CHALLENGES OF STRATEGY IMPLEMENTATION IN THE PROBATION DEPARTMENT IN THE MINISTRY OF HOME AFFAIRS IN KENYA

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

SEPTEMBER 2012
DECLARATION

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

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

ANNAH WAIRIMU MACHARIA

D61/73443/2009

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

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

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SCHOOL OF BUSINESS UNIVERSITY OF NAIROBI
DEDICATION

To God Almighty for the breath of life and strength to be who I am today;

    My parents: James M. Karani and Catherine N. Macharia;

    Siblings: Cecilia Macharia and David Macharia.
ACKNOWLEDGMENT

Am forever grateful to God Almighty for the many blessings He has bestowed on me, the greatest of them all being the gift of life and a caring community who saw me through my studies.

My gratitude goes to my university supervisor Mr. Jeremiah Kagwe who took time from his busy schedule to guide me through this project. He was always available to address any concerns whenever I got stuck and this ensured that I finished my project on time. His invaluable wisdom and encouragement kept me going when times got tough.

Special thanks to my family for financial and moral support. Dad you set the pace and a very high standard for me, mum your constant encouragement, care and concern kept me going. And my siblings Karani and Sisy, you are awesome. I couldn't have a better family than you.

I would like to thank the Probation Department staff in Mombasa and in Nairobi for being supportive throughout the time that I was studying. Thank you too for taking your time to provide essential data without which this project would not have been complete.

My friends and classmates who were so encouraging and understanding I salute you all.

May God bless you all.
ABSTRACT

Organizations receive their inputs from the environment and after processing they release the outputs to the environment. The environment is very turbulent and may produce different output from the one expected by the organization and at the same time may demand change of the output that it consumes. Organizations have therefore adopted strategic management to ensure that they survive. Strategic management entails strategy formulation, implementation and strategy control.

A lot of research has been done on strategy formulation while the implementation part has received little attention. This research paper is concerned with strategy implementation with a special focus on challenges of strategy implementation. Strategy implementation is the process of turning the strategic plan into action, unless it is done successfully the organization may not benefit from a great strategy. Strategy implementation has been studied in various private organizations but very little study has been done on strategy implementation in the public sector especially the government ministries and departments. Since successful strategy implementation is important in the public sector like in the private sector the researcher sought to find out the challenges faced in implementing strategy in Probation Department in Kenya and how it has responded to the challenges.

The findings indicate that the challenges that impede strategy implementation in the department are both internal and external. The challenges that came out are inadequate resource allocation, delay in release of funds from the treasury, organizational culture, inadequate human resources, policy change, transfer of employees in the mid cycle of
strategy implementation, inflation, post election violence and conflicting implementation and budgetary cycle.

The top management in the Department has responded by lobbying for more funds and employees which it has succeeded in doing though not fully. The department has also networked with stakeholders from other government departments and the private sector which have offered financial and non financial help. Overall the department has remained flexible so as to adapt to the changing environment.

For successful strategy implementation the study recommends identification of ‘waste’ opportunities for increased efficiency which in turn leads to reduced costs during implementation. Identification of alternative sources of funding during the strategy formulation stage, creation of a fit between strategy and culture and strengthening strategy control system for continuous monitoring of the environment are other recommendations given.

The research findings are specific to the probation department and may not be applicable in other government departments. Therefore the researcher recommends that more research should be carried out in other government departments and ministries to provide a comprehensive view of strategy implementation in the Kenyan government.
## LIST OF ABBREVIATIONS AND ACRONYMS

<table>
<thead>
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<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>GJLOS</td>
<td>Governance, Justice, Law and Order Sector</td>
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<td>MOHA</td>
<td>Ministry of Home Affairs</td>
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<td>NACADA</td>
<td>National Campaign Against Drug Use</td>
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<td>NGO</td>
<td>Non Governmental Organization</td>
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<tr>
<td>OVP</td>
<td>Office of the Vice President</td>
</tr>
<tr>
<td>PMS</td>
<td>Performance Management Systematic</td>
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<tr>
<td>RBM</td>
<td>Resource Based Management</td>
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<tr>
<td>RRI</td>
<td>Rapid Result Initiatives</td>
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<td>UNDOC</td>
<td>United Nations Office on Drugs and Crime</td>
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