CHALLENGES FACING THE IMPLEMENTATION OF KENYA VISION 2030

BY:

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RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION OF THE UNIVERSITY OF NAIROBI

NOVEMBER 2011

DECLARATION

STUDENT'S DECLARATION

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

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Signed Date

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SUPERVISOR'S DECLARATION

This research project has been submitted for examination with my approval as the candidate's University supervisor.

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DEDICATION

To my loving and very supportive mum, the best friend the world can offer; and, to my caring brother Moon.

ACKNOWLEDGEMENTS

I am grateful to God Almighty for giving me renewed strength and new mercies every morning, and for helping me understand that courage is about not giving up, for the good health and peace of mind through out the duration of my course work and for his abundant provisions.

I would like to take this opportunity to acknowledge my supervisor Dr. Awino for his invaluable advice, guidance, commitment, and for being readily available throughout my project. I would also like to specifically thank Andrew Toboso, Director Strategy and Marketing Vision 2030 Delivery Secretariat, and the entire staff at the Vision 2030 Delivery Secretariat.

I thank my loving mum and brother for believing in me, my dear friends, and my colleagues for their team work, support and motivation throughout the entire MBA programme.

I wish you all God's blessings and love.

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ABBREVIATIONS AND ACRONYMS

ATL – Above the line

BPO – Business Process Outsourcing

BTL – Below the line

CAFS – Centre for African Families Studies

CHW – Community Health Workers

CIPEV – Commission of Inquiry into Post Elections Violence

ERS – Economic Recovery Strategy

ESP – Economic Stimulus Package

GDP – Gross Domestic Product

GoK – Government of Kenya

GIZ – The Duetsche Gesellschaft fur Internationale Zusammenarbeit

HIV/AIDS – Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome

HRM – Human Resource Management

ICC – International Criminal Court

ICT – Information Communication and Technology

IERC – Independent Electoral Review Committee

KHRC – Kenya Human Rights Commission

MDGs – Millennium Development Goals

MTP – Medium Term Plan

NCIC – National Cohesion and Integration Commission

NESC – The National Economic and Social Council

NGO – Non-Governmental Organization

OBA – Out Based Approach

PEV – Post Elections Violence

PGS – Pure Government Sponsored

PPP – Public Private Partnerships

PPP – Pure Private Projects

ROI – Return on Investment

SAGA – Semi-Autonomous Government Agency

STI – Science, Technology and Innovation

TJRC – Truth Justice and Reconciliation Commission

UN – United Nations

UNDP – United Nations Development Programme

VDB – Vision Delivery Board

VDS – Vision 2030 Delivery Secretariat

ABSTRACT

Strategy can only impact the bottom line if it successfully implemented. In the past it has been proposed that the public sector experiences great difficulties in regard to implementing reforms and offering of quality services. This study sought to fill a study gap by carrying out research on strategy implementation. The objective of this study was to determine the challenges faced in the implementation of Kenya’s Vision 2030. This was a case study since the unit of analysis was one organization. The researcher used primary data which was collected using a self-administered interview guide. The respondents in this study were eight individuals in the Vision 2030 Delivery Secretariat; they included directors and other staff in the rank of management. A content analysis was employed as appropriate. It was used to analyze the respondents’ views about the challenges faced in the implementation of Kenya Vision 2030 at the Vision 2030 Delivery Secretariat which is an arm of the Ministry of Sate for Planning, National Development and Vision 2030. The study concludes that the implementation of Kenya’s Vision 2030 is faced by various challenges such as inadequate and limited resource allocation especially in carrying out development activities; political interferences; uncertain political environment; constant inflation compounded with the weak currency; global recession hence limited donor funding which is also greatly linked to donor dependency; corruption especially in the misappropriation of funds as seen in the free Primary Education Programme; inadequate and ineffective involvement by the citizens of Kenya; sustainability of programmes; insufficient disaggregated data; poor linkage of policy, planning and budgeting at the grass root levels; natural and man-made disasters such as famine, drought, post election violence and economic crisis leading to reprioritization. Great strategies are not discovered over a couple of strategic sessions nor by trial and error. On the contrary, great strategies evolve over time as a result of rigorous monitoring of progress towards strategic goals, and in this case National goals; emerging realities are discussed thread bare and learning helps in revising the strategies. In effect, it can be said that meticulous implementation has strategic planning and development embedded in it. This is crucial in the successful implementation of Kenya’s Vision 2030.

The study recommends that coordination and sharing of activities and responsibilities among those charged with the implementation of flagship projects and Middle Term Plans, proper training needs, and adequate and sufficient allocation of finances in the budget are some of the solutions that need to be employed to ensure successful implementation of Kenya's Vision 2030 by the Delivery Secretariat and the Ministry of State for Planning, National Development and Vision 2030. Further, since Vision 2030 is charged with industrializing the nation and making it a middle-income economy, the study proposes that there should be enhanced networking and collaboration with other development actors; capacity building of the communities to enhance project sustainability and ownership, employment of a bottom-up approach where programmes and projects begin at the community level; promotion of understanding of development agenda at all levels, promotion of transparency and accountability, enhanced public-private partnerships; and enhanced effectiveness in implementation and monitoring of devolved funds so as to maximize benefits.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

In Kenya, strategic planning and implementation is a statutory requirement for state corporations; whether it is merely an act of compliance to the law or for the benefits derived from adoption of strategic plans. The Ministry of State for Planning, National Development, and Vision 2030; and particularly its Vision 2030 Delivery Secretariat (VDS) arm are no exception. The development policies of the government of Kenya are driven by the objective of achieving Vision 2030, under which the key objective is to accelerate Gross Domestic Product (GDP) growth to an annual rate of ten percent. Vision 2030 being Kenya's new blue print that aims at transforming the country into an industrialized middle income country, should be of great concern to not only to stakeholders but also strategists and experts alike in its successful implementation.

Porter (1985), views strategy as the goals and practices an organization adopts to stay afloat amidst fierce competition. Strategy is about action which gives a firm its direction. This has got to do with the holistic actions that are geared towards realizing the future of the company, and in this case the country. In this new world order successful strategy implementation becomes even more important for one to remain globally relevant and competitive. One of the hallmarks of a well managed organization is the ability to optimally reposition itself in a competitive business environment (Drucker, 1954).

Strategy implementation is a fundamental management process for the success of Kenya's Vision 2030. Strategy implementation though deemed difficult (David, 1997) is undoubtedly a critical phase for organizational survival. Formulated strategies may fail if implementation is not effectively and efficiently done (Steiner, 1979). According to Johnson and Scholes (1993), successful strategy implementation is a factor of organizational structure, resource allocation, and strategic change management; all of which are at the backbone in the realization of Kenya Vision 2030.

1.1.1 Concept of strategy

According to Pearce, Robinson and Mital (2010), strategic management involves the planning, directing, organizing, and controlling of a company's strategy-related decision and actions. By strategy, managers mean their large-scale, future-oriented plans for interacting with the competitive environment to achieve company objectives. A strategy is a company's game plan. Although that plan does not precisely detail all future deployments (of people, finances, and material) it does provide a framework for managerial decisions. A strategy reflects a company's awareness of how, when, and where it should compete; against whom it should compete; and for what purposes it should compete.

There are three levels of strategy; the corporate level, business level, and functional level (Pearce et al., 2010). The corporate level sets objectives and formulates strategies that span the activities and functional areas of the business. The functional area is composed principally of managers of product, geographic, and functional areas. They develop annual objectives and short-term strategies in such areas as production, operations, research and development, finance and accounting, marketing, and human relations. However, their principal responsibility is to implement or execute the firm's strategic plans.

Lots of time is spent developing a strategy and planning its implementation. Strategic control and continuous improvement is needed in the realization of strategies. Strategic control is concerned with tracking a strategy as it is being implemented, detecting problems or changes in its underlying premises, and making necessary adjustments. In contrast to post action control, strategic control seeks to guide action on behalf of generic and grand strategies as they are taking place and when the end results are still years away. Continuous improvement provides a way for the Ministry of State for Planning, National Development and Vision 2030 along with the Vision Delivery Secretariat to provide a form of strategic control that allows Kenya to respond more proactively and timely to rapid developments in numerous areas that influence the country's success.

According to Pearce et. al. (2010), in order to ensure success, strategy must be translated into carefully implanted action. This means that: the strategy must be translated into guidelines for the daily activities of the firm's members; the strategy and the firm must become one – that is the strategy must be reflected in the way the firm organizes its activities, the key organizational leaders, and the culture of the organization; the management must put into place "steering" controls that provide strategic control and the ability to adjust strategies, commitments, and the objectives in response to ever-changing future conditions; organizations must make a serious commitment to be innovative and must consider bringing the entrepreneurship process into their company to survive, grow, and prosper in a vastly more competitive and rapidly changing global business.

1.1.2 Challenges of strategy implementation

Implementation is "where the action is". Strategy implementation is the process through which strategy is translated into functional and operational targets. Although strategy implementation is viewed as an integral part of the strategic management process, little has been written or observed (Awino, 2001). Implementation of strategy is a very important component of strategic management. Turning strategy into action is concerned with ensuring that strategies are working in practice. This involves structuring an organization to support successful performance, enabling success through the way in which the separate resource areas of an organization support strategies and having change management strategies in place (Johnson, Scholes and Whittington, 2002).

According to Hussey (2000), implementation follows a six step process namely envision, activate, install, ensure, adjust and recognize. He further states that implementation of strategy remains one of the most difficult areas of management. Its success depends on both the selection of an appropriate strategy and converting that strategy into action. If any of these aspects are deficient, the strategy may either fail or be less effective than intended. Best (1997) highlights three major forces that affect the successful implementation of the strategic marketing plans: ownership of the plan, supporting the plan, and adaptive planning.

Ownership becomes complex in team oriented implementation, but ownership also enhances the process by leveraging the unique talents of team players. Supporting the plan involves gaining organizational commitment to the strategy being implemented (providing time to succeed, resource allocation, communication, and the necessary skills to succeed). Adaptive planning recognizes the essential role of continuous improvement, feedback measurements, persistence, and corrective (staged) implementation.

Several writers including Pearce and Robinson (2000), Thompson and Strickland (2001), and Johnson and Scholes (1993) have identified challenges in strategy implementation as amount of strategic communication from top to bottom, competing activities that distract attention from implementing decisions, changes of responsibility for key employers not being clearly defined, key formulations of strategic decisions not playing an active role of implementation, problems requiring management involvement not communicated clearly enough, key implementation tasks and activities not sufficiently defined, resource allocation, matching structures with strategies, and linking performance and pay to strategies. By properly addressing the above challenges, it is expected that strategic plans will be successfully implemented.

Organizational action is successfully initiated in four interrelated steps: creation of short-term objectives and action plans, development of specific functional tactics, to include outsourcing, which creates competitive advantage, empowerment of operating personnel through policies to guide decisions, and implementation of effective reward system. Short-term objectives and action plans guide implementation by converting long-term objectives into short-term actions and targets. They differ from long-term objectives in time frame, specificity, and measurement. To be effective in strategy implementation, they must be integrated and coordinated. The short-term objectives should be measurable, prioritized, and linked to the long-term objectives. Additionally, functional tactics are derived from the strategy. They identify the specific, immediate actions that must be taken in key functional areas to implement strategy efficiently and effectively.

1.1.3 Kenya Vision 2030

With an aim of remaining globally competitive came the birth of Kenya Vision 2030. Kenya Vision 2030 is the country's development blueprint covering the period 2008 to 2030. Its objective is to help transform Kenya into a middle-income country providing a high quality life to all its citizens by the year 2030. It was developed through an all-inclusive and participatory stakeholder consultative process; the Vision is based on three pillars: the economic, to maintain a sustained growth of 10% per annum over the next 25 years; the social, a just and cohesive society enjoying equitable social development in a clean and secure environment; and the political, an issue-based, people-centered, result oriented and accountable demographic political system. The Vision's adoption comes after the successful implementation of the Economic Recovery Strategy (ERS) for Wealth and Employment Creation employed from the year 2003 to 2007, responsible for the country's GDP growth from a low of 0.6% and gradual rise to 6.1% in 2006. The Vision 2030 development process was launched by H. E President Mwai Kibaki on 30th October, 2006.

