

**STRATEGY IMPLEMENTATION AT THE KENYA IMMIGRATION  
DEPARTMENT**

**MWASAMBO VENANCE MWAKIO**

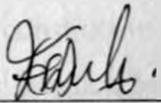


**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT  
OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF  
MASTERS OF BUSINESS ADMINISTRATION (MBA), SCHOOL OF  
BUSINESS, UNIVERSITY OF NAIROBI.**

**NOVERMBER, 2012**

## DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the University of Nairobi for academic credit.

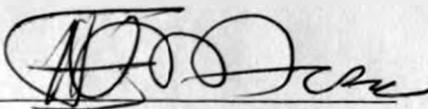
Signed 

Date 09<sup>th</sup> Nov. 2012

MWASAMBO VENANCE MWAKIO

REG. NO. D61/73129/2009

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

Signed 

Date 12/11/2012

PROF. EVANS AOSA, LECTURER,  
SCHOOL OF BUSINESS,  
DEPARTMENT OF BUSINESS ADMINISTRATION,  
UNIVERSITY OF NAIROBI.

## **ACKNOWLEDGEMENTS**

I am deeply grateful to the Almighty God for His faithfulness, grace, and favour. In deed its by God's guidance that this research work has been written.

I am indebted to all those who participated directly or indirectly, knowingly or unknowingly towards the success of this research project. Your contributions were significant in their own special way and I say to you all, thankyou very much.

Special thanks to my research supervisor Prof. Evans Aosa, not only for adequate constructive advice, professional guidance and coaching he offered during this research, but for his constructive criticism, encouragement and support. The knowledge imparted was not only practical but also quite valuable.

My sincere gratitude to the University of Nairobi fraternity for providing an adequate and enabling learning atmosphere as well as for granting me the opportunity to undertake the MBA programme, where I gained valuable and enriching experience. I wish all of you the very best in your endeavours to provide high quality education.

Finally, I am deeply appreciative of the staff, management and leadership of Kenya Immigration Department who kindly spared enough of their precious time to participate in this research. Their responses and thoughtful insights certainly enhanced my understanding of Immigration Department operations. Without their cooperation and participation, this research would not have taken off.

# DEDICATION

This study is dedicated to all civil servants who are committed to making Kenya a better nation.

## CHAPTER ONE: INTRODUCTION

1.1 Background	11
1.2 Country Background	12
1.3 The Kenya Civil Service	13
1.4 The Kenya Labour Relations Commission	14
1.5 The Study Area	15
1.6 Purpose of the Study	16
1.7 Significance of the Study	17

## CHAPTER TWO: LITERATURE REVIEW

2.1 Public Sector	18
2.2 The Concept of Public Sector	19
2.3 The Public Sector in Kenya	20
2.4 The Public Sector in Kenya	20
2.5 The Public Sector in Kenya	20
2.6 The Public Sector in Kenya	20
2.7 The Public Sector in Kenya	20

## CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction	21
3.2 Research Design	22
3.3 Data Collection	23

## TABLE OF CONTENTS

<b>DECLARATION.....</b>	<b>ii</b>
<b>ACKNOWLEDGEMENTS.....</b>	<b>iii</b>
<b>DEDICATION.....</b>	<b>iv</b>
<b>LIST OF ABBREVIATIONS.....</b>	<b>vii</b>
<b>LIST OF FIGURES.....</b>	<b>viii</b>
<b>ABSTRACT.....</b>	<b>ix</b>
<b>CHAPTER ONE: INTRODUCTION.....</b>	<b>1</b>
1.1 Background .....	1
1.1.1 Strategy Implementation.....	2
1.1.2 The Kenya’s Public Sector.....	3
1.1.3 The Kenya Immigration Department.....	4
1.2 Research Problem .....	5
1.3 Research Objectives.....	7
1.4 Value of the Study.....	7
<b>CHAPTER TWO: LITERATURE REVIEW.....</b>	<b>8</b>
2.1 Introduction.....	8
2.2 The Concept of Strategy.....	8
2.3 Strategy Implementation.....	9
2.4 Strategy Implementation Models.....	10
2.4.1 Mckinsey 7s Framework.....	10
2.4.2 The Balanced Scorecard.....	11
2.5 Challenges of Strategy Implementation.....	13
2.6 Overcoming Challenges of Strategy Implementation.....	15
<b>CHAPTER THREE: RESEARCH METHODOLOGY.....</b>	<b>19</b>
3.1 Introduction.....	19
3.2 Research Design.....	19
3.3 Data Collection.....	19

3.4 Data Analysis.....	20
<b>CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION.....</b>	<b>21</b>
4.1 Introduction.....	21
4.2 Strategy Implementation at Immigaration Department.....	21
4.3 Challenges of Strategy Implementation at Immigration Department.....	25
4.4 Addressing Challenges of Strategy Implementation At Immigration Department.....	28
4.5 Discussion.....	30
<b>CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS.....</b>	<b>34</b>
5.1 Introduction.....	34
5.2 Summary of the Findings.....	34
5.3 Conclusion.....	36
5.4 Recommendations.....	36
5.5 Limitation of the Study.....	37
5.6 Suggestion for Further Research.....	38
<b>REFERENCES.....</b>	<b>39</b>
<b>APPENDICES.....</b>	<b>43</b>
Appendix 1: Interview Guide.....	43

## **LIST OF ABBREVIATIONS**

**AIA - Appropriation In Aid**

**APTC – Administration Police Training College**

**ERS – Economic Recovery Strategy**

**GAP – Government Action Plan**

**GJLOS – Kenya Governance, Justice, Law and Order Sector**

**ICAO – International Civil Aviation Organization**

**ICT – Information Communication Technology**

**JKIA – Jomo Kenyatta International Airport**

**MIA – Moi International Airport**

**MTP – Medium Term Plan**

**NARC – National Rainbow Coalition**

**PRSP – Poverty Reduction Strategy Paper**

**RBM – Results Based Management**

**RRI – Rapid Results Initiative**

**KCB – Kenya Commercial Bank**

**KRA – Kenya Revenue Authority**

**MBA- Masters of Business Administration degree**

**PISCES – Personal Identification Secure Comparison and Evaluation System**



## **ABSTRACT**

Previous comprehensive research on strategy implementation at different contexts allude to the fact that indeed implementing strategies is a very challenging undertaking. Organisations today are experiencing major unpredictable changes that make implementation more difficult and complex than in the past. Harvey (1998) established that out of 80 organization's directors believe that they have good strategies but only 14% believe they implemented those strategies well. Mintzberg and Quinn (1998) also indicated that a considerable proportion (65%) of the organization strategies are effectively implemented.

The research project was a case study at the Kenya Immigration Department. The purpose of this study was to determine how the Immigration Department implemented its strategies, identify the challenges it encountered during strategy implementation process and establish how the Department addressed these challenges.

To achieve these objectives, primary data was collected using interview guide by administering personal interviews targetting mainly those respondents who are charged with the responsibility of implementing strategies at the Kenya Immigration Department. Secondary data was collected from training and research section library of the Immigration Department.

The study established that Immigration Department implemented various strategies including modernizing travel documents to biometric format, adopting the E-government strategy, introduction of visa stickers, increasing staff, opening new offices, performance contracting, introduction of PISCES (Personal Identification Secure Comparison and Evaluation System).

The findings of the study established that the Department faced challenges while implementing its strategies. These challenges included weak strategic leadership, rigid bureaucratic structure, resource constrains, poor strategy communication, insecurity and

political instability. These challenges originated both from internal and external environments of the Department.

