reveal that inadequate communication and feedback were seen to pose a challenge to strategy implementation at KPS where top-down communication was preferred with limited feedback; this was against Wang (2000), who concurred that communication should be two way so that it can provide information to improve understanding and responsibility and to motivate staff. Alexander (1985) and David (2003) also concurs that inadequate communication is a major contributors to unsuccessful implementation of strategy.

It was confirmed that training is very important when implementing strategies. The organization trains employees on the implementation of new strategy so that they can get

the necessary knowledge. Training of strategy implementers has also been supported by Nyariki (2012) who concurs that organizations should train their strategy implementers on strategy formulation and implementation and that the training should focus on management staff because if an organization is to realize successful strategy implementation, the people involved should be of relevant and right skills.

The research also revealed the following as the obstacles to effective strategy implementation at KPS: insufficient international exposure and benchmarking, Inadequate monitoring and evaluation mechanisms, Inadequate number of professional personnel, Delayed review of Prisons Act Cap 90 and Borstal Institutions Act Cap 92, Inadequate physical infrastructure, Dilapidated prison facilities, Weak collaboration and networking in the criminal justice administration, Grossly inadequate funding, Poor donor support linkage, and Lack of training curricula for prison officers, Inadequate planning, scarcity of resources, lack of commitment from the management, underdeveloped Information Technology Network, bureaucratic decision making, lack of technological hardware, and lack of skilled personnel in modern technology.

These strategy implementation challenges affecting KPS are validated by findings from Beer and Eisenstat (2000) who assert that the six key “strategy killers” are: Top-down or laissez-faire senior management style; Unclear strategies and conflicting priorities; Ineffective senior management team; Poor vertical communication, Poor coordination across boundaries; and Inadequate down the line leadership skills. Hrebiniak (2006) study

concluded that a key component of success in implementation involves holding the firm leaders and partners accountable for actively driving and supporting execution.

Chermack, Provo and Danielson (2005) found out that lack of knowledge of strategy and the strategy process; the plan not communicated effectively; people not measured or rewarded for executing the plan are obstacles to strategy implementation. Finally, Sterling (2003) study identified the reasons why strategies fail as lack of senior management support; application of insufficient resources; failure of buy in, understanding, and/or communication; timeliness and distinctiveness; lack of focus; and bad strategy poorly conceived business models.

Locally, the research results have been validated by Aosa, 1992; Awino, 2000; Koske, 2003; Muthuiya, 2004; and Machuki, 2005 who concluded a number of challenges that hinder successful strategy implementation which confirms that strategy implementation strategies cut across various industries and that what varies is the degree of impact and extent of each challenge. As earlier seen in the literature review, strategy implementation challenges affect all industries whether profit making or not for profit making business.

#### **4.7 Chapter Summary**

This chapter presented the data analysis, study findings and discussion of the study findings. The profile information of the interviewees were outlined indicating the section of work, job title and the length of service, these helped indicate that the interviewees had sufficient understanding and knowledge which then assured the study of reliability and

well informed responses from the interviewees. The findings based on the objectives of the study were also discussed, that is, the strategy implementation practices at Kenya Prisons Service, challenges faced during the strategy implementation, and the measures taken by the Kenya Prisons Service to mitigate these challenges.

Finally, the findings were discussed based on the comparison with the relevant theories that guided the study, that is, the Contingency theory; Institutional theory; and the Mckinsey 7s framework and it also drew a parallel with the findings of similar studies of the same concerns as in the literature review.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents a summary of the research findings, conclusions, and recommendations based on the objectives of the study. Limitations of the study are cited together with suggestions for further research.

#### **5.2 Summary of Findings**

The objectives of the study was to determine the practices of strategy implementation at Kenya Prisons Service; establish challenges of strategy implementation; and determine the measures put in place to overcome challenges of strategy implementation at Kenya Prisons Service.

##### **5.2.1 Strategy Implementation Practices at Kenya Prisons Service**

In summary, the interviewees were aware of the KPS documented five years (2013-2017) strategic plan being implemented in five year plan periods. KPS has institutionalized the strategy implementation process and is currently implementing its third strategic plan. The organization has in essence adopted the top-down approach of strategy implementation. It is clear from the findings that KPS has in place various strategy implementation practices that are applied during the strategy implementation process guided by the vision and mission, planning and control systems, performance targets, direct supervision of the development projects, and partnership with the relevant stakeholders, use of annual action plans derived from the strategic plan. The study also

revealed that KPS has developed HIV and AIDS Workplace Policy 2014, and Open Door Policy to support strategy implementation.