The Kenya Vision 2030 is to be implemented in successive five-year Medium Term Plans (MTP), with the first such plan covering the period 2008 – 2012. At an appropriate stage, another five-year plan will be produced covering the period 2012 to 2017, this strategy will run till 2030, giving room for strategy evaluation and innovation along with effective response to the changing global, regional and local environment. The 2008 – 2012 Medium Term Plan calls for increased levels of savings and investments to facilitate the envisaged growth and development by 2012. The plan also places emphasis on faster job creation, poverty reduction, improved income distribution, regional balance and gender equity. It also identifies policy, legal and institutional reforms needed to facilitate implementation of the various programmes and projects over the plan period. A large part of financing for the project is expected to come from the private sector through the Public-Private Partnerships (PPP).

The economic, political and social pillars of the Vision 2030 are based on microeconomic sustainability; continuity of reforms in governance; enhanced equity and more wealth creation opportunities for all citizens; and infrastructural development. Kenya Vision 2030 also seeks to achieve improvement in the energy sector; exploit science, technology and innovation; carry out land reforms; expand labor and human resource development; manage security through peace building and conflict resolution; and promote public sector reforms and transformation. Vision 2030 will deliver over many different horizons, each with defined goals and flagship projects. A consultative approach is undertaken through workshops with stakeholders from all levels of the public service, the private sector, civil society, the media and NGOs while in rural areas, provincial consultative forums are also held throughout the country.

In the year 2000, the International community met and drew up actions and targets in what was referred to as the Millennium Declaration. The Declaration committed the United Nation member states, International organizations, and other specialized agencies to ensure basic human development for all by 2015 through the attainment of the eight Millennium Development Goals (MDGs). These eight Millennium Development Goals were adopted by 189 nations and signed by 147 heads of state and governments during the UN Millennium Summit. The Millennium Development Goals are internationally accepted standards of measuring progress in poverty alleviation and development; and Kenya Vision 2030 is a vehicle for accelerating the transformation of Kenya into a rapidly industrialized, middle income nation by the end off 2030. Therefore, as the country makes progress to middle-income status through its development plans; it is expected to have met its Millennium Development Goals. The Vision 2030 is being delivered over many different horizons and flagship projects, each with defined goals, the Millennium Development Goals being one of the flagship projects. The Millennium Development Goals mandate is to: eradicate extreme poverty and hunger; achieve universal primary education; promote gender equality and empower women; reduce child mortality; improve maternal health; combat HIV/AIDS, malaria and other diseases; ensure environmental sustainability; and develop a global partnership for development.

According to the United Nations Development Programme (UNDP) and The Duetsche Gesellschaft fur Internationale Zusammenarbeit (GIZ), Kenya has already realized three out of the eight Millennium Development Goals; achieving universal primary education, promoting gender equality and empowering women, and developing global partnerships for development. Through the achievement of Millennium Development Goals by 2015, Kenya will be well on her way to attain the goals of Vision 2030. Hence the Millennium Development Goals are an important framework towards achieving the Kenya Vision 2030 as the Vision spells out action that will be taken to achieve the rest of the Millennium Development Goals.

The Kenya Vision 2030 is an overarching vision that looks to develop a globally competitive and prosperous nation with a high quality life by 2030. In order to drive, influence and effect the economic, social and political development, the Government recognized the need for concerted efforts towards improved and expanded national physical infrastructure, including the roads and railway network; water and airports; information communication technologies (ICTs), as well as overarching role of Science, Technology and Innovation (STI). Additionally, the Government has also implemented the Economic Stimulus Package (ESP) as a short to medium-term, high intensity, high impact programme aimed at jump starting the economy towards long-term growth and development.

1.1.4 Vision 2030 Delivery Secretariat

The Kenyan government has created a Vision Delivery Secretariat (VDS) which is an arm of The Ministry of State for Planning, National Development and Vision 2030 and operates under the Ministry's guidance. The Secretariat is a Semi-Autonomous Government Agency (SAGA). The Delivery Secretariat is charged with spearheading the implementation of the country's new development blueprint and strategy towards transforming Kenya into a newly industrialized country providing high quality life to all its citizens by the year 2030.

The Ministry of State for Planning, National Development and Vision 2030 and more importantly the Delivery Secretariat has been coordinating mainstreaming of the Millennium Development Goals into national policy, planning and budgeting since the year 2002. The Delivery Secretariat provides strategic leadership and direction in the realization of the Vision 2030 goals to ensure timely implementation of the flagship projects; and has clear institutional linkages with other existing institutions, structures and organizations both in public and private sector. The secretariat is managed by the Director-General leading a team of four Directors, mainly charged with the implementation of the pillars that make up Kenya Vision 2030, and Secretariat members, who are all under the overall guidance of the Vision 2030 Delivery Board which plays a policy-making and advisory role.

The Secretariat's vision is to create a globally competitive and prosperous nation with a high quality life by 2030. The vision has largely incorporated the attainment of the Millennium Development Goals (MDG's), which can be considered as the internationally acceptable standards for measuring progress towards alleviation of poverty. To ensure success the Secretariat has partnered with various Ministries in the implementation process and serves as a monitoring and evaluation body, these include Ministries of Agriculture; Co-operatives Development; Development Northern Kenya and other Arid Lands; East African Community; Education; Energy; Environment and Mineral Resources; Fisheries Development; Foreign Affairs; Forestry and Wildlife; Gender and Children Affairs; Higher Education, Science and Technology; Housing; Industrialization; Information and Communication; Justice, National Cohesion and Constitutional Affairs; Labour; Lands; Livestock Development; Medical Services; Nairobi Metropolitan Development; Public Health and Sanitation; Public Works; Regional Development Authorities; Roads; Special Programmes; Tourism; Trade; Transport; Water and Irrigation; and Youth and Sports.

Additionally, the government directed that the Millennium Development Goals be provided for in specific budgets of ministries, departments and sectors; and adequate funds be allocated to them for implementation. Some of the activities that were undertaken by the government include: carrying out a needs assessment test in the country; publication of the 2005 Needs Assessment and Costing Report; publication of the 2003, 2005, 2007, and 2010 Millennium Development Status Report; the sensitization of Members of Parliament who have been very active in the spearheading campaigns on the implementation of national goals and objectives; along with sensitization workshops for policy makers and local authorities among others.

The Vision Delivery Secretariat looks to develop the vision using the economic, political, and social pillars which will serve as a foundation for comprehensive national development as they aim to move the economy up the value chain, invest in the people of Kenya, and move to the future as one nation; all the while deploying world class infrastructure facilities and services.

1.2 Research problem

Good strategies are only as good if they are successfully implemented. These strategies touch on issues to do with good governance, accountability, resource allocation, and communication. Beer and Eisenstat (2000) identified silent killers of strategy implementation which are "rarely publicly acknowledged or explicitly addressed". These are top-down or laissez-faire senior management style; unclear strategy and conflict priorities; an ineffective senior management style; poor vertical communication, poor coordination across functions, businesses or borders; and inadequate down the line leadership skills and development.

Several studies have been done highlighting the challenges of strategy implementation. Juma (2008) carried out a case study on strategy implementation and its challenges on African Braille Centre – a Kenyan Non-Governmental Organization whose core business is in the production and distribution of Braille books and talking books for the visually impaired persons. Shimerero (2010) looked into the challenges of strategy implementation at the Centre for African Families Studies (CAFS); it is an International Non-Governmental Organization with its own independent board of directors. CAFS core competencies focus on reproductive health and related areas, HIV/AIDS; maternal and child health, training and human capacity development: these boarder around Vision 2030, and particularly the MDGs, which are some of the goals and objectives within the (2008-2012) five-year Middle-Term Plans. This then created the need within this study to assess such relationships that directly influence the implementation of vision 2030.

Wanjohi (2007) focused on challenges of strategy implementation in Mathare 4A slum upgrading project in Nairobi. Marete (2010) looked at the challenges facing the implementation of Kenya Human Rights Commission's (KHRC) five year strategic plan (2008-2012). KHRC is a donor dependent advocacy based firm. Most of these organizations studied contribute directly to the goals and objectives of vision 2030, but failed to address strategy implementation neither at the Ministry of State for Planning, National Development and vision 2030 nor at the Vision 2030 Delivery Secretariat or how they can be overcome; they were also evaluated on how to positively influence the realization of Kenya Vision 2030. This study sought to highlight the challenges being faced particularly at the Vision 2030 Delivery Secretariat and generally at the Ministry of State for Planning, National Development and Vision 2030 in the realization of Kenya's Vision 2030. It ought to bridge the gaps in other related studies that did not take a national perspective. There is a need to link organizational goals to national goals. This posed the question; what are the challenges that are facing the implementation of Kenya Vision 2030?

1.3 Research Objective

The objective of this study was two determine the challenges faced in the realization of Kenya Vision 2030.

1.4 Value of the study

Most studies done on the challenges faced in the implementation of strategy, looked at various organizations within the public and private sector. These organizations or business entities contribute to the overall performance of Kenya as a country. There was therefore a need to study what Kenya is doing as an entity in order to remain competitive within the global market.

This study will benefit the Vision 2030 Delivery Secretariat not excluding the Ministry of State for Planning, National Development and Vision 2030 in the successful implementation of Kenya Vision 2030 in identification of existing and potential challenges. The study provided valuable information to key stakeholders such as existing and potential donors and partners, on how best to support Kenya as she forges ahead to becoming an industrialized middle-income economy; highlighting on donor dependency and the effects it may have in the realization of Kenya Vision 2030. Other researchers, given the futuristic element of Kenya Vision 2030, will benefit from this study when conducting research in various academic areas within Vision 2030. This study also contributed to strategic management theories.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter deals with theoretical literature review and concepts, and challenges facing the implementation of strategic plans particularly in low and middle-income economies and/or developing nations.

2.2 Concept of strategy

A strategy is the pattern or plan that integrates an organization's major goals, policies and action sequences to a comprehensive whole (Mintzberg, Quinn and Ghosal, 1999). A well formulated strategy helps to marshal and allocate organization resources into a unique and viable posture, based on its relative internal competencies and shortcomings, anticipated changes in the environment and continent moves by intelligent opponents.

Mintzberg (1987) defines strategy with a variety of views; as a plan, ploy, pattern, position and finally a perspective. Strategy as a plan deals with how leaders try to establish direction for organizations; while as a ploy it takes us to the realm of direct competition, manoeuver is employed to gain competitive advantage. As a pattern strategy focuses on action that is consistent in behavior and is key to achieving organizational goals. Strategy as a position encourages organizations in their competitive environments in order to protect, avoid or subvert competition. Strategy as a perspective is an ingrained way of perceiving the world. Strategies are abstractions which only exist in the minds of interested parties. A major issue in the study of strategy formulation becomes therefore how to read the collective mind and to understand how intentions diffuse through the system that is called an organization to become shared and how actions can be exercised on a collectively yet consistent basis.

Another perspective of strategy is fronted by Kim and Mauborgne (2005) where value information is seen as a cornerstone of strategy through the pursuit of differentiation and low cost. The overriding focus in red ocean strategy is competition achieved through differentiation and low cost. Described from the competition arena, strategy here is about confronting an opponent and fighting with the need to beat that enemy in order to succeed. Additionally, Ansoff (1987) describes strategy as a rule for making decisions. He seeks to differentiate policy and strategy. He indicates that when policy is a general decision that is always made in the same way whenever the same circumstances arise, a strategy applies similar principles but allows different decisions as the circumstances differ. This definition stands out as it captures and takes cognizance of the changing business environment. Chandler (1962) in defining strategy pioneered the proposition that structure follows strategy and from strategy emanates strategic management.