Addressing these challenges, the study found out that Immigration Department adopted measures such as Transformative Leadership, Rapid Results Initiative, Performance Contracts, staff training, resource mobilization and developing service charters. These measures enabled the Department to considerably improve on the time taken to process and issue passports, permits and other travel documents following a new passport issuance and security system, improve on revenue collection collection, offer quality service delivery to customers, install a new Forgery Detection Unit, upgraded the PISCES system and opened new border controls.

The findings of this study will benefit both public sector and private sector in providing an insight into the ways of dealing with challenges during strategy implementation. It will help organisations to make informed decisions on the appropriate strategy implementation style now and in the future. The study will be used by researchers for further research work in the areas of identified gap knowledge and policy makers for making informed policy decisions.

# CHAPTER ONE: INTRODUCTION

## 1.1 Background

Strategy implementation is largely an internal administrative activity. Pearce and Robinson(2004) defines strategy implementation as a set of decisions and actions that results in the formulation and implementation of long term plans designed to achieve organizational objectives. It is a dynamic, interactive and complex process, which is comprised of a series of decisions and activities by managers and employees affected by a number of interrelated and external factors, to turn strategic plans into reality in order to achieve strategic objectives. It entails working through others, organizing, motivating, culture building, and creating strong links between strategy and how the organization operates, it entails a process of converting the formulated strategies into viable operation that will yield the organization's targeted results.

Delicate and sensitive issues are involved in strategy implementation. These include; resource mobilization, restructuring, cultural changes, technological changes, process changes, policy and leadership changes. The changes can be adaptive calling for installation of known practices, or innovative requiring introduction of new practices to the same industry or business (Byars and Zahra, 1996).

Strategy implementation affects an organization from top to bottom affecting all the functional and divisional areas of the organization and therefore requires managing forces during the action. Primarily, it is an operational process that focuses on efficiency and requires special motivation and leadership skills as well as coordination among many individuals. It differs from one organization to another, ranging from altering sales territories, adding new departments, closing facilities or hiring new employees, changing an organization strategy, developing financial budgets and developing new employee benefits. It also may include establishing cost control procedures, changing advertising strategies, building new facilities, and training new staff.

As an organization, the Immigration Department has since 2002 implemented several strategic changes as guided by its vision and mission statements. In response to

managerial concerns, the department has undergone major strategic changes refocusing its business from traditional authoritative ways of immigration rules to a more modern and customer friendly approach; change of leadership and various reforms in its management. In regard to structure, the department has implemented changes which include restructuring in order to decentralize key operational areas; review and modernization of operational processes to improve efficiency and effectiveness; and improving internal resource capabilities through staff appointments and training. These are supported by the introduction of appropriate technology for increased efficiency.

### **1.1.1 Strategy Implementation**

Strategy implementation is a very critical issue in the success of either public or private undertaking. According to Aosa (1992), once strategies have been developed, they need to be implemented, they are of no values unless they are effectively translated into action. However, poor implementation of an appropriate strategy may cause that strategy to fail.

Successful strategy implementation represents a disciplined process or a logical set of connected activities that enables an organization to take a strategy and make it work. Without a careful, planned approach to implementation, strategic goals cannot be attained. Developing such a logical approach, however, represents a formidable challenge to management. Strategy implementation is a key component in strategic management. Strategic management process involves strategy formulation, implementation, control, and evaluation. Many managers are comfortable planning, but lag behind when it comes to actually putting the plan into action.

Mintzberg (1998) argues that most of the time, strategists should not be formulating strategy at all, they should be getting on with implementing strategies they already have. Implementing strategies requires moving from the largely intellectual exercise of formulation to the concrete realities of tactical choices, trade-offs, conflict resolutions, misunderstanding and even errors. Historically, numerous researchers in strategic management bestowed great significance to the strategic formulation process

and considered strategy implementation as a mere by-product or consequence of planning (Gakenia,2008).

Although strategy implementation is viewed as an integral part of strategic management process,little has been written or researched on it (Kiplagat, 2008). Indeed strategies cannot take effect until they take shape in action. Such actions take form in the day-to-day process and relationships that exist in organisations and these need to be managed desirably in line with the intended strategy.

To successfully initiate an organisational action there must be action plans and short term objectives. Development of specific functional tactics that create competitive advantage and also personnel should be empowered through policies to guide decisions. Koske (2003) observed that the process of strategic management does not end when the organisation makes a decision as to what strategy it must pursue. It calls for consideration of several steps from formulating vision and objectives to their implementation.

Organisations today face major unpredictable changes that make strategy implementation more difficult and complex than in the past (Harvey,1998). He pointed out that 80 of organisation's directors believe that they have good strategies but only 14% believe that they implemented them well. Mintzberg and Quinn (1998) also indicated that a considerable proportion(65%) of the organisation strategies do get implemented effectively.

### **1.1.2 Kenya's Public Sector**

The public service plays a very central and an indispensable role in the effective delivery of public services that are key to the functioning of the government and overall running of the country. In this regard, the government identified transformation of the public service as one of the critical drivers for the achievement of Kenya Vision 2030. This has further been elaborated in the new constitution which clearly defines the values and principles governing a modern public service. The overall aim is to enhance efficiency and effectiveness together with probity and integrity in service delivery. When the delivery of services is constrained or becomes

ineffective, it affects the quality of life of the people and a country's development process.

In 2004, the Government introduced Results Based Management (RBM) to ensure transformation of the public sector to be more focused and responsive to the needs of those it serves. The Government recognized that a modern and results-oriented public service is a prerequisite for the country's socio-economic transformation as envisaged under Vision 2030, providing a mechanism that supports the achievement of Economic Recovery Strategy (ERS), and the attainment of Millennium Development Goals. Implementation of RBM involved all Government institutions including the Immigration Department.

### **1.1.3 The Kenya Immigration Department**

The Department of Immigration falls under the Ministry of State for Immigration and Registration of Persons. It is a security arm of the government as well as a service industry, in that it offers services to the general public on matters relating to immigration. The department plays a crucial role in management of migration thereby fostering economic growth and protecting national interest (Immigration Department, 2011).

The control of entry and residence of foreigners into Kenya dates back to the introduction of what was called the Immigration Restriction Ordinance of 1906. This Ordinance restricted the influx of foreigners especially Indians, coming to the then Kenya colony and protectorate upon completion of the Kenya Uganda Railway (KUR) or the iron snake. These foreigners 'coolies' from India had decided to stay in Kenya and start businesses and become known as 'dukawalas'.

This ordinance and others in 1940, 1944, 1948 and 1956 imposed restriction on persons who wished to travel to Kenya for permanent settlement. The immigration ordinance of 1<sup>st</sup> august 1948 formed the basis of the present day immigration department, which was carved from the Police Department in 1950. The Immigration Ordinance was revised in 1962 and 1964, when the latter was renamed "The Immigration Act". Today, the department falls under the Ministry of State for Immigration and Registration of Persons. The department derives its mandate from the

following legal instruments: Kenya citizenship Act Cap. 170; Immigration Act Cap. 172; Aliens' Restrictions Act Cap. 173; Constitution of Kenya chapter 6; and International conventions: ICAO (International Civil Aviation Organization) and Geneva conventions (Immigration Department, 2011).