On the question of those involved in strategy implementation at KPS, the interviewees indicated that the Commissioner General of Prisons, His deputy and all the directorates, sections Heads, the Commandant and the Regional Commanders and the officer in-charges. The involvement of regional commanders and the officer in-charges was given as an indication that the process is an all-inclusive one. However, the study found that KPS do not have a policy or scheme in place for rewarding the staff based on the achievement of the strategic performance targets.

The study also found that KPS has developed core values that are capable of binding all the employees, they are able to associate with and feel that they own the strategy and that they are part the team. The study also revealed that KPS organization structure was recently restructured to accommodate the requirements of the strategic plan implementation by creation of the position of Commissioner General of Prisons, Deputy Commissioner General of Prisons, Two Assistant Commissioner General of Prisons, and Ten Senior Deputy Commissioners of Prisons, Chief Inspectors and Inspectors of Prisons However, the management system has remained wholly top down, with minimal provision for a feedback system.

### **5.2.2 Challenges of Strategy Implementation at Kenya Prisons Service**

Findings of this study revealed that there exists challenges in strategy implementation at KPS and among the cited challenges include: scarcity of resources; financial constraints; intended strategies taking much time than planned; too much bureaucracy leading to the delay in the disbursement of the funds; lack of inclusiveness in decision making; weak bottom up communication system; top-down structure; bureaucratic culture; lack of commitment from the management; underdeveloped Information Technology Network; insufficient international exposure and benchmarking; inadequate monitoring and evaluation mechanisms; inadequate number of professional personnel; delayed review of Prisons Act Cap 90 and Borstal Institutions Act Cap 92; inadequate physical infrastructure; Weak collaboration and networking in the criminal justice administration; Poor donor support linkage, and Lack of training curricula for prison officers.

### **5.2.3 Measures to Mitigate the Challenges of Strategy Implementation**

A number of measures were identified that will help in mitigating the challenges of strategy implementation in the Kenya Prisons Service. Some of the measures suggested included the need for the KPS management to explore supplementary sources of funds, including development partners and fundamental transformation of production in prison farms and industries. It has involved the Court Users Committee (CUC) comprising of the prisons, the police, probation department and the court officials to curb the problem of overcrowding that's eating so much into the KPS budget. The Open Door Policy has also enabled the KPS to have responsive engagement with relevant stakeholders to that help with donations and financial support. The interviewees hoped that KPS management

will engage the ministry of finance in meaningful discussions on issues of long term financial planning and resource allocation for the proposed strategic and activities.

The interviewees also suggested that KPS to have monitoring and evaluation teams that shall visit or assess a program, and finally compile a comprehensive report with a copy made available to the site manager, within a week after the visit. The report should point out the specific actions to be taken to keep the planned project on course. The interviewees also proposed the recruitment of professionals especially in the field of IT infrastructure to enable KPS develop its ICT infrastructure.

The top management should own the strategy and ensure that it is institutionalized properly by having a well-developed communication plan that will guide the strategy implementation so as to enable all stakeholders to understand their role in the implementation. The strategies should also be SMART to make them achievable. The OICs have also been instructed to make adequate plans for every project that they intend to undertake and submit the same to prison headquarters where they are compiled and submitted to the parent ministry for approval.

### **5.3 Conclusion**

Kenya Prisons Service adopts a top-down approach to strategic management where the implementation of the KPS objectives, strategies, and activities were guided by its vision and mission. The practices such as direct supervision, performance targets and involvement of stakeholders are used by KPS in strategy implementation. KPS

management derives annual action plans from the five year KPS strategic plan. Open Door Policy and the HIV and AIDS Workplace Policy 2014 are some of the policies put in place by KPS to support strategy implementation.

The importance of communication and feedback in the organization were highlighted in strategy implementation. It is important to have structures that support communication and feedback, Most of the interviewees indicated that KPS experiences humanly devised constraints that shape interaction hence, making the communication to be usually top down with minimal open communication. Therefore communication is important as it should tell employees about the new requirements, tasks and activities to be performed by the affected employees and the reason behind changed circumstances (Alexander, 1985). Wang (2000) indicates that communication should be two way so that it can provide information to improve understanding and responsibility and to motivate staff.