All organizations are an open system. They depend on the environment for their provision of inputs and their disposal of their outputs. They are an integral part of the environment. Thus for an organization to achieve its objective and ultimately succeed, realistic approaches that are considerate of the environment must be taken into account (Rue and Holland, 1996). Organizations cannot survive if they cannot match their capability to the environmental requirements. The framework that links an organization's capability to its environment is referred to as strategy (Ansoff, 1990).

Jaunch and Gueck (1988) view strategy as the framework of choices that helps an organization to respond appropriately to environmental requirements to achieve success. Therefore, one can say that strategy defines an organization, in terms of its future, nature and direction (Johnson and Scholes, 1993). If strategy were defined as above, corporate strategy would then be seen to be concerned with the purpose and scope of an organization as a whole. Strategy evaluation and choice is dependent on various options. These options, once identified, have to be vetted and screened by an organization. In addition to ascertaining the suitability, feasibility and acceptability of an option, the actual modes of progress have to be determined.

These pertain to the basis of competition which relate to how an organization will produce its product offerings, together with the basis as to how it will act within a market structure, and relative to its competitors, these options encompass a differentiation approach, a cost-based approach, and a focus (or niche) approach; measuring the effectiveness of the organizational strategy. It is extremely important to conduct a SWOT analysis to figure out the internal strengths and weaknesses, and external opportunities and threats of the entity in business which may require taking certain precautionary measures or even changing the entire strategy; suitability with the overall rationale of the strategy; feasibility which is concerned with whether the resources required to implement the strategy are available, or can be developed or obtained, resources include funding, people, time, and information; and acceptability which is concerned with the expectations of the identified stakeholders, mainly shareholders, employees and customers, with the expected performance outcomes, which can be return, risk and stakeholder reactions.

2.3 Framework for executing a strategy

When decisions facing a business are strategic, they deserve strategic management attention. Strategic issues have these dimensions: they require top-management decisions, they require large amounts of the firm's resources, they often affect the firm's long-term prosperity, they are future oriented, they have multifunctional and multibusiness consequences, and they require considering the firms external environment. This can only be achieved by anchoring core objectives of the organization to the realization of the set objectives. Strategic management sets the basis on which such businesses are run. The strategic management process involves formulation, implementation and evaluation of decisions geared towards achieving organizational objectives. Strategy implementation takes place in different organizational contexts.

Different business practices, competitive circumstances, work environments, cultures, policies, compensation incentives, mixes of personalities and organizational history all require a customized approach to strategy implementation based in individual company situations and circumstances. Organizations successful in strategy implementation effectively manage six key supporting factors: action planning; organizational structure; human resources; the annual business plan; monitoring and control; and linkage (Birnbaum, 2009).

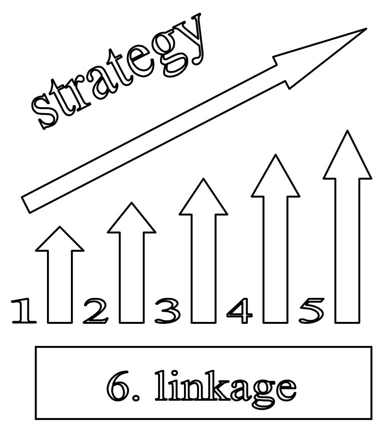

Figure 2.1: Bill Birnbaum: Six Support Strategy Implementation Factors

Source: Birnbaum, B. (2009). *Strategy Implementation: Six Support Factors*. CMC, Mountain View Road. Pg. 10.

Organizations successful in implementing strategy develop detailed action plans and tactics which add the necessary detail to their strategies. Additionally, they assign responsibility to a specific individual for accomplishing each of those action steps all of which have a set due date and estimated resources required to accomplish each of their action steps. Thus they translate their broad strategy into a number of specific work assignments.

Though is also given to the current organizational structure and its alignment to the intended strategy. Organizations successful at strategy implementation consider the human resource factor in making strategies happen. This requires that management think about the organization's communication needs and that the managers successful at strategy implementation are aware of the effects each new strategy will have on their human resource needs. This is directly linked to change and the timely response to change through training, recruitment of new employees, or allowing employees to grow through the experience.

Organizations successful at implementation are aware of their need to fund their intended strategies. They begin to think about their financial commitment early in the planning process. They link their strategic plan to their annual business plan and their budget. Additionally, they develop a plan to monitor and control their strategies and tactics. Lack of linkage can see to it the failure of their strategic plans. It is therefore important to tie together all the activities of the organization to make sure that all the organizational resources are moving together in the same direction (Birnbaum, 2009). Strategies require both vertical and horizontal linkage. Vertical linkages establish coordination and support between corporate, divisional and departmental plans while horizontal linkages cut across departments, regional offices and divisions requiring coordination and cooperation to get the organizational units harmonized.

Business planners are now using the complexity theory approach to strategy. Complexity can be thought of as chaos with a dash of order which is not quite so unpredictable. It involves multiple agents interacting in such a way that a glimpse of structure may appear. Axelrod (1976) calls these systems of multiple actions and reactions, complex adaptive systems. He suggested that rather than fear complexity, businesses should harness it. This can best be done where there are many participants, numerous interactions, much trial and error learning, and abundant attempts to imitate each others' success. Dudik (2000) observes that an organization must develop a mechanism for understanding the source and level of complexity it will face in the future and then transform itself into a complex adaptive system in order to deal with it.

The success of Japanese companies which spans for over forty years has intrigued the world. The first management theorists to suggest an explanation attributed to the success of Japanese companies was Pascale, Anthony and Athos (1981). They claimed that the main reason for Japanese success was their superior management techniques. Similar to Mckinsey 7's framework (see Figure 1), Japan divide management into seven aspects: Strategy, Structure, Systems, Skills, Staff, Style and Super ordinate goals (shared values).

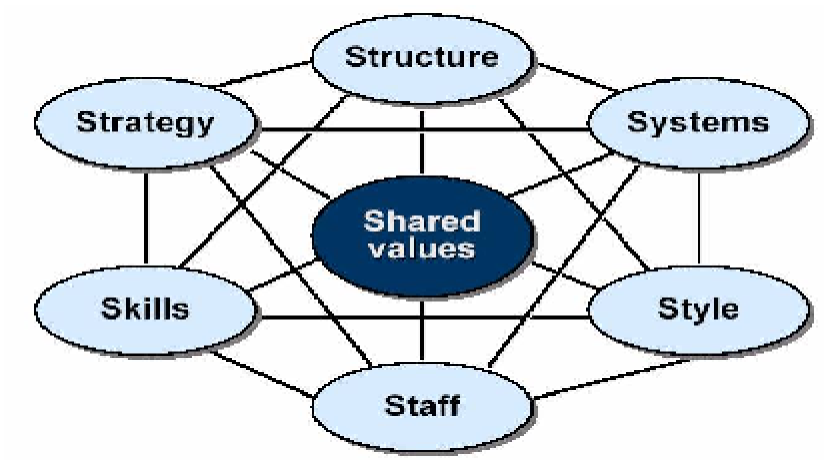

Figure 2.2: Mckinsey's 7 S Framework

Source: Rasiel, E.M. and Friga, P.N. (2002). *The McKinsey mind: understanding and implementing the problem-solving tools and management techniques of the world's top strategic consulting firm*. McGraw-Hill, Pg 13.

In Japan, the task of management is seen as managing the whole complex of human needs; economic, social, psychological, and spiritual. Pascale et al. (1981) also highlight the difference in decision making styles. In Japan it is built on consensus and focus is on long-term vision, while in most counties there is lack of long-term vision, executives preferring instead to apply management fads and theories in a piecemeal fashion.

Johnson, Scholes and Whittington (2008) proposed a five-stage model of the strategy implementation process. These stages include: determining how much the organization will have to change in order to implement the strategy under consideration ; analyzing the formal and informal structures of the organization; analyzing the "culture" of the organization; selecting an appropriate approach to implementing the strategy; and implementing the strategy and evaluating the results. Implementation therefore is successfully initiated in three main interrelated stages, which include but are not limited to: identification of measurable, mutually determined annual objectives; development of specific functional strategies; and, development and communication of concise policies to guide decisions.

2.4 Strategy implementation and challenges

Often, many mangers ask the question “how to implement” far too late. They start thinking about implementation only after they have developed their strategies. On the contrary, they should take implementation steps both before and during strategy development. Strategy implementation is the vital link that completes the strategic management process. Implementing and executing strategy as the core management functions. Indeed, competent strategy and good strategy implementation are the most trustworthy signs of quality and good management (Aosa, 1992).

Strategy implementation is the translation of a chosen strategy into organizational action so as to achieve strategic goals and objectives. It is the match between an organizations resources and skills and the environmental opportunities as well as the risk it faces and the purpose it wishes to accomplish. Chandler (1962) observes that strategy implementation or strategy execution is the most complicated and time consuming part of strategic management.

While strategy formulation is primarily an intellectual and creative act involving analysis and synthesis, implementation is a hands-on operation and action oriented human behavioral activity that calls for executive leadership and key managerial skills. In addition, implementing a newly crafted strategy often entails a change in corporate direction and frequently requires a focus on effecting strategic change (Alexander, 1985).

Strategy implementation is "the process of allocating resources to support the chosen strategies". This process includes the various management activities that are necessary to put strategy in motion, institute strategic controls that monitor progress, and ultimately achieve organizational goals. For example, the implementation process covers the entire managerial activities including such matters as motivation, compensation, management appraisal, and control processes. According to Ansoff (1990) almost all the management functions which include planning, controlling, organizing, motivating, leading, directing, integrating, communicating, and innovation are in some degree applied in the implementation process.

To effectively direct and control the use of the firm's resources, mechanisms such as organizational structure, information systems, leadership styles, assignment of key managers, budgeting, rewards, and control systems are essential strategy implementation ingredients (Ansoff 1990). Successful strategy implementation quite often requires important changes in, for instance, organizational structures, management and HRM practices, as well as in values and organizational culture. Beer and Eisenstat (2000) moreover stated that, it is very difficult, perhaps even impossible; to implement a strategy that the operational core of an organization is unable to understand as such. Therefore a strategy should not be too abstract; when designing the new strategy, members of strategic apex should try to use the same concepts and similar kind of thinking as those in operational core do, as well as try to look the strategy from their perspective. As a consequence it should be possible for the 3 members of operational core to interpret the strategic aims in the right ways (Mantere, 2003).

Strategic planning and strategy implementation are the “heart and soul” of any business. Excellent implementation on the other hand, “is he best test of managerial excellence” that results in the most reliable recipe for turning companies into stand-out performers.
Most government bodies, ministries, and parastatals, have strategic plans. They are however faced with challenges in national development which can be traced back to challenges in implementing their strategic plans. It seems like there are no clear mechanisms put in place that address strategy implementation, in spite of lots of funds put into strategic processes. Kotter (1996) alludes to the fact that successful implementation of strategy will not happen easily because of the long list of reasons; real and imagined. The process of producing successful change of any magnitude in organizations requires the following eight stages: establish a sense of urgency; creating a powerful guiding coalition; developing a mission; communicating the vision; empowering others to act on the vision; planning for and creating short-term wins; consolidating improvements and providing more change; and anchoring new approaches into the culture.