The functions of the department includes; Issuance of passports and other travel documents to Kenyan citizens; Issuance of entry permits and passes; Issuance of visas to persons intending to visit Kenya in line with the visa regulations; Investigation and prosecutions of all immigration related offenses committed under the immigration Acts; Naturalization and registration of eligible aliens, as citizens in accordance with the constitution and the Citizenship Act Cap 170(Immigration Department, 2011).

The department since 2002 has undertaken and implemented several strategic changes. These were guided by the department's vision and mission statements and the Kenya governance, Justice, Law and Order Sector (GJLOS) reform program (Khamis, 2008). In response to managerial concerns, the department has undergone major strategic changes refocusing its business from traditional authoritative ways of immigration rules to a more modern and customer friendly approach; change of leadership and various reforms in its management. In regard to structure, the department has implemented changes which include restructuring in order to decentralize key operational areas; review and modernization of operational processes to improve efficiency and effectiveness; and improving internal resource capabilities through staff appointments and training. These are supported by the introduction of appropriate technology for increased efficiency.

Success in implementing these strategies have brought about several benefits which includes; reduced corruption cases; accessibility of information by the public; reduced time in service delivery; improved performance; reduced customer complaints; improved revenue collection; and production of biometric formatted passports.

## **1.2 Research Problem**

Strategy implementation is concerned with both planning and how the choice of strategy is put into effect and managing the change required. According to Ronga(2008), this process is laden with complexity and challenges. As a result, many

organizations are finding it difficult to successfully implement their strategies (Kiprotich 2008). The situation is even worse in non-profit organizations since they receive little attention compared to profit organizations. This problem is further illustrated by the unsatisfying low rate of success (only 10 to 30%) of the intended strategies (Gakenia,2008). The primary objectives are somehow dissipated as the strategy moves into implementation and the initial momentum is lost before the expected benefits are realised. According to Njagu (2008), strategy implementation happens to be more challenging and delicate task than strategy formulation. It involves sensitive issues such as resource mobilization, restructuring, cultural changes, technological changes, among others. These barriers originate from various sources, including both internal and external environment to the organisation.

Many organisations operate in different environments and therefore they are compelled to align their strategies to the ever changing turbulent situations in order to survive and remain competitive. The Immigration Department is no exception despite being the only organisation established to regulate and control the entry and exit of persons to and from Kenya. Recently, the department embarked on implementing several strategies as outlined in the Ministry of State for Immigration and Registration of Persons strategic plan 2005/06-2009/10. These strategies included: modernizing travel documents to biometric format, adopting the E-government strategy, introduction of visa stickers, increasing staff, opening new offices, performance contracting, introduction of PISCES (Personal Identification Secure Comparison and Evaluation System). Implementation of these strategies were intended to reduce corruption cases; improve accessibility of information by the public; reduce time in service delivery; improve performance; reduce customer complaints; improve revenue collection; and production of biometric formatted passports.

A research conducted by Khamis, (2008) on immigration department focused on change management practices as adopted by the department, but did not cover the implementation of strategies used. Njagu (2008) conducted a study to cover strategy implementation at Equity bank and Gakenia (2008) did a study on strategy implementation at KCB. Both researchers suggested further research on strategy implementation in other sectors.

Whereas a number of studies have been done on strategy implementation such as Kiplagat (2008), Musyoka (2008), Rongo (2008), and Omolo (2008), the studies have been carried out in contexts other than the Immigration Department. Given the importance of strategy implementation process, this study sought to determine the following: Does the Department of Immigration have any implementation of strategy action plan, are there any challenges of strategy implementation at the Department, and does the Department have any mechanisms of addressing such challenges?

### **1.3 Research Objectives**

- a) To determine how strategies are implemented at Immigration Department.
- b) Establish the challenges faced during strategy implementation at Immigration Department.
- c) Determine how Immigration Department overcame challenges of strategy implementation.

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

This study will not only benefit the Kenya Immigration Department in providing an insight into the ways of dealing with challenges during strategy implementation but also provide other departments within the public sector in identifying the mitigating factors in resolving the identified barriers in order to successfully implement their adopted strategies. This in turn will assist the public sector to come up with informed decisions on the appropriate strategy implementation style now and in the future.

The findings of the study will be used by researchers for further research work in areas of identified knowledge gap, policy makers for making informed decisions and practitioners for coming up with appropriate methods and measures of implementing strategies successfully.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter will review literature relevant to strategy implementation. This will guide in understanding the nature of strategy implementation process, its challenges and how can organizations overcome these challenges. This will in turn assist in achieving the objectives of the study.

### **2.2 The Concept of Strategy**

Strategy remains a key element in organizational functioning. Cole (1997) defines 'strategy' as the determination of the basic long term goals and objectives of an organization and the adoption of courses of action and allocation of resources necessary for carrying out these goals. It is a plan intended to achieve a particular purpose in an organization. According to White and Bruton (2007), strategy is a coordinated set of actions that fulfill a firm's objectives, purposes, and goals. Johnson and Scholes (2002) define strategy as the direction and scope of an organization over the long term, which achieves advantage for the organization through its configuration of resources within a changing environment to meet the needs of the market and fulfill its stakeholders' expectations.

Successful strategy implementation remains a major challenge in many organizations. According to Kiplagat (2008), the notion of strategy implementation might seem quite straight forward; a strategy is formulated and then implemented. On the contrary, transforming strategies into action is far more complex, difficult and challenging undertaking and therefore not as straight forward as one would assume.

Although formulating a consistent strategy is a difficult task for any management team, making that strategy work ( implementing it throughout the organization ) is even more difficult ( Musyoka,2008). A myriad of factors can potentially affect the process by which strategic plans are turned into organizational action. Thus, it is not surprising that, after a comprehensive strategy or single strategic decision has been formulated, significant difficulties usually arise during the subsequent implementation process. The best-formulated strategies may fail to produce superior performance for

the firm if they are not successfully implemented. Although numerous studies acknowledge that strategies frequently fail not because of inadequate strategy formulation, but because of insufficient implementation, strategy implementation, its challenges, and how can organizations overcome these challenges has received less research attention than strategy formulation.

### **2.3 Strategy Implementation**

Strategy implementation is a key component in strategic management. Strategic management process involves strategy formulation, implementation, control, and evaluation. Pearce and Robinson (2004) defines strategy implementation as a set of decisions and actions that results in the formulation and implementation of long term plans designed to achieve organizational objectives. It is a dynamic, interactive and complex process, which is comprised of a series of decisions and activities by managers and employees affected by a number of interrelated and external factors, to turn strategic plans into reality in order to achieve strategic objectives.

According to Katsioloudes (2006), strategy implementation is the set of activities necessary to fully execute an organization's strategies. White and Bruton (2007) postulates that strategic management is an ongoing process in which the organization defines the nature of the business in which the firm will be active, the kind of economic and human organization it intends to be, and the nature of contribution it intends to make to its various constituents.

Kiplagat (2008) observes that strategy implementation is concerned with both planning on how the choice of strategy can be put into effect, and managing the changes required. He established that at KRA (Kenya Revenue Authority) the management issues to strategy implementation includes establishing annual objectives, devising policies, allocating resources, altering an existing organization structure, restructuring and re-engineering, revising reward and incentive plans, minimizing resistance to change, matching managers with strategy, developing a strategy supportive culture, and developing an effective human resource function.

According to Yabs (2010), strategy implementation is that phase in strategic management process when actions are taken to actualize approved plans. It begins

with the analysis of long term plans and breaking them down to small workable annual or short term plans. It further includes division of work and assigning duties to individual departments and individuals to carry out actual work.