Training is also very important for successful strategy implementation. The interviewees revealed that there was some training that had been undertaken by KPS to its staff, but that has not been adequate to equip the strategy implementers with relevant skills. The above findings are in line with Nyariki (2012) that promote the idea that organizations should train their strategy implementers on strategy formulation and implementation and that the training should focus on management staff because if an organization is to realize successful strategy implementation, the people involved should be of relevant and right skills.

The challenges encountered by the KPS during strategy implementation include inadequate funding mostly caused by too much bureaucracy in government which then leads to the delay in the disbursement of the funds for the intended projects; lack of commitment from the management; underdeveloped Information Technology Network; insufficient international exposure and benchmarking; inadequate monitoring and evaluation mechanisms; inadequate number of professional personnel; delayed review of Prisons Act Cap 90 and Borstal Institutions Act Cap 92; inadequate physical infrastructure; Weak collaboration and networking in the criminal justice administration; and Lack of training curricula for prison officers.

The findings are in line with Eisenstat (2000) that supports that the six key “strategy killers” are: Top-down or laissez-faire senior management style; Unclear strategies and conflicting priorities; Ineffective senior management team; Poor vertical communication, Poor coordination across boundaries; and Inadequate down the line leadership skills. Hrebiniak (2006) also indicate the key component of success in implementation as holding the firm leaders and partners accountable for actively driving and supporting execution. Finally, Sterling (2003) affirms that the reasons why strategies fail is because of lack of senior management support; application of insufficient resources; failure of buy in, understanding, and/or communication; timeliness and distinctiveness; lack of focus; and bad strategy poorly conceived business models.

#### **5.4 Recommendations for Policy and Practice**

From the discussions and conclusions, the researcher recommends that for successful strategy implementation to take place management should utilize practices that are appropriate for strategy implementation. KPS practice of direct supervision often hindered the timely implementation of resources unless the supervision was done by head of sections from the department. The management should therefore engage the ministry into constructive engagement so as to agree on the best practice which will see KPS achieve its objectives in a timely manner.

The strategic plan needs to be understood by all involved in strategy implementation and therefore KPS should put up clear communication mechanisms for all involved in strategy implementation process so that they can clearly understand and contribute to the process. Training of staff in this area is highly recommended as this will equip them with relevant and right skills. The organization needs to consider reducing on the bureaucracy in the organization structure and recognize the fact that the necessary tools for successful strategy implementation as managers and employees are empowered to act and take decisions without having to follow a long- procedure which causes loss of opportunities. It could also be appropriate if such processes could be given some flexibility and more management control to ensure organizations do not fail implementing strategic plans due to unnecessary delays.

Management should also come up with a plan that addresses the challenges as they arise continuously. This will help in adapting to the scenes that delay the process of achieving

the intended plans and help best adopt the organization to the effects of the factors that are beyond the internal environment. The challenges that need to be addressed include resource constraints, ensuring approval of plans on good time, inadequate infrastructure, lack of commitment from the management; underdeveloped Information Technology Network; inadequate monitoring and evaluation mechanisms; inadequate number of professional personnel; and delayed review of Prisons Act Cap 90 and Borstal Institutions Act Cap 92.

### **5.5 Limitations of the Study**

The interviews were held with top management staff at Kenya Prisons Service. The study did not make any reference to employees in middle & lower level management or even staff at the county offices. While we acknowledge that top management officials are instrumental to strategic direction, staff at lower levels are critical in the implementation of the strategy. Therefore, the study findings may not be reflective of the actual situation on the ground hence an identification of the study.

The research design used was an interview which was not very easy to use. Most of the interviewees had a busy time schedule and so administering interviews was not favorable for them, as they were interrupted from time to time. Some interviewees indicated that they preferred closed ended questionnaires that were easy to complete due to their tight work schedules.

The study covered strategy implementation practices at KPS, challenges of strategy implementation and the measures taken to mitigate the challenges. This could not allow for an evaluation of the effect of strategic implementation on organizational performance at Kenya Prisons Service. Another limitation that was evident was the fact that the officers in the service were only releasing the information when they were sure of its use due to confidentiality and the enquiries were treated with a lot of suspicion. This forced the researcher during the data collection to exercise a lot of patience making the study to take longer time than expected. The interviewees were also not free to provide all the information required by the study hence limiting generalization of these findings to other organization in Kenya.