Many strategies seem well conceived but poorly executed. According to Jones (2008) in a concluded research noted that whilst many organizations have some success with their strategy, almost nine out of ten organizations fail to fully implement their strategy as they had planned. The first figure in this research suggested that, all of the staff in the organizations involved, only 5 percent of them understood the strategy. Communicating strategy is important. It is necessary to develop a plan for communicating your strategy (Jones, 2008). No matter how good the thinking behind the strategy, communicating that strategy, getting that engagement and getting feedback from it, is equally important. Who to tell the strategy to, who you should include in your communication, and why you should engage them, should influence the thinking and beliefs around communicating strategy. Equally important is the timing of the communication. This will help the organization explore with whom they should communicate, why and how. Assessing the quality of the communication channels that are in use is crucial. If strategy is about change, and measured by results; strategic communication is measured by changes in actions and behaviors.

Beer and Eisenstat (2000) found that one of the challenges facing implementation of strategic plans include poor leadership and management. However, their study was conducted in the developed world. There is therefore need to replicate this study in the developing world, to find out the challenges facing the implementation of strategic plans. Too often, leaders view the strategy development process as a linear or finite initiative. Leading strategy implementation requires a balancing act – the ability to work closely with partners in order to build cohesion and support for the firm's strategy, while maintaining the objectivity required in making difficult decisions. Strategy implementation frequently fails due to weak leadership, evidenced by firm leaders unable or unwilling to carry out the difficult decisions agreed upon in the plan. To compound the problem, partners within the firm often fail to hold leaders accountable for driving implementation, which ultimately leads to a loss of both the firm's investment in the strategy development process as well as the opportunities associated with establishing differentiation in the market and gaining a competitive advantage.

All organizations have at least four types of resources that can be used to achieve desired results or objectives; financial, physical, human, and technological (Thompson and Strickland, 1993). A number of factors commonly prohibit effective resource allocation (David, 2003). It is therefore important to monitor resource allocation so as to successfully implement strategies. Organizational resources can be explained from the context of the resource-based view of strategy associated with Grant (1999). The resource-based view emphasizes the internal capabilities of formulating strategy to achieve a sustainable competitive advantage in its market and industry.

"If you can't measure it, you can't manage it" Drucker (1954) remarked. There has been a shift from value based in tangible assets to value based in intangible assets. This is to mean that, value is placed on services and selling solutions as opposed to objects or hard assets. But why does this shift have an effect on strategy implementation? The rules of managers have been changed. Whereas the measurement of intangible assets is by its nature a tricky business, tangible assets are measured directly and intangible assets are not.

Intangible assets reside in people's thinking and the value creating power of these assets lies in the people's ability to put them to work. This means that in order to integrate them into the organization's strategy, strategy cannot be a top-down imposition, but it must be interjected and owned by proprietors of the intellectual property. Mintzberg (1987) alludes to this challenge in his view of strategy as a perspective.

Make it as simple as possible. There are a lot more good strategies poorly implemented, than weak strategies weakly implemented. During the course of strategic planning, the lack of a realistic and honest assessment of the firm will lead to the development of a weak, inappropriate or potentially unachievable strategy. A weak strategy may also result from overly aspirational or unrealistic firm leaders or partners who adopt an ill-fitting strategy with respect to the firm's current position or market competition. Without a viable strategy, firms struggle to take actions to effectively implement the plan identified (Porter, 1985).

In conducting strategic planning, organizational leaders and partners involved in the process develop a strong understanding of the business imperative behind the chosen strategy and the need for change in order to achieve partner goals. However, partners removed from the process may struggle to identify with the goals and strategies outlined by firm leaders. According to Pearce et al., (2010), these partners may not see a need for change, and without understanding the background and rationale for the chosen strategy, these partners may never buy-in to strategic plan and, as a result, will passively or actively interfere with the implementation process. It is therefore very important for a firm to understand the business environment they are operating in, in order to effectively introduce and manage change. The environment influences the organization both positively and negatively, and it is almost uncertain to predict. Leaders galvanize commitment to embrace change through three interrelated activities: clarifying strategic intent, building an organization, and shaping organizational culture.

According to Pearce and Robinson (2000), culture can be a positive factor in the organization it if supports strategy implementation. New strategies may call for adjustment in an organization's culture to support it. This may be a challenge due to resistance to change. Change is inevitable in strategy implementation yet it is regarded as a major threat to successful strategy implementation (David, 1997). Resistance is attributed to failure of management to include staff in the formation stage, to only surprise them with a shift in responsibility during implementation resulting in conflict of interest, fear of the unknown, and mistrust. The difficulty of driving significant change in an industry rooted in autonomy and individual behaviors is not to be underestimated. More often than not, executing on strategy requires adopting a change in approach and new ways of doing things. This translates to convincing stakeholders and leaders, and in particular partners, that change is needed and that the chosen approach is the right one.

A fundamental and critical step in moving forward with strategy execution involves planning. Implementation planning entails developing a detailed outline of the specific actions and sub-actions, responsibilities, deadlines, measurement tools, and follow-up 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 firm leaders over a 24-36 month time period. Achieving a level of detail in these plans provides for a tangible and measurable guide by which both the firm and its leaders can asses progress in implementation over time.

According to Thompson and Strickland (1989), for strategy implementation to succeed, there needs to be in place an organization sensitive to the demands of strategy. Organizational structure as viewed by Pearce and Robinson (2000) can either enhance or inhibit strategy implementation. Besides influencing how strategies will be established, David (1997) indicates that structure determines resource allocation which eventually has an impact on strategy implementation.

Various models can be employed in the realization and successful implementation of strategies, such as Six Sigma. Six Sigma is not something that is common in the government sector despite being a quality improvement methodology which focuses on reducing defects in processes to boost customer satisfaction, drive quality initiatives, and reduce costs, thereby adding to the bottom line of businesses. Although a few government agencies have implemented Six Sigma with reported success, Six Sigma has not yet achieved the status as a mainstream quality solution for the improvement of government processes. Part of the reluctance on the part of governmental leaders and managers to embrace Six Sigma is attributable to the organizational challenges in launching Six Sigma initiatives.

Government leaders and managers need to identify, understand, and target organizational structural issues, particularly internal and external cultural factors, which present impairments to the successful implementation of Six Sigma. A proactive leadership is essential to overcoming these challenges and successfully setting up Six Sigma. The organizational and structural challenges faced by governments in setting up Six Sigma can best be represented in a hierarchical model in the shape of a pyramid. A pyramid comprised of the base, internal angles, and the apex, must be properly aligned to support Six Sigma methodology in the public sector.

Pyramids are built from the ground level up and must have solid foundations to stand the test of time and remain viable organizational structures. The success of initiating Six Sigma in the public sector is dependent upon building positive public perception of the projects to be improved. However, unlike businesses in the private sector whose customer base is well defined, a government's customer base is much broader and includes taxpayers who may not directly benefit from the improvements identified by the methodology. To initially address these concerns, governments need to effectively communicate the expected benefits and savings resulting from the improvement initiatives.

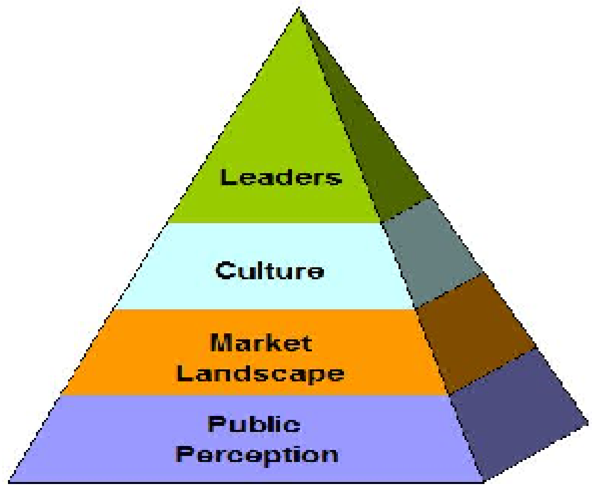

Figure 2.3: Pyramid of Challenges

Source: Edwards, G. (2011). *Improving Service Delivery in Government with Six Sigma*. Prentice Hall. Pg. 44.

The success of Six Sigma in government depends on the successful alignment of the internal culture to support the tenets of the Six Sigma methodology. The first challenge for governments is to ensure that the internal culture is aligned to promote entrepreneurship which naturally leads to continuous improvement. Although government employees are conscientious workers and they do their jobs effectively, they don't have the same entrepreneurial spirit found in private sector employees who are motivated to develop better approaches to improve the bottom line. The takeaway for government leaders and managers is that they need to develop a rewards system that encourages entrepreneurship.

The competitiveness of the market in which Six Sigma organizations operate has a direct impact on its initial success. As seen with the internal culture, resistance to change can also come from the market landscape in which governments operate. When government products or services are offered in a non-competitive and monopolistic market, there is no marketplace incentive to reinvent the proverbial wheel. Leadership takes its place at the top of the pyramid because it is the most visible and important support for Six Sigma in government. A gap in the level of commitment by leadership opens the pyramid to the elements which can result in procrastination and backtracking, eventually undermining the success of Six Sigma. Leaders in government face different challenges than their counterparts in the private sector because of the influence of political agendas in the decision-making process.

The dynamics of the political process often determines the allocation and reallocation of resources. Determining the allocation of resources has never been more difficult as governments struggle with dwindling revenue streams while awash with ever increasing public demand to provide faster and better services without raising taxes. To increase the chances of the success, governmental leaders must move quickly in committing to Six Sigma projects and continue to emphasize their priority when the allocation and reallocation of resources are discussed. With government leaders and managers focused on addressing internal and external challenges at the onset, the transition to Six Sigma in government will be viewed as more positive and worthy of emulation by all those serving in the public sector.

2.5 Keys to successful strategy implementation

Providing a discussion of an entire strategy development and implementation model Freedman (2003) ultimately suggested the following keys to successful strategy implementation: communicating the strategy; driving and prioritizing planning; aligning the organization; reducing complexity; and installing an issue resolution system. According to Kaplan & Norton (2001) the following are viewed as sets of best practices and their sub-components for implementing and executing strategy in organizations: mobile change through effective leadership; translate the strategy to operational terms; align the organization to the strategy; motivate to make strategy everyone's job; and govern to make strategy a continual process. In an attempt to simplify quite a complex model, Kaplan and Norton (2001) provided five key areas that need to be addressed to support successful strategy execution. They offered the following four processes for managing strategy: translating the vision; communicating and linking; business planning; feedback and learning; and leadership.

Strategy implementation is more likely to be effective with a participative style of managerial behavior. If staff are kept fully informed of change proposals, as they will be encouraged to adopt a positive attitude and have personal involvement in the implementation of the change. Therefore, there is a greater likelihood of their acceptance of the change. According to (Dunphy and Stace, 1988; Reed and Buckley, 1998; Wallace and Ridgeway, 1996) with the participative style of leadership, a significant advantage is that once the change is accepted, it tends to be long lasting because each person tends to be more highly committed to implementation. It encourages all level of managers to transform their own units in a way that is consistent with the vision and strategy.

In analyzing strategic management, the functions of managers as organizational leaders need to be understood. Bass (1985) and Burns (1978) suggest the concept of transformational change in organizations is usually identified with leadership. Mullins (1996) claimed that leadership is a ‘’relationship through which one person influences the behavior or action of other people’’. With a shared strategic vision and commitment to that vision, people will motivate themselves to learn, this also helps to identify the strategic objective to be accomplished by the organization. Leadership is one of the many factors which can impact upon the development and implementation of strategy.