According to Pearce and Robinson (1997), strategy implementation depends largely on firm's primary organizational structure. They observed that structure helps identify the firm's key activities and the manner in which they will be coordinated to achieve the firm's strategic response.

## **2.4 Strategy Implementation Models**

Models in strategy implementation help researchers to understand and explain the nature and process of implementing a strategy. Certo and Peter (1981) proposed a five-stage model of the strategy implementation process. The first stage is to determine organizational changes needed in order to implement the strategy under consideration. Second stage is to analyze both formal and informal structures of the organization. This is followed by analyzing organizational culture. The fourth stage is selecting an appropriate approach to implementing the strategy. The final stage is implementing the strategy and evaluating the results.

According to Certo and Peter (1981), implementation is successfully initiated in three interrelated stages includes identification of measurable; mutually determined annual objectives; development of specific functional strategies; development and communication of concise policies to guide decisions.

### **2.4.1 Mckinsey 7s Framework**

The 7s framework of Mckinsey is a management approach that describes seven factors to organize an enterprise in a holistic and effective way. Together these factors determine the way in which an organization operates and managers need to take into account all the seven factors in order to successfully implement strategies. These factors are interdependent thus ignoring one of them affects all others ( Pascale and Athos, 1981).

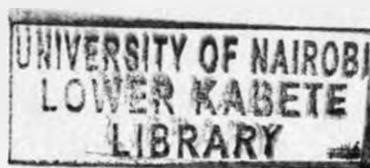
These seven variables include structure, strategy, systems, skills, style, staff and shared values. Structure is defined as the skeleton of the organization or the organization's chart. The framework defines strategy as the plan or course of action in allocating resources to achieve identified goals over time. The systems are the routine processes and procedures followed within the organization. Staff is described in terms of personnel categories within the organization, and skills refer to the capabilities of the staff in the organization as a whole. Style in this framework refers to the way key managers behave in achieving organizational goals. Peter and Waterman (1982) views shared values as guiding concepts that organization stakeholders share.

According to Pascale and Athos (1981), the underlying concept of the model is that all seven of these variables must "fit" with one another in order for strategy to be successfully implemented. However, McKinsey observes that shared values are the central core of the framework because they are the heart-and soul themes around which an organization rallies.

#### **2.4.2 The Balanced Scorecard**

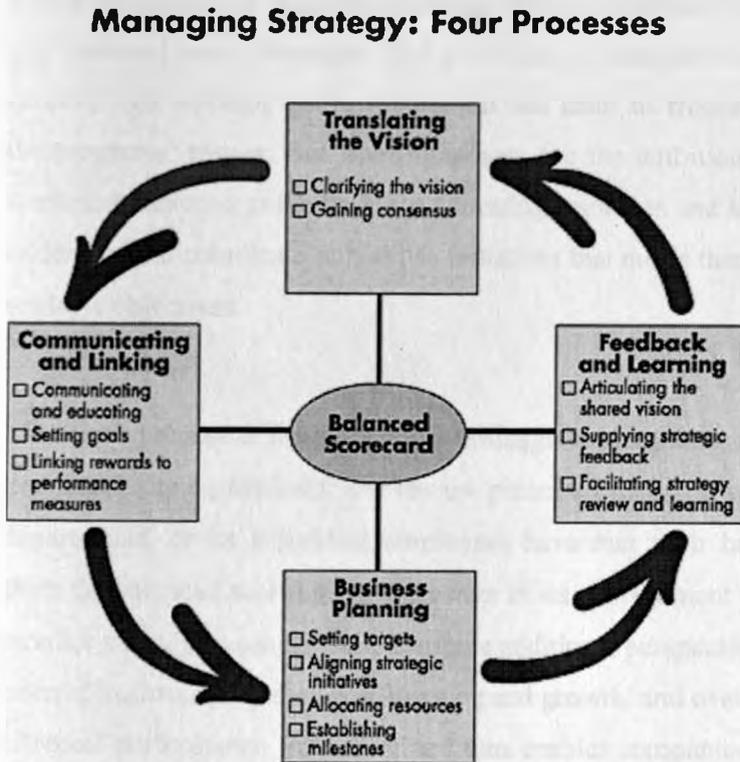
The balanced scorecard is a strategic planning and management system that is used extensively in business and industry, government, and nonprofit organizations worldwide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals. It was developed by Kaplan, R. & Norton, D (1996) as a performance measurement framework that added strategic non-financial performance measures to traditional financial metrics to give managers and executives a more 'balanced' view of organizational performance.

The balanced scorecard has evolved from its early use as a simple performance measurement framework to a full strategic planning and management system. The new balanced scorecard transforms an organization's strategic plan from an attractive but passive document into the action plan for the organization on a daily basis. It provides a framework that not only provides performance measurements, but helps



planners identify what should be done and measured. It enables executives to truly execute their strategies.

**Figure 1-1: The balanced Scorecard Model**



Source: Robert S. Kaplan and David P. Norton, "Using the Balanced scorecard as a strategic managementsystem," *Harvard business review* ( January- February 1996). Retrieved September 26,2011 from <http://books.google.com/book?hl=en&id=mRHCSKHxcz->

The first new process of translating the vision helps managers build a consensus around the organization's vision and strategy. For people to act on the words in vision and strategy statements, those statements must be expressed as an integrated set of objectives and measures, agreed upon by all senior executives, that describe the long-term drivers of success.

The second process of communicating and linking lets managers communicate their strategy up and down the organization and link it to departmental and individual

objectives. Traditionally, departments are evaluated by their financial performance, and individual incentives are tied to short-term financial goals. The scorecard gives managers a way of ensuring that all levels of the organization understand the long-term strategy and that both departmental and individual objectives are aligned with it.

The third process of business planning enables companies to integrate their business and financial plans. Managers find it difficult to integrate those diverse initiatives to achieve their strategic goals, a situation that leads to frequent disappointments with the programs' results. But when managers use the ambitious goals set for balanced scorecard measures as the basis for allocating resources and setting priorities, they can undertake and coordinate only those initiatives that move them toward their long-term strategic objectives.

The fourth process of feedback and learning gives companies the capacity for strategic learning. Existing feedback and review processes focus on whether the company, its departments, or its individual employees have met their budgeted financial goals. With the balanced scorecard at the center of its management systems, a company can monitor short-term results from the three additional perspectives including customers, internal business processes, and learning and growth, and evaluate strategy in the light of recent performance. The scorecard thus enables companies to modify strategies to reflect real-time learning.

## **2.5 Challenges of Strategy Implementation**

Strategy implementation represents a disciplined process or a logical set of connected activities that enables an organization to take a strategy and make it work. Without a careful, planned approach to implementation, strategic goals cannot be attained. Developing such a logical approach, however, represents a formidable challenge to management. David (2009) asserts that successful strategy formulation does not guarantee successful strategy implementation. It is always more difficult to do something (implementation) than to say you are going to do it (formulation).

Literature review indicate weak management roles in implementation, lack of communication and commitment to the strategy, unawareness or misunderstanding of the strategy, coordination and sharing of responsibilities, inadequate capabilities, competing activities and uncontrollable environmental factors, are some barriers to strategy implementation (Koske 2003, Johnson and Scholes 2002).

Thompson and Strickland (1997) stated that the challenge to strategy implementation is to create series of tight fits between strategy and budgetary allocation, strategy and the organization's competencies, capabilities and structure, strategy and policy, between strategy and the reward structure, between strategy and internal support systems, and between strategy and reward structure.