## **5.6 Suggestions for Further Research**

It is generally said that no research is an end in itself. Therefore, what this research has achieved in this area is little and requires further research. There is need to carry out research on other concepts of an organization such as knowledge management, governance and performance contracting in organizations among other concepts.

The study focused only on the strategy implementation aspects of the strategic management process. The study did not focus on the formulation as well as the control, monitoring and evaluation aspects of the strategic management process. These are important component parts of the strategic management process which should not be ignored.

Areas for further research recommended are formulation of strategies, monitoring and evaluation of strategy implementation and the evaluation of strategies. Research in these areas identified would give an in-depth holistic understanding of the strategic management process in Kenya Prisons Service.

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# APPENDICES

## APPENDIX I: LETTER OF INTRODUCTION



### UNIVERSITY OF NAIROBI SCHOOL OF BUSINESS MBA PROGRAMME

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

P.O. Box 30197  
Nairobi, Kenya

DATE... 27/8/2015

#### TO WHOM IT MAY CONCERN

The bearer of this letter ... KENNEDY OMONDI DKOMBU

Registration No. ... DG1/65466/2013

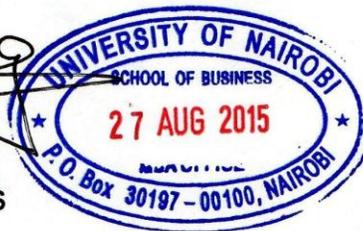
is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

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

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

Thank you.

  
**PATRICK NYABUTO**  
MBA ADMINISTRATOR  
SCHOOL OF BUSINESS



## **APPENDIX II: INTERVIEW GUIDE**

### **STRATEGY IMPLEMENTATION AT KENYA PRISONS SERVICE**

The information obtained from this interview guide will be treated with high confidentiality and will not be used for any purpose other than academic.

#### **Part A: Interviewee Profile**

- i. Which Section do you head?
- ii. What is your Job Title?
- iii. For how long have you worked for Kenya Prisons Service?

#### **Part B: Strategy Implementation Practices at Kenya Prisons Service.**

- i. Does Kenya Prisons Service have a strategic Plan if yes what period does it cover?
- ii. How is institutionalization of strategy done? What role does communication play in the process?
- iii. Who is involved in strategy implementation at Kenya Prisons Service?
- iv. Which of the following Practices are adopted in implementing strategy at Kenya Prisons Service?
  - a. Direct supervision ( )
  - b. Planning and control systems ( )
  - c. Performance targets ( )
  - d. Social cultural processes ( )
  - e. Self-control and Motivation ( )

- v. In your opinion have these practices helped Kenya Prisons Service to implement its strategies in time if yes how?
- vi. Apart from the above practices does Kenya Prisons Service have any other approach to strategy implementation? If any are they successful?
- vii. How do you ensure that the implemented strategies are aligned to the organization structure and culture?
- viii. Please provide any view regarding strategy implementation at Kenya Prisons Service?