According to Lorange (1996) a list of criteria essential for successful strategic implementation is as follows: first, is that there must be potential benefits from planning for the CEO and the organization as a whole; second, is that strategic plans must be explained, applied and implemented so that the relevant managers can understand them.; third, is that relatively complex planning tasks must be capable of being broken down into smaller elements; fourth, is that the plan must identify parts of the business that can be planned for and managed in a strategic manner; fifth, is that to the extent the plan breaks with tradition, successful implementation occurs as a natural evolution of experience and understanding; sixth, is that there must be a well –defined, readily identifiable sponsor for each planning and implementation task; seventh, is that there are must be need that is clearly felt by the client and each level of management must see benefits that address their relevant needs; eighth, is that plans must demonstrate some results relatively quickly, but as an initial effort, aspirations should not be set too high; ninth, is that there must be an early commitment to support and participate in the planning effort by all affected users; and finally, there must be a realistic assessment of resource needs, this includes making the necessary staff and support facilities available, providing necessary budgets for training ,meetings, equipment, and implementation.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methodology and modalities that were used in the collection of data pertinent in answering the research questions. It also covered the research design, determination and sources of data, methods of data collection and methods of analyzing the data.

3.2 Research design

The study adopted a case study design. Kelinger (1978) argues for the use of case study in social economic fact findings because it provides a great deal of information which is accurate. Furthermore, Patton (2002) states that the intention of case study research is to gather data at a particular point in time and use it to describe the nature of existing conditions. Additionally, it allows for a detailed and focused examination providing valuable insight for problem solving, evaluation and strategy (Cooper, 2003).

The research design which was used in this study was a descriptive research design. This design refers to a set of methods and procedures that describes variables. It involves gathering data that describes events, it then organizes, tabulates, describes and depicts data. This design was best suited to identify most issues and complexities involved in the implementation of Kenya Vision 2030 by the Ministry of State for Planning, National Development and Vision 2030 and particularly, the Vision 2030 Delivery Secretariat.

Kothari (2004) stated that a case study is a form of qualitative analysis where a careful and complete observation of an individual or situation or an institution is done; efforts are made to study each and every aspect of the concerned unit in minute details and from case data, generalizations and inferences are drawn.

3.3 Data Collection

Data was gathered through an interview with the respondents. Interviews being face-to-face encounters, allowed for accurate information. An interview guide or schedule acted as a guide in making it possible to obtain data required to meet specific objectives of the study. Additionally, an interview schedule standardized the interviews so that the same questions were asked to all the respondents. The interview schedule had both structured and unstructured questions, allowing for the comparison of respondents responses and further probing to get deeper information which met the study objectives.

Information was gathered from the management which included the Director General; Director Economic Pillar; Director Social and Political Pillar; Director Enablers and Macro; Director Strategy, Marketing and Communication; Assistant Director Human Resource, Administration and Finance; Human Resource Manager; and the Executive Officer. This is because of their understanding of the Vision given their positions hence a rich source of information.

3.4 Data Analysis

Data collected was qualitative. Therefore, qualitative data and specifically content analysis was employed. Qualitative data analysis seeks to make general statements on how categories or themes are related (Mugenda and Mugenda, 1999). Content analysis is the systematic description of the composition or objects or materials of study which are either written or spoken. It enabled the researcher to interpret meanings of said words to understand respondents, perceptions and beliefs. Data collected was then organized into various categories, which were distinct from each other, through coding; a relationship was then being established from these categories. A report was then generated which showed the relationships between concepts, and attempted to advance alternative explanations derived form the data.

CHAPTER FOUR: DATA ANALYSIS, AND INTERPRETATION OF RESULTS

4.1 Introduction

This chapter contains an analysis of the findings from the study. The data collected by interviewing the management at the Vision 2030 Delivery Secretariat focused on the awareness of the Vision 2030 and the implementation process, factors influencing strategy implementation and the challenges therein. The findings are presented as a report of the discussions held with the respondents.

This study sought to obtain information on the main objective; the challenges faced in the implementation of Kenya Vision 2030. To achieve the intended objective an in-depth analysis on the Vision 2030 Delivery Secretariat's management was done. The nature of the data obtained during the study was qualitative hence analyzed using content analysis and presented in the order of the objective stated above.

4.2 Awareness of Vision 2030

The most important step following laying the ground work for implementation of resultant strategies is to demonstrate management commitment. Following various meetings with the management most of who comprise of directors, it was clear that the entire Vision 2030 Delivery Secretariat understood the strategic objectives both within the Vision 2030 document and the Delivery Secretariat mandate and were committed to them. They also appreciate the fact that they have core activities as a secretariat and that this is linked to the nations attainment of its overall objectives.

The implementation process entails flagship projects and Medium Term Plans that constitute the Vision 2030 blue print. Employees within the secretariat also have access to the Vision 2030 document. The document is not only available online but a hard copy is also provided at their workstations which ensures that one can make regular reference to the document making the implementation process more comprehensive and all inclusive. Published progress reports are also made available so as to highlight challenges and achievements, not only of the monitoring and evaluation body, the Vision 2030 Delivery Secretariat, but also of the Semi-Autonomous Government Agencies charged with the implementation process.

The Secretariat is a Semi-Autonomous Government Agency guided by the independent board, Vision Delivery Board (VDB), established by a way of legal notice by the Minister of State for Planning, National Development and Vision 2030. By operating from a legal mandate, they are charged with ensuring that there is adequate communication to the stakeholders, development partners, government agencies, and donors. Upon inception, the first project the Delivery Secretariat was charged with was on sharpening the existing perception and conducting an awareness study. This would drastically improve on the efforts taken to enhance awareness of Vision 2030, incorporate sensitization programmes, enhance publicity, and market Kenya especially on its investment plans so as to attract donors across the board.

The findings and recommendations of the study highlighted the need to introduce a penetration level, improve on awareness and perception; have an integrated marketing and communication strategy; and hiring a communication consultant to undertake communication activities on behalf of the Vision 2030 Delivery Secretariat. This was also highlighted in the background findings from the first annual progress report on Medium Term Plan (2008-2012). The Secretariat also enhances awareness by utilizing media channels. Above the line (ATL) and below the line (BTL) initiatives are some of the marketing methodologies used in marketing Kenya and building brand awareness at the Secretariat and among other Semi-Autonomous Government Agencies.

This allows for communications that broadcast and publish to mass audiences, and also the use more niche focused media. Below the line communications give the Secretariat the ability to tailor their messages in a more personal manner to the audience making promotions measurable, while giving valuable insights into the Secretariat's return-on-investments (ROI). This is done through road shows, regional forums across the country, media talk shows both on TV and radio including regional and vernacular stations, and integrated communication of other government agencies as is stated within their mandate.

Vision 2030 Delivery Secretariat is at the core of all communication initiatives by other institutions. This allows them to align their mandate within the bigger objectives of Vision 2030. Out door campaigns have been one of their major activities in the past year in building publicity, for example, through outing up billboards in all major towns as seen in Mombasa, Nakuru, Naivasha, Nairobi, Kisumu, Nyeri, and Kakamega, and particularly on major highways on the major flagship projects. The website which is currently under construction is updated regularly to keep the public abreast on ongoing projects and updates on information. Promotional material is employed concurrently with building publicity.

Communication is also carried out at the Diaspora level; this is a critical component as it enhances international integration on ongoing projects. The Director Strategy and Marketing has been able to hold forums in London and in many cities in the US, these foreign forums allow for specific and potential foreign investors to come on board especially on capital intensive development projects. Kenyan envoys, in various capacities, such as ambassadors, attaches, and immigration officers also receive regular training at our Kenya Institute of Administration, this allows them to understand and articulate the same when out on official duty. Awareness of Vision 2030 takes a holistic approach as in incorporates all the above listed communication channels.

4.3 Implementation Process

The implementation process is such that the common factors that affect implementation are well highlighted and addressed. The organizational structure facilitates the achievement of desired goals making sure to have constant innovations and changes to accommodate new projects all aimed at the realization of Kenya's Vision 2030. The Delivery Secretariat is a relatively new organization, still in its formative stages. It is still working on the formation of working structures which require human resource and is therefore still in the process of recruiting. Until such a point where everyone is on board, will it then become easier to execute the full expectation of the organizational structure.

The Delivery Secretariat is looking to tender a five year strategic corporate strategic plan which will align what the secretariat is supposed to be doing in relation to its mandate and the environmental changes; giving any other strategic advice on what the secretariat needs to do to be more effective in its operations and sharpening its mandate. As the organization is currently, the structure is based on the core mandate of the organization, the strategic plan will therefore sharpen the execution capability of the organization and recommend any other changes required in the organization in line with what might be highlighted as key critical areas in the second Medium Term Plan.

The Vision 2030 structure consist of the three pillars and the foundation and this is how the Vision Delivery Secretariat is structured; with a Directorate for each pillar. This ensures a thorough follow-up on various projects under each pillar, various projects under the sections under each pillar, up-to and until the point of the implementing agency. The structure is very strong in terms of backward follow-up, and also vertical reporting. The structure trickles into the Secretariat which is an advisory board and the Vision 2030 cabinet committee chaired by the President.

The Kenya Vision 2030 Delivery Secretariat has set out a number of wide-ranging proposals for improving the country's property market. The Director Strategy, Communication and Marketing Vision 2030 outlined 124 ongoing flagship projects and pointed to the expansion of airports, rural electrification and energy generation as all being key factors in modernizing the real estate sector. Other initiatives include the development of a rapid transit railway network, the revamping of the ports of Mombasa and Lamu and the expansion of the multi-billion shilling Thika Highway and by-passes. The Director General indicated that the Vision 2030 blueprint would evenly distribute development projects across the country. Recent infrastructural developments have seen a turn around of the construction industry, with recorded improved growth of 14.6 per cent in the third quarter of the previous year compared to 2.4 per cent during a similar period in 2009.

Various partnerships have been formed both locally and in the Diaspora. For example, The National Economic and Social Council (NESC) has partnered with the office of the Prime Minister to champion the course of improving Productivity and Competitiveness in Kenya in line with Vision 2030. This endeavor is in line with NESC's mandate of advising the Government on strategic policies aimed at promoting economic growth, social equity and employment creation, thereby reducing poverty and inequality. The Cluster Initiative brings together government (ministries and state agencies), business firms, research organizations, development partners and other institutions to work together in a formal framework, called the Triple Helix to enhance competitiveness and growth.

Since 1980's cluster development initiatives have become an important new direction in economic policy, building on earlier efforts in macro-economic stabilization, privatization and market liberalization. The strategy involves the development and upgrading of related businesses that have a close geographic proximity or have virtual location through the collaboration of key actors. The major benefits of the Clusters are innovation, reduced cost of doing business, increased volume of business and increase in employment.

For this reason indicated above, the Kenya Government has adopted the Cluster Strategy to improve the country's competitiveness and help actualize the goal of rapid industrialization in Vision 2030. This calls for focused and structured action by the public sector, businesses, researchers and development partners to leverage Cluster Initiatives in order to step up Productivity and Competitiveness in the years to come. The overarching goal of Vision 2030 is for Kenya to be a globally competitive and prosperous country. To this end, NESC addressed Kenya's competitiveness and recommended the adoption of cluster development strategy to enhance regional and national competitiveness. Through a consultative process NESC identified 12 possible priority sectors for the initial implementation of the cluster strategy. These are: transport and logistics at the Port of Mombasa, horticulture, sugar, tea, tourism, marine and inland fisheries, livestock, energy, ICT, maize, cotton and dairy. The recommendation was also informed by Vision 2030 which advocates for regional manufacturing and industrial clusters as engines for realizing industrialization.

The respondents further highlighted that other key stakeholders were involved in the implementation process. These include: the general public, for example, in the community policy document; the management staff at the Delivery Secretariat; the human resource who include various officers; along with other ministries and departments. This implies that all the stakeholders in the government were involved in the implementation of Vision 2030 and a more comprehensive method is needed to look at all these parties involved in the implementation process.