According to Musyoka (2008), barriers to strategy implementation arise from sources that are both external and internal to the organization. These challenges will depend on the type of strategy, type of organization, and prevailing conditions. Many of these challenges can be avoided if strategy development is coupled with implementation. For instance, forces such as political instability may affect good will towards resource mobilization for the strategic plan. Economical changes such as sanctions and inflation rates may interfere with the market share and overall profitability of the organization.

Kiprotich (2008) found some challenges encountered during strategy implementation at African Braille Centre (ABC) including longer durations, inadequate staff training, inadequate coordination by departmental managers, and poor strategy communication to the staff. The study did not investigate the efforts being deployed by the institute to address the challenges.

A study by Kiplagat(2008) on challenges of strategy implementation at KRA established that stakeholders resistance to change, organizational culture, inadequate resources, outdated policies, insufficient communication, external forces such as post-election violence, political and administrative changes, organizational politics, structure, and reward system, are some of obstacles that hindered effective strategy implementation.

Njagu (2008) established that the major challenges encountered by Equity Bank while implementing its strategies included some aspects of organizational culture and structure, high degree of staff turnover, resistance to change, inadequate infrastructural facilities, government regulations, undisciplined employees and inadequate resources.

At Madison Insurance Company (K) limited, factors that hindered strategy implementation process included organizational structure and culture, high degree of staff turnover, ineffective communication, inadequate resources and skills, resistance to change, lack of teamwork, and increased competition (Ronga, 2008).

## **2.6 Overcoming Challenges of Strategy Implementation**

Successful strategy implementation involves creating a series of strategic fits between strategy and organizational structure; between strategy and organizational skills and competencies; between strategy and budgetary allocation; between strategy and internal policies, procedures and support systems, between strategy and reward structure, between strategy and corporate culture, leadership, organizational politics, and communication among others.

### **2.6.1 Strategy and Organizational Structure**

Structure is the division of tasks for efficiency and clarity of purpose, and coordination between interdependent parts of the organization to ensure organizational effectiveness. Structure of the firm has to be consistent with the strategy being implemented. If the activities, responsibilities and interrelationships are not organized in a manner that is consistent with strategy chosen, then the structure is left to evolve on it's on.

However, in most cases the structure of the organization influences the type of strategy used by that organization (Robins and Coulter, 2002). According to Adongo (2008), it is vital to change organizational structure if it does not provide coordination, control, and direction that managers and the organization requires while implementing strategies successfully.

### **2.6.2 Strategy and Organizational/Corporate Culture.**

Culture is a key determinant of effective strategy implementation. Both culture and strategy are intertwined and focusing on one of them to detriment of another will not bring the desired results. Thompson and Strickland (1998) observe that culture grounded in strategy, supportive values, practices and behavior norms adds effectiveness of company strategy actualization efforts.

Organizational culture has to be compatible with the strategy being implemented. According to Kiprotich (2008), the leaders should know well that values and beliefs shared throughout in the organization will shape how work in the organization is done. Managing the strategy- culture relationship requires sensitivity to the interaction between change necessary to implement the new strategy and compatibility or “fit” between these changes and the firm’s culture (Pearce and Robinson (1997).

Lack of this compatibility may lead to resistance to change. Aosa (1992) argues that the lack of compatibility between culture and strategy can lead to high resistance to change and de-motivation, which can in turn frustrate the implementation process. On the other hand, culture can be strength when it is consistent with the strategy and serve as a powerful driving force in implementation process. In this way, culture becomes a system of managerial authority and when accepted by employees can be a motivator to the achievement of the organization objectives (Mullins, 2005).

### **2.6.3 Strategy and Leadership**

According to Yukl (2009), leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives. Kiprotich (2008) defines strategic leadership as the ability to articulate a strategic vision for the organization, or a part of the organization, and to motivate others to buy into the vision. Leadership is both symbolic and substantive in strategy implementation.

Leadership of an institution should be at the forefront in providing vision, initiative, motivation and inspiration (Robins and Coulter, 2002). Njagu (2008) found that leadership style of delegating responsibilities, creating incremental changes and

rewarding performance enhanced the morale of senior managers and branch managers in strategy implementation.

#### **2.6.4 Strategy and Organizational Politics.**

Organizational politics are tactics that strategic managers engage in order to obtain power. Managers in turn use this power to influence organizational goals and change strategy and structure to further their own interests (Hill and Jones, 1999).

It is important to overcome the resistance of powerful groups because they regard the change caused by the new strategy as a threat to their own power. Top managers constantly come into conflict over the correct policy decision would be, with power struggle and empire building a major part of strategic decision making.

#### **2.5.5 Strategy and Resources.**

Resources of a firm are unique to it and this attribute provide all the necessary competitive advantage. It will be difficult to implement a strategy that calls for resources than can be made available by the firm. Inadequacy of resources may imply inadequate funds, inadequate equipment and facilities, and inadequate human resources skills and experience.

However, according to Johnson and Scholes (2002) though resources are important to strategy implementation, they may not guarantee strategic success. Strategic capability is essentially concerned with how these resources are deployed, managed, controlled and, in case of people, motivated to create competences in those activities and business processes needed to run the businesses.

#### **2.6.6 Strategy and Support Systems, Policies, and Action Plans.**

Support systems means all procedures, formal and informal that makes organizations go day by day and year by year, including capital budgeting systems, training systems, and cost accounting procedures. Anytime an organization alters its strategy, managers should review existing policies and operating procedures, proactively revise or discard those that are out of sync, and formulate the new ones to facilitate execution of new strategic initiatives. Policies on the other hand are guidelines that govern day to day operations of an organization.

According to Stoner ( cited in Adongo,2008), strategy must be operational, or translated into specific policies, procedures and rules that will guide planning and decision making by managers and employees. Moreover, organizations must ensure that action plans contributes and reflects major objectives and strategies. According to Wehrich and Koontz (2001), action plans are tactical or operational programs and decisions, major or minor, that takes place in various parts of the organization.

#### **2.6.7 Strategy, Communication and Employees.**

Poor communication of strategy has been identified as one of the factors obstructing effective strategy actualization (Kiprotich 2008, Kiplagat 2008, and Ronga 2008). According to Wehrich and Koontz (2001), strategy has to be communicated effectively to all key decision making managers and all stakeholders. In deed strategies should be communicated in writing and top executives and their subordinates must make sure that everyone involved in implementing strategies understands them.

Employees play a central role in the success of strategy implementation process. The management should ensure that employees understand strategy. Employees need to understand not only the strategic direction, but also the drivers of the strategy, the rationale behind the strategy, and the metrics associated with it.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

In this chapter the research methodology used in the study is described. The areas where the study was conducted, the study design and the respondents involved are described. The instrument used to collect the data, including methods implemented to maintain validity and reliability of the instrument, are described.

### **3.2 Research Design**

This study was conducted through a case study design. The study focused on strategy implementation at Immigration Department, interpreting in-depth details concerning the challenges to strategy implementation and how the department overcame these challenges. This research design has been used successfully by Njagu (2008), Gakenia (2008), Khamis (2008), Kiplagat (2008), among others.

The study was carried out at selected boarder points, Nairobi headquarters where the key section head offices are located, and regional offices where developed strategies are been implemented. It was important to get detailed data on how the department has been implementing its strategies and addressing challenges that accompany the process. For this purpose, a case study was more appropriate.

