

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

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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.....

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

Signed.....

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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.

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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.

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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

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

TABLE OF CONTENTS

Declaration.....	ii
Dedication.....	iii
Acknowledgment.....	iv
Abstract.....	v
Abbreviations and Acronyms.....	vii
CHAPTER ONE- INTRODUCTION.....	1
1.1 Background.....	1
1.1.1 Concept of strategy.....	1
1.1.2 Strategy implementation	2
1.1.3 Challenges of strategy Implementation.....	3
1.1.4 The Public Sector in Kenya.....	4
1.1.5 Office of the Vice President and Ministry of Home Affairs.....	6
1.1.6 The Probation Department.....	6
1.2 Statement of research problem.....	7
1.3 Research objectives.....	9
1.4 Value of the study.....	9
CHAPTER TWO- LITERATURE REVIEW.....	11
2.1 Introduction.....	11
2.2 Strategy implementation.....	11
2.3 Challenges of strategy implementation.....	12
2.3.1. Organisational Structure.....	13
2.3.2. Communication.....	14
2.3.3. Resource Allocation.....	15
2.3.4. Organisational Culture.....	16
2.3.5. Organisational Leadership.....	17
2.4 Responses to challenges of strategy implementation.....	18

CHAPTER THREE: RESEARCH METHODOLOGY.....	22
3.1 Introduction.....	22
3.2 Research Design.....	22
3.3 Data Collection.....	22
3.4 Data Analysis.....	23
CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION.....	24
4.1 Introduction.....	24
4.2 Data Analysis.....	24
4.3 Strategy Implementation in Probation Department.....	24
4.4 Challenges faced in strategy implementation in Probation Department.....	26
4.5 Responses to strategy implementation challenges in the Probation Department.....	27
4.6 Discussion.....	29
CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS.....	31
5.1 Summary of findings.....	31
5.2 Conclusion.....	32
5.3 Recommendations.....	33
5.3.1. Recommendations for policy and practice.....	33
5.3.2. Recommendations for further Research.....	34
5.4 Limitations of the study.....	34
References.....	35
Appendix: Interview Guide.....	38