The various pillars are to be realized through various flagship projects and programmes. The objective of the Social Pillar is investing in the people of Kenya in order to improve the quality of life for all Kenyans by targeting a cross-section of human and social welfare projects and programmes, specifically: education and training; health; environment; housing and urbanization; gender, children and social development; youth and sports; and labor and employment. This will be realized through youth empowerment centers, construction and equipping of 560 secondary schools and expansion and rehabilitation of existing schools, recruitment of additional teachers, establishment of computer supply programme, constriction and rehabilitation of at least one boarding primary school in each constituency in arid and semi arid lands, establishment of voucher system programme in five of the poorest districts, establishment of centres of specialization, rehabilitation of health facilities, strengthen Kenya Medical Supplies Agency, human resource strategy, develop equitable financing mechanisms, community based information systems, de-link ministry of health from service delivery, scale-up household and community levels of malaria intervention, rehabilitation of rural health facilities to offer integrated and comprehensive health care, restructure ministries of health, fast-track implementation of the community strategy by training community health workers (CHWs), develop a financing strategy for entire health sector, implement Output Based Approach (OBA) in reproductive health, channel funds directly to health facilities, implement Environment and Hygiene Policy and Strategy, revitalize efficacy in the Health Management Information System, strengthen the capabilities of Level 2 and 3 health facilities to provide reproductive health services and diagnose and treat Tuberculosis, and scale-up HIV behaviour change interventions at household and community levels. These are among other environmental, housing, gender, children and social development, labour and employment, and youth and sports initiatives which include; women enterprise fund, gender mainstreaming, affirmative action, youth enterprise development fund, securing wildlife and migratory routes, and waste management system.

The Political Pillar objective is to move to the future as one nation and envision a democratic system that is issue based, people oriented, results oriented and is accountable to the public. The pillar is anchored in the rule of law, democracy and improved public service delivery, transparency and accountability, public administration reforms and security, peace building and conflict management. This will be in initiated through constitutional reforms; post election legal counselling; institutional reforms in the police, civil service and parliament; an independent review commission; implementation of Commission of inquiry on Post Election Violence; Truth, Justice and Reconciliation Commission; and, National Cohesion.

The enablers and macro-foundations look to deploy World Class infrastructure facilities and services. This is in order to drive, influence and effect the economic, social and political development under the Kenya Vision 2030. The government recognized the need for concerted efforts towards improved and expanded national physical infrastructure, including the roads and railways network, water and airports, information communication and technologies (ICTs), as well as the overarching role of Science, Technology and Innovations (STIs). Other cross-cutting themes include envisioned reforms in the management and utilization of land, reforms targeting the entire public, and overall national human resource development undertaken under the support of the Labour Sector. These will be realized through initiatives such as performance contracting, dredging of Mombasa port, decongestion of Nairobi city, and establishment of three new public universities among other initiatives.

All the pillars and initiatives were identified prior to the implementation process. This then means that pre-planning information is necessary in the implementation of strategic plans as well as their realization. Encouraging participation, developing objectives which can be tracked with current reporting systems, developing a balanced list of objectives, as well as maximizing strengths and considering available resources work in tandem with realization of goals, especially national goals. Additionally, developing monitoring systems allows for fine tuning of projects.

4.4 Challenges Vision 2030 Delivery Secretariat faces in implementing Kenya's Vision 2030

The internal structure within the Delivery Secretariat is such that the Vision 2030 and its flagship projects are incorporated into the organizational work plans. This cuts across to all the ministries involved in the implementation of the country's objectives. This is seen by the incorporation of activities leading to the achievement of the Millennium Development Goals and the Vision 2030 Middle Term Plans running from 2008 to 2012.

This is greatly important since recent studies highlighted poor coordination by the implementing agencies at 52% and with a monitoring and coordinating body such as the Vision 2030 Delivery Secretariat this is bound to improve. The strategy making process was well articulated as highly participative process. However the formation of the Vision 2030 Delivery Secretariat came after the Vision 2030 document had been developed. This then means that despite Vision 2030 being a participative process, those charged with its monitoring and evaluations were excluded for the exercise. This calls for communicating the plan and linking the Vision 2030 strategic plan to the operational goals.

Human resource is inadequate as the Vision 2030 Delivery Secretariat is still expanding and recruitment is taking place to bring in more skilled and competent labor. Currently, the directors in charge are the only people who run with the programmes and activities highlighted in each of the three pillars. Following up processes with the various ministries is not a smooth process. However, despite the implementation process not being on course with time, the implementation process is still underway. Additionally, development and execution of strategy is hampered as the Secretariat consists of people from different backgrounds therefore gelling is limited especially on team formations.

The Secretariat greatly invests in training, and has a training policy where it has allocated a minimum of five working days per year, to each staff member for training purposes. Training, both currently and in the future, is regular continuous process; with emphasis in areas such as leadership, specialized management, and technical areas to enlace capacity. For example, the Director Strategy and Marketing undertook a highly specialized intensive training in the recent past on Public Private Partnerships and execution of projects under Public Private Partnerships. This, for instance, is important in capacity building so that people can be able to give expert advice on project teams in charge of implementing various flagship projects.

The Secretariat is also curbed with lack of financial resources, not only at the organizational level but also at the national level. This, even though not directly hampering the operations of the Delivery Secretariat affects the Ministries charged with various activities in the implementation process. Budget allocations will never be enough as the Vision 2030 is currently focusing on industrialization and diversion of funds to pure development projects would result in funds being diverted form other critical areas such as health and education. It is not feasible that what treasury allocated towards development projects can ever be enough. As a result, some of the programmes are donor dependent such as those in the social pillar; however, misappropriation of funds has resulted in donor pulling out, for example, as seen in the free primary education programme. Keen on identifying potential investors, The Secretariat has been aggressive in marketing the development of Konza City hence attracting potential investors.

There are various ways in which the Medium Term Plans, 2008-2012, are being funded and/or being undertaken. This is through Pure Government Sponsorships (PGS), Pure Private Projects (PPP), and Public Private Partnerships (PPP). Only so much can be generated by a county through taxation or through other forms of overseas development aid but which in most cases is hardly sufficient to undertake transformation projects, for example, building of new ports as seen in Lamu as 200 Billion US Dollars cannot be facilitated by Government. Pure Government Sponsored Projects include the construction of centers for Excellence, for example, the private sector will not come on board to build schools or offer free primary education or construct modern health facilities as this are purely government funded initiatives. Private Public Partnerships can allow for heavy infrastructural projects such as construction of roads, railways, ports, and energy generation as these are high resource. This allows the government not to divert funds from critical areas such as agriculture, education and health. Pure Private Projects, on the other hand, undertake huge projects such as manufacturing. For example, Chloride Exide has put up a solar panel assembly plant in Naivasha. This is a Private Project whose overall objective is to meet the shared objectives within broader goals of Vision 2030 and will generate more sustainable energy to light up rural areas and back-up urban areas so as to reduce pressure on the national grid.

Policies and procedures have to align and not conflict with existing laws and regulations in the country including the new constitution. This will allow for effective policies and procedures in place which change in line with public requirements. At the Vision 2030 Delivery Secretariat rewards are linked to objectives as good performance is recognized. In the past year, 2010-2011, the Ministry of State for Planning, National Development and Vision 2030 was rated the best in the country in performance contracting reviews. Additionally, Vision 2030 was included in the performance contacting review processes so as to ensure that each government entity is evaluated on its efforts in meeting the objectives of Kenya's Vision 2030, this allotment allows for 15% of the performance contracting review.

The organizational culture is dynamic as seen in the Secretariat's thorough follow-up on projects: the Secretariat is keen on projects. Management is charged with being the leading change agents, offering strategic leadership and leading the transformation process. Culture can therefore not afford to be anything but dynamic as the Secretariat sets the pace in initiating change and following through that change. The Vision Delivery Secretariat is the champion of doing things differently; hence follow-up of projects is not done in typical government culture. Deadlines and resources required for various projects are aggressively followed through.

The Secretariat employs a proactive response to the environment as opposed to a reactive one. This is seen in the way they go out of their way to aggressively package specific projects and going out to the Diaspora to identify specific and/or potential investors through foreign forums in New-York and London, among other major developed cities. For example, the Secretariat had a visit from one of the leading financial magnets in London, The Lord Mayor of London, due to an earlier presentation by Director Strategy and Marketing on investment opportunities in Kenya under Vision 2030, this is can go down as one of the Secretariat's achievements as identification of potential investors allows for facilitation of projects that spur growth.

National and organizational politics to a large extent have not interfered with Vision 2030. The government has not caused the stalling of any projects that were to be implemented as most of these are underway. However, politics comes in where implementation has a political connotation, for example where procurement processes for various projects are not right. Proper interference would be where earmarked projects from the intended area to another area, which has not happened. There have been no changes in projects as earmarked projects are underway. Challenges experienced would be insufficient resources, for example, as seen in the Konza City project which was initially to be at Athi River but due to multiple ownership of land it was not easy to amalgamate land hence its relocation. Additionally, concentration of projects on Mombasa road is due to availability of semi-arid land where settlement is scattered as opposed to the concentration seen in other areas.

The study further sought to know the opinion of the respondents on what were the necessary conditions for the successful implementation of Kenya's Vision 2030. From the findings, respondents stated that the necessary conditions for strategy implementation of strategy were collective participation of all staff, adequate relevant training, clear communication of strategy and creating of awareness to stakeholders in advance and effective monitoring of evaluation. Additionally, proper legal frameworks are the necessary conditions for successful implementation of Vision 2030 at the Delivery Secretariat.

The role of communication ensures that the government plans strategies and policies that are clearly understood by the target groups. The study found that majority of the respondents indicated that communications ensures clarity, eliminates fear of the unknown, eliminates of reduces resistance to change, prevents misunderstandings, ensures a clear goal is identified and defined, and enables effective monitoring and evaluation of successful implementation challenges to be identified.

The role of staff involvement in achieving Vision 2030 along with other objectives set by the Vision 2030 Delivery Secretariat, from the nature of the work indicated that staff was a major tool for the implementation process. This is emphasized by the fact that various directors are charged with responsibilities aligned to the various pillars, economic, political and social, all of which play a major role in the realization of Vision 2030. The respondents indicated that the staff was responsible for planning as they identify needs of the Ministry of State for Planning, National Development and Vision 2030 as well as monitor and evaluate programmes; they act as a critical feedback source in the implementation process. The Vision 2030 Delivery Secretariat's involvement enables them to own up to the failures and successes realized in the implementation of flagship projects and the Middle Terms Plans. Correction of mistakes is prompt; innovation of strategy is also done in a timely fashion ensuring serious consequences are avoided in the future and/or in the implementation of similar projects and programmes.

The work environment was seen to be conducive allowing for great output. Employees are recognized for their efforts and promotions are regular. The study also found that the management is seeking to offer better leadership by recruiting assistant directors and managers, which will have a direct positive impact on employee relations hence, promote better working conditions for implementation of the said objectives within Vision 2030.

The study also sought to find out if the Vision 2030 Delivery Secretariat needed a timeframe for strategy implementation. From the findings, majority of the respondents stated that there was a need for a time frame for strategy implementation. This will allow for success of the business in the preliminary stage as the Delivery Secretariat needs to create awareness of strategy implementation, and train the staff to prepare them for intended change. The study further found that in the implementation phase the Secretariat needs a pilot stage of which is a trail phase for effective adjustments. In the review stage the Secretariat needs to assess the visibility of options for appropriate adjustments.

The study further found that continuous monitoring of the Vision 2030 implementation process to ensure that it was in tandem with the overall objective and various Ministry responsibilities was a solution to challenges faced by the Vision 2030 Delivery Secretariat. This improved performance especially with the government introducing performance contracting. The Delivery Secretariat is in charge of Vision 2030 but is not charged with actual implementation of projects, this in a way affects set timeframes and deadlines. They are not charged with the mandate to reprimand ministries on delays as they report directly to the Office of The President. Therefore, the role of the Secretariat as supervisor is limited despite being continuous in nature.