### **3.3 Data Collection**

To meet the objectives of the study, the researcher collected pertinent primary data and secondary data. Secondary data was collected from previous studies by other researchers, the documented reports and any literature on the department that may help achieve the objectives of the study. Primary data from station In-charges, section heads of administration, registry, passport, entry permit, investigation and prosecution, visa, registration of aliens, citizenship, and kenyanization was collected through an interview guide (see appendix I).

The interview guide consisted of open ended questions covering issues on strategy implementation, its challenges, and ways of overcoming such challenges. This facilitated more in-depth interaction with respondents of the study. Interviews was the best method and the interview guide gave a clear guidance on what questions to ask.

### **3.4 Data Analysis**

Content analysis was used to analyse the collected data. This was because the data collected was qualitative in nature. Content analysis is a systematic qualitative description of the composition of objects or material of the study. It involves observation and detailed description of objects items or things that comprise the study (Mugenda and Mugenda, 2003).

This approach has been used previously in research papers such as Njagu(2008) and Gakenia (2008) in learning and understanding the underlying issues to do with strategy implementaion,its challenges, and possible cures. Data was solicited from respondents and its analysis involved comparing them with the theoretical approaches cited in the literature review.

## **CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION**

### **4.1 Introduction**

This chapter covers research findings and discussion of the results of the study. The data collected from primary sources has been reviewed to determine and validate its adequacy, credibility and consistency before being summerized. The study was guided by three research objectives namely; to determine how Immigration Department implemented its strategies, to determine the challenges faced by the department, and to establish the measures adopted to address these challenges.

To achieve these objectives, in-depth interviews were done with station heads at Moi International Airport (MIA), Lungalunga, Taveta, and Namanga. Interviews were also done with section heads of Administration, Registry, Passport, Entry permit, Investigation and Prosecution, Visa section, Registration of Aliens, Citizenship, and Kenyanisation. Content analysis of the qualilitative data has been be used, collated with the secondary data obtained from the department's documents, strategic plans, and circulars.

### **4.2 Strategy Implementation at Immigration Department**

The study attempted to find out how Immigration department implemented its documented strategies stipulated in its strategic plan 2005/06 – 2009/10 and strategic plan 2008-2012. The findings of this study indicate that the Department implemented its strategies by developing planning and control systems, setting performance targets on quarterly and annually basis and direct supervision of the implementation process. The Department sets performace targets to implement its strategies. The study found out that the targets are set at all levels which are differents in magnitude depending on the level.

It was established that the government of Kenya through the Economic Recovery Strategy for Employment and Wealth Creation( ERS ) identified measures geared towards improved economic performance that would lead to sustainable long-term growth consistence with national development objectives. Specific measures that would lead to an improvement in the general macroeconomic environmental and

governance structures including enhancement and evaluating development plans and policies were also identified.

Following the re-organisation of government in year 2005, the study found out that the Ministry of State for Immigration and Registration of Persons was created and brought together for the first time four key primary population registration departments. This arrangement was in line with the government of Kenya's aspiration and commitment to reforms with a view to introducing efficiency in its operations. The reforms that lead to the creation of the ministry are the wider economic reforms that are being implemented by the Kenyan government in all sectors to spur economic growth and thereby leading to reduced poverty and unemployment.

Despite the critical role of the ministry in promoting social economic development, the study established that various obstacles hinder delivery of services, such as lack of networking among stakeholders, prohibitive registration, and inadequate registration.

In line with government policies and development plans, the Ministry finalized a five – year strategic plan, which covers the period 2005/06-2009/10. The study found out that the plan was intended to operationalize the Ministry's mandate in accordance with the new policy shift as advocated for in the National Rainbow Coalition (NARC) manifesto and Economic Recovery Strategy(ERS), the Poverty Reduction Strategy Paper (PRSP) and the Government Action Plan (GAP). The plan is further programmed to support systems, governance and service delivery at all levels and outlines the relative roles of each Department in the provision of service to Kenyans at all levels.

It was established that this plan spelled out a number of strategic objectives, initiatives and interventions, which sought to address the prevailing situation in the context of the ongoing reforms. The reform agenda in the Department aimed at promoting efficiency and effectiveness in the quality service delivery and human resource development.

The plan captured the Department's role through vision and mission statement. At the same time, the strategic plan spelled out the Department's broad objective of

enhancing Kenyan's security through effective service delivery. As a way to improve service delivery, the Department's five year Strategic Plan aimed to, among other things, develop and implement an intergrated population registration system, enhance monitoring and evaluation, and enhance customer care services.

The study found out that the Department appreciates that the government is fully committed to decentralizing authority for decision-making, resource allocation and management. It is in light of this that implementation of the plan went hand in hand with the implementation of strategies aimed at strengthening the delivery of service in the various sections of the department.

Strategic objectives identified by the Department during strategy formulation in 2005 included; to ensure that all immigrants into the country are vetted and are in possession of requisite passes and permits, and to monitor the movement and residence of aliens. Other objectives include to ensure that the registration and naturalization of non-Kenyans as citizens of Kenya is in the national interest, to safeguard national security by denying entry to and removing undesirable immigrants, to safeguard the economic interests of the country (Kenyanization), to undertake efficient issuance of travel documents, and to improve management structure and work processes. In addition, the Department aimed at computerizing its revenue collection (AIA) and review all the Immigration Acts.

To achieve these objectives, it was established that the Immigration Department adopted various strategies including installation of passport and visa issuing systems, automation of the services, intensifying customer care services, reviewing of immigration laws, putting in place facilities and relocation of border offices, and developing a service charter. Other strategies include decentralizing services, developing an intergrated population registration system, awareness creation, data management and procuring security equipment.

The study also established that the Department of Immigration developed a strategic plan covering the period of 2008-2012. The plan has been aligned with the Government of Kenya policy direction and is geared to meeting Kenya vision 2030 objectives by restructuring its organs and operations to meet the inherent coverage,

accuracy, relevance and integrity challenges. The Kenya Vision 2030 is the country's long-term development blueprint and aims to create a globally competitive and prosperous country with a high quality of life for all its citizens. The plan is also aligned with The Medium Term Plan (MTP) which constitutes the first phase in the implementation of Kenya Vision 2030 and is the primary document which outlines the consensus in policies, reform measures, projects and programs that the Grand Coalition Government is committed to implement during the period 2008-2012.

The study found out that Immigration Department, like other departments in the central government in Kenya adopted Result Based Management (RBM) approach in implementing its strategies. RBM refers to means of improving effectiveness and accountability by involving key stakeholders in refining realistic expected results, monitoring progress towards achievement of expected results, integrating lessons learnt into management decisions and reporting on performance. Components of RBM include Rapid Results Initiative (RRI), Performance Contracting, Transformative Leadership, and Performance Appraisal System.

It was established that the government vide the cabinet Memorandum of 24th September 2004 approved introduction and institutionalization of a RBM approach in the Public Service. This implementation approach aimed at enhancing the need to improve service delivery and demonstrate reform gains from the implementation of the Economic Recovery Strategy. The department's adoption of Rapid Results Initiative (RRI) as one of the tools for implementing its strategies is therefore consistent with the focus on results, capacity enhancement and client ownership.