**Part C: Challenges of strategy implementation at Kenya Prisons Service.**

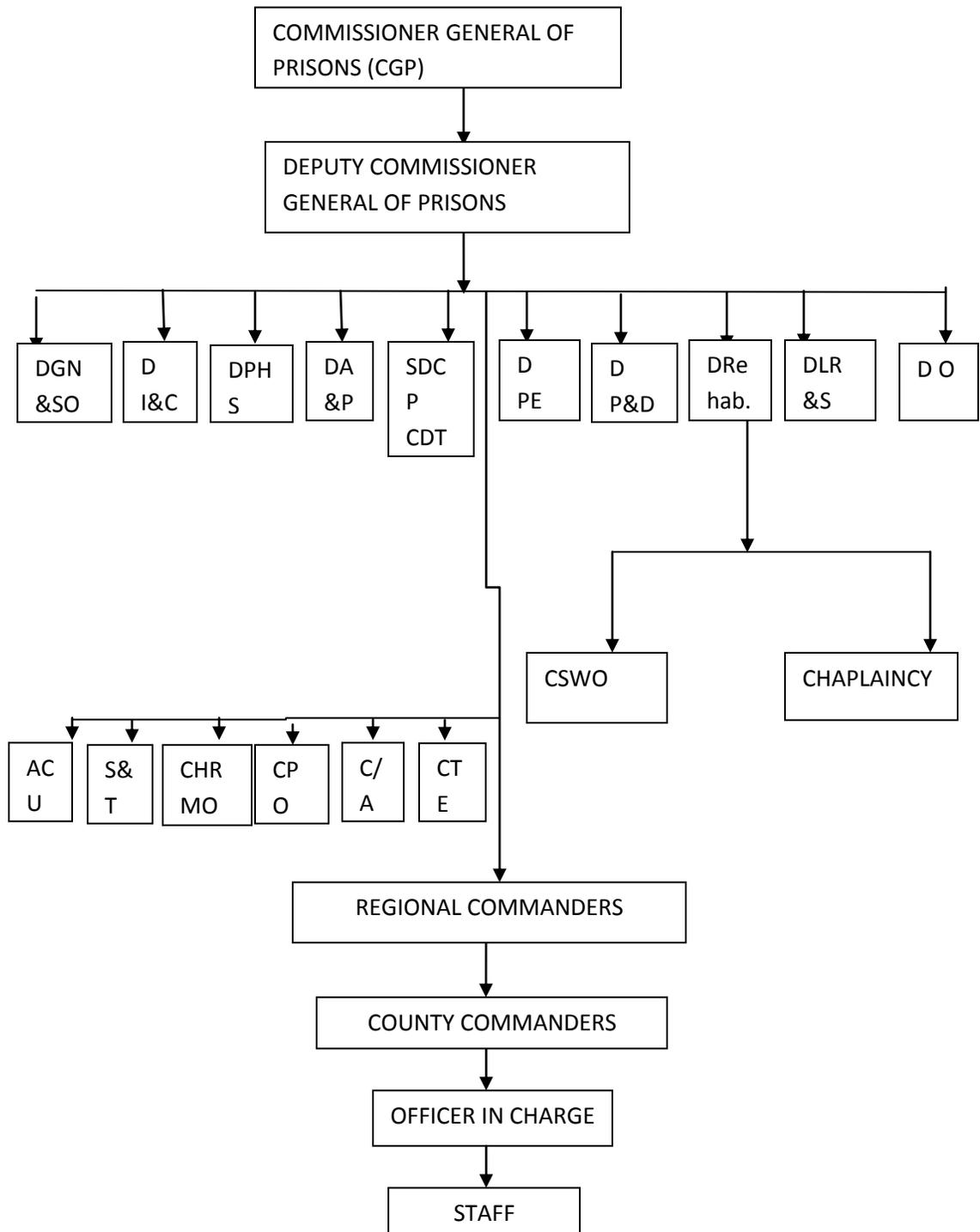
- i. What are the challenges you face in strategy implementation at the Kenya Prisons Service?
- ii. Does the Kenya Prisons Service structure and culture have any effect in its strategy implementation?
- iii. Is the top management committed in strategy implementation?
- iv. What are challenges posed by staff not being fully involved on strategy implementation practice?
- v. How do you perceive the influence of employee training on strategy implementation?
- vi. What are the other challenges that surface during strategy implementation practice that had not been anticipated?

**Part D: Measures to mitigate strategy implementation Challenges at Kenya Prisons Service.**

- i. What are the possible solutions to the challenges faced in strategy implementation at the Kenya Prisons Service?
- ii. How do you relate top management institutionalization of strategy with strategy implementation?
- iii. How do you relate right leadership, governance and operation structure with strategy implementation?
- iv. How do you relate management staff training with strategy implementation?
- v. How do you relate proper planning with strategy implementation?
- vi. How do you relate organization leaders and partners accountability with strategy implementation?
- vii. How do you relate a fit between external environment and internal conditions of an organization with strategy implementation?
- viii. How do you relate alignment of organization compensation system, performance management with the organizations chosen strategy to strategy implementation?
- ix. Are there any other measures that can be used to mitigate the challenges faced in strategy implementation at Kenya Prisons Service?

**Thank you for your time!**

### Appendix III: Kenya Prisons Service Current Organizational Structure



Source: Kenya Prisons Service Strategic Plan 2013-2017