4.5 Factors affecting Vision 2030 implementation process

The challenges faced in the implementation of Vision 2030 are not unique to the Delivery Secretariat as the secretariat only serves as a monitoring and evaluation body. Their responsibility or mandate is to see that the ministries responsible for the implementation of programmes and projects successfully do so. Moreover, the challenges faced in the implementation of Millennium Development Goals cut across the board, which serves as corner stone for countries to anchor their development strategies on, and have a direct impact on the Vision 2030 as it is one of the flagship projects.

The existence of shared projects by ministries as seen in the flagship projects which are multi-sectored and multi-disciplined and calls for 100% support, which is lacking. For example, Konza City incorporates the Ministry of Communication, ICT board, Ministry of Lands, Ministry of Roads, Ministry of Water, among others. The final project is managed by the ICT board while the other Ministries act as enablers; therefore support across the board is a crucial element. Challenges are experienced across the various pillars.

The limitations in implementation of the 2009/2012 priority areas include inadequate budget provisions, slow procurement processes, and getting authorization particularly for donor funded projects. Projects are faced with complexities such as inadequate technical staff, low investment in infrastructure and weak enforcement of rules and regulations. Projects in the energy sector are faced with high initial capital investments, along with lack of strategic stocking. The efficacy of ICT as a development catalyst has not been fully exploited; this hinders effective collaboration between the Government and the private sector along with effects of the slowdown in the global economy. Implementation of the public sector reforms has faced various challenges such as inadequate emphasis on the need for public reforms and its role in improving public service delivery, with limited coordination and limited cross-fertilization with other reforms. These trickle down to the Medium Term Plans.

The economic pillar, which incorporates tourism, agriculture, and manufacturing among other reforms is faced with various challenges such as stiff competition form other tourism destinations in Africa such as South Africa, Egypt, and Morocco. The agricultural sector is also faced with competition and constrained productivity. The manufacturing sector also has its share of limitations which include inadequate funding, shortage of skilled manpower, weak Pure Private Projects, and lackluster collaboration from other implementing agencies. The Business Process Outsourcing (BPO) sector faces numerous challenges that have undermined its growth and development, these include poor telecommunication infrastructure, high cost and unreliable energy and inadequate dedicated BPO facilities. Generally, the financial sector is characterized by low penetration and limited supply of long-term finance.

In the social pillar front there is still an existence of regional and gender disparity, and inadequate staffing levels among other challenges in the education sector. The social pillar faces challenges not only in the education sector but also in the health sector, legal reforms, environmental and natural resources, water and irrigation, gender and youth sectors, among other vulnerable groups. The political pillar also has its share of challenges; these are in line with policy review, constitutional reforms, the Truth, Justice and Reconciliation Commission (TJRC), Independent Electoral Review Commission (IERC), Commission of Inquiry in Post Elections Violence (CIPEV), National Cohesion and Integration Commission (NCIC), access to justice, electoral and political awareness, democracy and public participation and transparency and accountability among others. These include capacity challenges following the expanded mandate of the sector over the last few years due to additional areas of focus emerging from post-election crisis, and unforeseen programmes in some instances and those emerging from other national emerging needs. These pose challenges in terms of requisite funding as well as in mainstreaming the programmes into the sector's annual work plans.

Some of the challenges unique to the Millennium Development Goals, which acts as a global development benchmark, include global financial and economic crises, the negative impact of the post election violence, prolonged drought in the last several years, inadequate financial resources to fund the Millennium Development Goals sectors, cultural practices that hinder achievement of gender equality in education and employment, regional disparities in the attainment of Millennium Development Goals, conflict arising form volatile boarders, climate change, slow technology transfer especially in food production from developed countries to developing countries , inability of developed countries to avail 0.7% of Gross National Income in financial resources for Millennium Development Goals to developing countries as agreed in the Millennium Declaration. Additionally, corruption and breakdowns in governance have also been cited as major reasons why many countries are struggling to reach the Millennium Development Goals.

Despite the difficulties and challenges, Kenya is in a unique and promising position following the promulgation and passing of a new constitution by the government and the people of Kenya. The Government of Kenya (GoK) has already shown increased commitment and support in the implementation of Millennium Development Goals. Allocations of more resources to fund programmes that directly uplift the living standards of the people and accelerate the attainment of Millennium Development Goals have been adopted by the government. The government has also proposed channeling 15% of its budget to the counties, thus acting as a major boost towards the attainment of the goals. There is seen to be a lot of support from the government in the realization of Vision 2030 which additionally trickles down to majority of the staff found within the various ministries charged with various tasks. However, among the general challenges listed which include bureaucracy, lack of adequate financial resources, capacity building, human resources, donor conditionality, political interference, corruption, poor coordination, tribalism, nepotism, poor remuneration, and cultural and traditional practices; inadequate financial resources, capacity building and corruption were given as the leading challenges.

However, following the International Criminal Court (ICC) proceedings, the effects are already being felt with analysts projecting a slowdown in economic growth this year, something that could again jolt the implementation process of the Vision 2030 blueprint. Though the Government anticipates the economy to grow by 5.7 per cent this year, according to the Budget Policy Statement tabled in Parliament recently, analysts contend growth could be depressed and fall below the five per cent mark. Analysts at Pine Bridge Investments project a slowdown in growth momentum in 2011 of between 4.5 per cent to 5 per cent. after six Kenyans were paraded at the ICC, following the 2007-2008 Post Elections Violence (PEV), where warlords of failed states like Sierra Leone, DRC, Liberia and the former Yugoslavia among others are being tried, and the presiding judge raised concerns that utterances by politicians could ignite violence, analysts are cautiously optimistic the coming months will be rosy for the economy. The Director General Vision 2030 Delivery Secretariat is however of the belief that the ICC process will take its own course and the economy will also take its own course. This would however dependent on how Kenyans react as over-excitement or violence could be disastrous for the economy.

Politics is compromising our image negatively and this is not good for the country. There seems to be good reasons to be concerned. First, it is important to note that the implementation of the Vision 2030 blueprint, though in progress, is already behind schedule. While the Government has set a target of 2013 for the economy to commence cruising at double-digit growth, the possibilities of a drawback are now real. Though there are no signs the country could plunge into violence, the rising political tensions could impact on business expansion plans as investors take a wait. This, in effect, has impacts on job creation in a country where unemployment is at alarming levels.

Foreign investors are now being forced to factor in political risks before venturing into the country. While this might not stop them from investing in the country, deciding on where to locate their enterprises is now a critical aspect. Foreign investors want stability. In deed the perception that Kenya is not stable enough is impacting negatively on foreign investments. According to the International Monetary Fund (IMF), in East Africa only Tanzania is ranked among the 10 fastest growing economies in the world largely due to positive effects of political stability. Ranked at position seven, the country is projected to grow at an average of 7.2 per cent over the next five years. With the appearance of Kenyans at the ICC court being viewed as a double-edged sword for the country. Some people might see the process as a commitment to justice and this is good but others see Kenya as a failed state with ineffective institutions.

The study concludes that the implementation Kenya Vision 2030 is faced by various challenges such as inadequate and limited resource allocation especially in carrying out development activities; poor communication networks especially in corresponds with the Vision 2030 Delivery Secretariat and the various ministries charged with various flagship projects and programmes in the implementation process; political interferences; uncertain political environment; constant inflation compounded with the weak currency; and global recession hence limited donor funding which is also greatly linked to donor dependency.

Additionally, there has been corruption especially in the misappropriation of funds as seen in the free Primary Education Programme; inadequate and ineffective involvement by the citizens of Kenya; challenges in sustainability of programmes; insufficient disaggregated data; poor linkage of policy, planning and budgeting at the grass root levels; and natural and man-made disasters such as famine, drought, post election violence and economic crisis leading to reprioritization.

Great strategies are not discovered over a couple of strategic sessions nor by trial and error. On the contrary, great strategies evolve over time as a result of rigorous monitoring of progress towards strategic goals, and in this case National goals; emerging realities are discussed thread bare and learning helps in revising the strategies. In effect, it can be said that meticulous implementation has strategic planning and development embedded in it. This is crucial in the successful implementation of Kenya's Vision 2030.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter looks ate the summary of the findings reported in chapter four and draws conclusions from these findings. It also gives recommendations for policy and practice based on the conclusions reached by the researcher. Limitations of the research study are given and suggestions for further research identified.

5.2 Summary of findings

This study sought to identify the challenges faced in the implementation of Kenya's Vision 2030 and how the Vision 2030 Delivery Secretariat has been able to manage or counter these challenges, giving recommendations of what can be done to salvage situations before they are out of control.

The study concludes that the implementation Kenya Vision 2030 is faced by various challenges such as inadequate and limited resource allocation especially in carrying out development activities; poor communication networks especially in corresponds with the Vision 2030 Delivery Secretariat and the various ministries charged with various flagship projects and programmes in the implementation process; political interferences; uncertain political environment; constant inflation compounded with the weak currency; global recession hence limited donor funding which is also greatly linked to donor dependency; corruption especially in the misappropriation of funds as seen in the free Primary Education Programme; inadequate and ineffective involvement by the citizens of Kenya; sustainability of programmes; insufficient disaggregated data; poor linkage of policy, planning and budgeting at the grass root levels; natural and man-made disasters such as famine, drought, post election violence and economic crisis leading to reprioritization.

Despite the fact, the Delivery Secretariat has been able to have many achievements. The Secretariat undertook a perception and awareness study of the Vision 2030 and developed a communication strategy which has come in handy in the communication of strategy to relevant stakeholders, partners and investors alike; it formed the Sector Delivery Secretariat now being operationalized to implement flagship projects; the Secretariat has also held dissemination and awareness raising campaigns on Vision 2030 at the provincial level; it has also disseminated Vision 2030 to key stakeholders both in the private and public sectors in the economy; the Secretariat has held forums with the Media Owners associations, participated in TV and radio talk shows, writing of media articles on the Kenya Vision 2030 and training of media personnel on the Vision 2030.

The Secretariat has also been able to undertake out-door communication campaigns by erecting ten billboards on the Kenya Vision 2030 with messages covering various sectors in Nairobi, Mombasa, Nakuru, Kisumu and Eldoret. Additionally, information on the new constitution and Vision were put up on billboards in Nairobi and its environs. Technical output has also been Secretariat also boasts of having participated in Diaspora fora in London and Boston, among others, to rally and drive participation of the Kenyans in the Diaspora in business and investment opportunities towards achievement of the Kenya Vision 2030 goals, additionally, it has participated in developing links with international partners in areas of common interest in the realization of Vision 2030 like Singapore, Botswana and China.

5.3 Conclusion

The decision by the government to increase funding towards Millennium Development Goals related programmes has seen funding for health, education, agriculture and infrastructure sectors increase. From the study conducted we can draw several conclusions in the implementation and achievement of Vision 2030. It was evident form the findings that the government has commitment to the implementation of Vision 2030 along with its flagship projects such as the Millennium Development Goals.

The findings further indicated that, going by the Millennium Development Goals, the best implemented goal was on promotion of gender equality and women empowerment. This tremendous achievement touches on the social pillar of Vision 2030, and may be related to the government's affirmative action on 30% inclusion of women in public and social appointments. The worst implemented goals were on decrease in child mortality at 26% and improvement of maternal health at 23%. These goals are difficult to address since they are complex and multifaceted in nature and involve interplay of socio-cultural, environmental, and economic factors.

On the contrary, Kenya's economy has not been seen to grow as fast as it was envisaged in the Medium Term Plan 2008-2012. For example, real GDP was projected to grow at 8.3 percent in 2009/2010 and to reach a level of 10 per cent per annum by 2012, however in 2009, the economy registered below targeted growth rate or 2.6 per cent. Despite the growth of 1.7 per cent realized in 2008, the 2009 performance can be attributed to the 2007-2008 post-election violence.