The study found out that the Rapid Results Initiative (RRI) is a result-focused learning process aimed at jump-starting major change efforts and enhancing implementation capacity. It tackles large-scale medium and long term change effort through a series of small scale, results-producing and momentum-building initiative. The premise of the Rapid-Result Initiative was to create a context for learning and enhancing implementation capacity, by helping the Immigration Department to work on sharply-defined initiative that will ensure delivery of Economic Recovery Strategy targets.

The study established that the Department's leadership identified a set of strategic priorities from the Strategic Plan, Annual Work Plans, and the Performance Contract that would benefit from RRI. A result leader, strategic leader and team leader was then appointed for each focus or Strategic Challenge Area. The portfolio of focal areas then moves into the RRI Cycle-shape, launch, implement and scale-up. As the RRIs move through this circle the results advance the achievement of the organizational overall strategy.

It was established that a monitoring and evaluation system was put in place as an integral part of the implementation process. Monitoring was a continuous function in which data was collected on specified performance indicators to provide the Department's management with the measures of the extent of progress in the use of allocated funds and the attainment of objectives. Evaluation provided for periodic assessment of the results arising from implementation of the strategies with the aim of establishing if the Department objectives have been met. The study found out that monitoring and evaluation aimed at ensuring that Immigration Department had timely focused objectives and evidence based information on the performance of its activities. In addition to internal evaluation that was carried out, a mid-term review of the Strategic Plan was also undertaken to improve overall strategy implementation.

### **4.3 Challenges of Strategies Implementation at Immigration**

#### **Department**

The study established that challenges of strategy implementation at Immigration department came from both internal and external environment. Most of these challenges emanated from the management, staff, clients and external stakeholders. The study discovered that resistance to change, organization structure and culture, lack of communication and commitment to the strategy, uncontrollable environmental factors, weak management roles in implementation, and corruption, were the major challenges encountered during implementation of strategies at the Immigration department.

The study found that ineffective communication has hampered strategy implementation at the Department. Respondents indicated that there were no well

defined channels of communication both within the headquarters and at the border stations on what is expected of them. Worse still, it was pointed out some employees are largely unaware of the Department's strategy strategies. Further, the respondents noted that most employees do not own the strategy because no efforts were made to involve them during strategy formulation, or not even seek their views of the best way forward.

The study established that there exists some uncontrollable factors in the external environment which adversely affected strategy implementation. These factors were not expected during strategy formulation. For instance, the post-election violence at the beginning of the year 2008 destabilized strategy implementers, mainly those who were held up at their homes during December holidays were unable to travel at their places of work in time. In addition, the study found out that the elections brought in new leaders such as the Immigration Minister who issued new policies thus affecting the on going strategies at the department. These changes also led to the transfer of the then Director of Immigration Services and deployment of a new one who needed to understand and own up the reform programmes before proceeding. This caused a snarl up in the implementation of strategies.

Findings of the study revealed that the policies, processes, and procedures of Immigration department did not support the strategies being implemented. The department had laid down broad policy guidelines, the procedures, and processes to be followed in undertaking any action. However, the study found that some policies, processes and procedures hinder strategy implementation since they are archaic and rigid. This is attributed to the bureaucratic way of handling issues that involved long processes and procedures in the light of outdated policies resulting into actions, even urgent ones taking too long to be executed. As a result, the study established that too much paper work arose from such processes making it too tedious and cumbersome to handle at the border points. For example, handling of visa forms and entry cards at the border points.

The study established that politics in the organization, though not explicitly manifested, pauses challenges to strategy implementation. At times, managerial issues raised are perceived as personal, political, and thrown out of proportion. This

constrained the effort required to implement strategies, such as request for financial resources or processing work permits for foreigners which involves the top management at the department.

The study found out that rapid technological advances, especially in ICT was a big challenge to Immigration Department as the equipment in use was often threatened with obsolescence. The lack of modern ICT-based system was a particular challenge to the Department whose technological sections continue to rely largely on manual and paper information systems. Linked to this was the need to build capacity in the use of ICT as a management and decision support tool.

It was established that insecurity such as terrorism in the country had in the past discouraged both local and foreign investment including foreign visitors to the country as personal and property safety could not be guaranteed. Travel advisories issued by foreign countries had a negative impact on Immigration Department's revenue collection. Indeed according to statistics from the Department, the period surrounding past travel advisories have coincided with significance reduction in visa fees collected.

The study found out that Immigration Department experienced inadequate funding during the implementation of its strategies. In effect the required funds for the Strategic Plans exceeded the actual funding levels. As a result, it was established that activities such as construction of building for Lokichoggio Airport, construction of building for Mombasa Regional Immigration offices, construction of building for Busia Immigration block, relocation of border offices to actual border points at Lunga lunga and Loitokitok and the purchase of Immigration naval and speed boats were delayed and some were not carried out due insufficient funding. The financing of the Department is mainly constrained by lack of its own vote and instead operates under the office of the President.

It was established that Immigration Department experienced poor terms and conditions of service for its employees. This constrained attraction and retention of high technical and experienced staff. The Department remained weak following years of inadequate management and poor incentive for performance. In addition, weak

communication and coordination between sections of the Department sometimes led to considerable delays in policy formulation and strategy implementation.

#### **4.4 Addressing Challenges of Strategy Implementation At Immigration Department**

The third objective of the study was to determine how Immigration Department overcome challenges of strategy implementation. Previous researchers observed that successful strategy implementation involves matching the strategy being implemented to the organisational structure, leadership, communication system, resources, stakeholders resistance to change and organizational culture (Adongo, 2008; Kiprotich, 2008; Mullins, 2005; Njagu, 2008; Johnson and Scholes, 2002).

The study found out that the Immigration Department adopted Transformative Leadership to cure challenges of poor leadership in strategy implementation. Transformative leadership connotes new ways of thinking and doing government business using the RBM approach. This approach is characterised by the movement from authoritative control to stewardship and service entailing the leader to invert the organizational pyramid, that is, to leave the ivory tower and come to the bottom. The approach advocates for a bottom up, and cross responsive, team oriented networks as opposed to the government's top down bureaucratic settings. The management was expected to influence those at the lower cadre to understand and agree about what needs to be done and how to do it, and to facilitate individual and collective efforts to accomplish shared objectives. The study established that this measure is consistent with what other previous researchers had observed in other contexts. For instance, Njagu (2008) found that leadership style of deleging responsibilities, creating incremental changes and rewarding performance enhanced morale of employees.

It was established that Transformative Leadership was also used to mitigate resistance to strategy implementation brought about by the government's bureaucratic organizational structure. The principles of bureaucratic structure were seen as a barrier to strategy implementation. Bureaucracy encouraged great tolerance for mindsets which are rigid with pre-concieved conclusions, weak partnerships to lead transformation, lack of shared vision for the reform agenda and under communication.

All these factors hinder effective strategy implementation. Adongo (2008) observed that it is vital to change organizational structure if it does not support the strategy. Immigration Department used Transformative Leadership as a way of matching organizational structure to the strategy.

The study found out that the Department instituted a monitoring and evaluation system as a tool of matching its policies, action plans and support systems to its strategies. The success of strategies was seen to depend greatly on the systematic accountability and follow up to ensure strategies and priorities identified are efficiently implemented so as to achieve the desired outcomes. It was established that the aim of monitoring and evaluation system within the Department was to assess the commitment and compliance to the Department's strategic plan and this was measured through the level of effectiveness and efficiency of the strategy. Evaluation of the implementation process was undertaken at an agreed time intervals to assess outputs, outcomes and impact of intervention. Evaluation also provided an opportunity for those involved in the implementation of the Department's strategies gain valuable insight into various aspects of the process and how such information could contribute to improving future strategies. Information generated from monitoring and evaluation process was used for making strategic policy decisions necessary to undertake adjustments in the implementation of strategies.