In summary, Science, Technology and Innovations sector continues to make progress towards achieving Kenya Vision 2030 and the Millennium Development Goals. Information; Information, Communication and Technology Sectors aspires to achieve the status of a knowledge and information-based society; land reforms play a significant role in promoting social, economic and political development; public sector reform and transformation is a central feature of economic policy reform programs in Kenya; labor, human resource and manpower development sector is a key enabler of national transformation and achievement of Kenya Vision 2030; security, peace building and conflict management is critical to promoting global competitiveness and improvement in the standards of living in the population; Nairobi Metropolitan Development is also crucial for national and regional development. The economic pillar within the Medium Term Plan 2008-2012 has prioritized six productive sectors that have the potential of raising annual economic growth to the desired 10 per cent by 2012. These are tourism, agriculture and livestock, manufacturing, wholesale and retail trade, Business Process Outsourcing, and financial services.

Challenges cut across all these initiatives, along with the three pillars and the foundation, and despite delays in the implementation processes due to revising of policies and procedures so as to curb challenges Kenya is facing on her way to being a newly industrialized middle-income economy that provides high quality life for all its citizens by the year 2030, it must not lose sight of its goals and objectives.

To this end, a Semi-Autonomous Government Agency (SAGA) with the requisite capacity is being established to oversee the implementation of all Vision 2030 projects. In so doing, the agency will work in close collaboration with government ministries and departments as well as the private sector, civil society and other stakeholder groups. Competitiveness is a topical pursuit among nations, business firms and individuals. Predictably, the overarching goal of Vision 2030 is to make Kenya a globally competitive and prosperous nation. Among others, some of the initiatives that have been proposed and adopted by countries to achieve competitiveness at the business level include the Cluster Strategy of Development and Productivity Improvement.

5.4 Recommendations

Following the findings from the study, a few recommendations have been made to enhance strategy implementation not only at the Vision 2030 Delivery Secretariat but also at the respective ministries and agencies involved. Thought they may not eliminate the challenges, the recommendations will enable the board to amicably handle them to reduce their adverse effects on successful strategy implementation towards the achievement of an industrialized, middle-income economy.

Information Communication and Technology (ICT) is the core of Vision 2030. In increasing Kenya's Gross Domestic Product by reducing transaction costs for the citizens and the private sector through provision of services electronically, and also providing timely information and delivery of government services Kenya can cover a great mileage in the realization of its objectives which are set inline with Vision 2030.

Many organizations have not fully understood the value of using training especially management training for strategic ends. Besides the traditional training for personal development it would be wise for Kenya to invest in management training. Management training will greatly influence change management and transform leadership all very relevant in strategy implementation. There is need to allocate more financial resources towards the implementation of Vision 2030 and particularly the Millennium Development Goals. There should also be a deliberate move to create awareness. There should be collaboration between the implementing agencies to facilitate better coordination of Vision 2030 implementation, for example, a centralized data base on related funding and deployment of officers.

Sensitization of public service officers and politicians to own the implementation at all levels so as to improve political goodwill. Finally, communities should be involved in the planning and implementation of projects that will impact on poverty eradication. By encouraging participation, the country will be able to work toward rich, lively discussion on all issues; soliciting input from the more hesitant, and, if necessary, temper the more domineering individuals. There's a fine line between challenge, which encourages implementation; and over-commitment, which discourages implementation.

The study recommends that effective communication, coordination and sharing of activities and responsibilities among those charged with the implementation of flagship projects and Middle Term Plans, proper training needs, and adequate and sufficient allocation of finances in the budget are some of the solutions that need to be employed to ensure successful implementation of Kenya’s Vision 2030 by the Delivery Secretariat and the Ministry of State for Planning, National Development and Vision 2030.

Further, since Vision 2030 is charged with industrializing the nation and making it a middle-income economy, the study proposes that there should be enhanced networking and collaboration with other development actors; capacity building of the communities to enhance project sustainability and ownership, employment of a bottom-up approach where programmes and projects begin at the community level; promotion of understanding of development agenda at all levels, promotion of transparency and accountability, enhanced public-private partnerships; and enhanced effectiveness in implementation and monitoring of devolved funds so as to maximize benefits.

Strategic management is an ongoing process that evaluates and controls the business and the industries in which the company is involved; assesses its competitors and sets goals and strategies to meet all existing and potential competitors; and then reassesses each strategy annually or quarterly [i.e. regularly] to determine how it has been implemented and whether it has succeeded or needs replacement by a new strategy to meet changed circumstances, new technology, new competitors, a new economic environment., or a new social, financial, or political environment.

The Vision 2030 Delivery Secretariat should employ the use of a balanced score card in the evaluation of the overall performance of the responsible ministries and agencies in the implementation of Vision 2030, and its progress towards the realization of set objectives. In the process of implementing strategic plans, an organization must be wary of forces that may legitimately seek to obstruct such changes. It is important then that effectual change management practices are instituted. These encompass: the appointment of a change agent, as an individual who would champion the changes and seek to reassure and allay any fears arising; ascertaining the causes of the resistance to organizational change, whether from employees, perceived loss of job security etcetera; and ensure that via the change agency there is a set limit of the negative effects that a change may uncover.

There is need to achieve set objectives and surpass. Measuring achievements is equally important and eventually comparing them to set targets. This will allow for the identification of unmet goals and objectives and allow for bridging of any felt gaps, making sure not to carry a bigger load in the other successive five year plans throughout the implementation of Vision 2030. There is also need to develop a corporate strategy that will line various institutions targets seamlessly especially in projects that are multi-sectoral and multi-disciplined. This will allow for targets to be cascaded downwards and measurements of performance across the line will be on a more integrated line avoiding any variances. It would also be important to look at the changes in the business environment and adapt to conform to global needs.

Achievement of the goals outlined in the Kenya Vision 2030, the Medium Term Plans 2008-2012, Millennium Development Goals, and other national policies, programmes and projects are hinged on effective implementation of flagship projects and interventions in all the thematic areas. Maintenance of a stable microeconomic framework, transformations envisaged under the enablers, interventions prioritized in the three pillars inclusive of effective Monitoring, Evaluation and Reporting are all critical and must be properly undertaken. The implication is that measures have to be put on place to redress the implementation challenges identified.

5.5 Limitations of the study

The main limitation of this research study was time. The time taken for the study was rather short and hence whereas the researcher would have wanted to dig deeper into some issues identified, there was no time for this. The other limitation was securing face to face interviews with some of the interviewees. The interviewees' nature of work involves a lot of field work and getting them to seat in for an interview was a challenge.

5.6 Suggestions for further study

In order to shed more light beyond the monitoring and evaluation body Vision 2030 Delivery Secretariat, the researcher recommends a replicate study to be done; however, as a survey of all the ministries involved as these are the main bodies charged with the actual ground work of policy implementation. This will allow for further identification of challenges the country is facing in the implementation of Vision 2030. There is also need to carry out a similar research through out the successive five year plans, set in the realization of Kenya Vision 2030, as there might be different challenges experienced during the consecutive successive five year plans due to the changes on the environment and the need to shift and adjust to suit environmental turbulence.

5.7 Implications on Policy, Theory and Practice

To deliver on this ambitious process of national transformation will require a fundamental shift from business as usual to business unusual: from multiple and often uncoordinated levels of decision making to centralized implementation process; from a limited sense of urgency to relentless follow up; from slow and reactive to fast and proactive legislating; from low and dispersed funding to high and "ring-fenced" investments; from shortage of skills to a war of talent.

In the recent decades, a lot of attention has been focused on Productivity as an ultimate source of crucial growth in people's living standards. An underlying reason for this thinking is that productivity results in value addition which in turn avails more resources for distribution. At the business level these higher incomes can be distributed to: employees, investors, customers (lower prices), the environment (better protection), and government (in terms of higher taxes to fund public projects). The aggregation of productivity results at sector, industry, regional and national level, yields increased competitiveness.

Simply put, productivity is doing the right thing right by being effective and efficient. This is driven by the belief that one can do things better progressively and continuously, a concept which is known as KAIZEN in Japanese. For this to happen, the adoption of a productivity mindset is fundamental. This means that human resources and intellectual capital have a central in role in the productivity movement, legislation, funding mechanisms especially on national budget versus seed money, and a change in attitude and cultural shift among people. There need to be a paradigm shift in projects and timelines, for example, through bureaucracy, sense of urgency, lack of complacency, and a change in national psyche.

The adoption of the Cluster Development Strategy to improve the country's competitiveness and also achieve rapid industrialization resonates well with the Productivity concept. Whereas, the Cluster initiative offers excellent opportunities for clustered sectors to be innovative, grow and achieve economies of scale, they also allow for the infusion of productivity among each of the cluster business firms. This will also greatly improve on the strategic planning process, essential in the strategic plan that is being developed at the secretariat with the help of consultants. Prioritization of the strategy implementation policy on Medium Term Plans will also be developed and innovated regularly at the end of each Medium Term Plan. Resource policies especially human resource policies and resource mobilization will be aided in ensuring project sustainability. In conclusion, the change management policy will be greatly enhanced.

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APPENDICES

APPENDIX 1: INTERVIEW GUIDE

Title: ………………………………………………

PART A: Establishing awareness on Vision 2030

1. Does Vision 2030 have strategic objectives?
2. Does the secretariat have core activities?
   These are:
3. Who are involved in the formulation of Vision 2030?
4. Briefly describe the implementation process.
5. Do all employees within the secretariat have access to the Vision 2030 document?

PART B: Critical factors

Organizations encounter various challenges in executing strategic plans.

Listed are factors which precipitate the same

1. Organizational structure:
   a) Does the organization structure facilitate the achievement of desired goals or have there been any changes in the organizational structure to accommodate new strategies?
   b) How has the internal structure influenced the realization of MTP 2008-2012?
2. Organizational culture

Culture is a pattern of shaped beliefs, assumptions and values in a given setting.

   a) What is the relationship between the secretariats culture and the realization of Vision 2030?
   b) Has there been any need to align culture to the strategy being pursued?
3. Organizational resources
   a) How would you link the human resource in line with the organization's set objectives?
   b) Is regular training offered to the Vision 2030 Delivery Secretariat?

c) How will the projects be resourced?

d) Are the budgetary resources at your disposal sufficient to meet both organizational and national objectives?

4. Organizational communication

a) Is there an existing communication plan of the Vision 2030?

b) Is there sufficient communication to all stakeholders and various ministries involved in the implementation process; and its effects on operations?

c) Do you get feedback from employees regarding issues arising during implementation? How are the channels of communication?

d) Does your team access all the information required to work effectively?

5. Organizational politics

a) Has national and/or organizational politics affected the Vision 2030 implementation process?

b) If yes, briefly explain what the impact is (magnitude and nature).

6. Organizational leadership

a) What is the level of leadership involvement in strategy implementation?

b) Does the leadership especially at national level create an environment conducive for strategy implementation?

7. Organizational policies

a) Do existing policies and procedures, applicable to work, enhance achievement of core objectives?

b) Are secretariat activities regularly reviewed to be in line with national objectives?

8. Linking rewards to objectives

a) Does the Ministry of State for Planning, National Development and Vision 2030 along with the secretariat offer salary increments, promotions, recognition and other awards for good performance?

b) Do you feel that the government's introduction of Performance Contracting will facilitate the attainment of Vision 2030 goals?

9. What challenges might you be facing in the pursuit of organizational strategy?
10. What conditions, in your opinion, do you feel would be necessary for successful implementation of Vision 2030?
11. What will success look like and how will it be measured?
12. What is the review process, if any?
13. Any other comments regarding strategy implementation to the stakeholders?

APPENDIX 2: INTRODUCTION LETTER

APPENDIX 3: RESPONSE LETTER