To address the challenge of inadequate resources, the study established that Immigration Department mobilized resources through mutual collaboration with its development partners, NGOs and international bodies such as International Organization of Migration (IOM) to bridge the envisaged resource gap. The Department also adopted other strategies like proactively evaluating other avenues for boosting Appropriation In Aid (AIA), embracing prudent financial management measures and guarding against resource wastage. These findings are consistent with what previous researchers had observed. For instance, Johnstone and Scholes (2002) observed that organisational resources need to be deployed, managed and controlled effectively for efficiency.

The study found out that Immigration Department used several tools to improve strategy communication to all its stakeholders. Tools used include meetings,

workshops, media, service charter, public service week, websites and customer care desk. Meetings about strategy implementation were held at all levels. National levels involved the Director of Immigration Services, his assistants and all Provincial heads. Provincial level meetings involved all Station In-charges and station level meetings involved all the staff in that station. Workshops aimed at informing staff about new systems and procedures to be adopted, and what is expected of them. Media was used to reach out to the public informing them of the new services, documents, requirements and time taken to process their documents. Service Charters were used by the Department to display all services offered by the Department, time taken for each service and the requirements needed. The charter also sets out details of any user charges, how users may seek redress if they are dissatisfied with the service or in the event the Department does not live up to the commitments in the charter. The Department developed a website which shows all information about the Department. Visa and passport forms could also be downloaded from the site. It was established that the Ministry of Public Service organized public service week every year in which all government departments displays their service and products and inform the public about various changes in these departments. These findings concur with previous researchers such as Weihrich and Koontz (2001) who observed that strategy has to be communicated to all key decision making managers and all stakeholders.

The study established that Immigration Department had since 2005 increased its manpower by recruiting over 400 Immigration Officers who apart from undertaking immigration courses, also trained at the Administration Policy Training College (APTC) to effectively prepare the for their security docket.

#### **4.5 Discussion**

The findings of study concur with those of previous researchers that indeed strategy implementation is a dynamic, interactive and complex process in which formulated strategies are turned into reality in order to realize organisational objectives. However, factors such as organizational leadership, inadequate resources, organizational culture and support systems can become barriers to strategy implementation if not carefully aligned to the strategy.

#### **4.5.1 Comparison with Theory**

The study found that Immigration Department adopted RBM (Results Based Management) framework instead of the Balanced Scorecard framework to implement its strategies. However, it was established that the two frameworks seem to be converging both in content and application.

Both RBM and Balanced Scorecard seek to align the organization behind a clear set of strategic goals; both use cause and effect mapping as an aid to strategy articulation and activity planning; both frameworks rely on non-financial performance measurement and reporting. This convergence has made it practical for RBM principles to be applied in strategy implementation, a concept which is typically a Balance scorecard oriented. Both RBM and Balance Scorecard are intended to help the managers of an organisation become better informed about the delivery of key organizational goals, such that they may use this information to drive interventions within the organization that will ultimately lead to improved organizational performance.

It was established that RBM model adopted by Immigration Department differs with the five-stage model of strategy implementation developed by Certo and Peter (1981) and the McKinsey 7s framework by Pascale and Athos (1981). Certo and Peter (1981) observed that implementation is successfully initiated in three interrelated stages includes identification of measurable; mutually determined annual objectives; development of specific functional strategies; development and communication of concise policies to guide decisions, while the underlying concept of McKinsey 7s model by Pascale and Athos (1981) is that all seven variables of structure, strategy, systems, skills, style, staff, and shared values must fit with one another in order for strategy to be successfully implemented.

#### **4.5.2 Comparison with Other Studies**

Lack of sufficient communication on how the strategy was implemented among the key stakeholders may have hampered effective strategy implementation at Immigration Department. Both written and oral communication were used in the bureaucratic form of top down communication. However, a great amount of information did not filter to employees and hence the understanding was not guaranteed. This was contrary to the views of Wehrich and Koontz (2001) who suggested that strategy has to be

communicated effectively to all stakeholders and all key decision making managers. Lack of communication was noted by Kiprotich (2008), Kiplagat (2008), and Ronga(2008) as a factor hindering implementation of strategies in different organisations. This essentially meant that there is still a lot to be done in the style and methods of communicating strategies to the intended recipients. The findings established that only top and middle level immigration officials, and not the lower cadre, received and understood the strategies. This implied that the lower level immigration officials are not adequately communicated to, partly due to lack of a comprehensive communication strategy. Thus, the work of implementing strategies is not well known at the lower level. The management failed to notice that communication should be used as a two - way so that it can provide information for improving the understanding, knowing the staff responsibilities and motivate staff. The study established that most of the immigration officials at the lower level had not seen both Strategic Plans covering the period of 2005-2010 and that of 2008-2012.

Effective implementation of strategies requires that an organization avails adequate resources necessary to undertake the various activities in order to implement strategy. The study established that lack of adequate resources was a challenge in the implementation of strategy at the Immigration Department. Respondents noted that there was no match between the various activities to be undertaken to implement a strategy and the amount of funds allocated for those activities. The problem seems to be more pronounced at the border stations in which requests made for adequate resources are accorded minimum considerations. Resource constraint was identified by Koske (2003), Musyoka (2008), and Kiprotich (2008) as a barrier to successful strategy implementation.

The findings of the study concur with those of Khamis (2008) that Immigration Department lacks a properly designed reward system, which is a management most powerful tool for mobilizing commitment to successful strategy implementation. Njagu (2008) also discovered that poor rewarding system was responsible for high staff turnover at Equity bank. The use of rewards and incentives can be used to win strong commitment to competent strategy execution. However, failure to use these tools wisely and powerfully weakens the entire strategy implementation process. Immigration department should come up with an effective and documented

performance management system, which should be tightly tied with effective documented reward policy with reward structure linked explicitly and tightly to actual strategic performance. Motivation is key to obtaining the necessary commitment from those carrying out the strategies and its related plans. The study established that this was not the case at Immigration department where rewards system is tied to performance.

# **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

## **5.1 Introduction**

This chapter presents the summary, conclusions and recommendations of the findings of this study. The chapter summarizes the finding of the study in relation to the objectives of the study.

## **5.2 Summary of the Findings**

The findings of study concur with those of previous researchers that indeed strategy implementation is a dynamic, interactive and complex process in which formulated strategies are turned into reality in order to realize organisational objectives. However, factors such as organizational leadership, inadequate resources, organizational culture and support systems can become barriers to strategy implementation if not carefully aligned to the strategy.

### **5.2.1 Overview of Implementation Process**

The study found out that Immigration Department adopted Rapid Results Initiative (RRI) approach as a structured methodology for building and practicing Results Based Management (RBM) that was required for successful implementation of the Economic Recovery Strategy (ERS). The power behind the approach was that it stimulated “group adrenalin” which was vital in overcoming inertia. It created a sense of excitement that comes from working on achievement of short-term goals whose results have an impact on development. It further created a sense of urgency, personal challenges, clearly defined success and raises stakes and visibility for success or failure. It enabled people to collaborate in a new team spirit and let them tap into their full potential of energy and creativity.

The Immigration Department has seen positive changes since it embarked on strategy implementation. Time frame for passport processing has reduced from three months to one month and below. Passport renewal period reduced from three months to 10 days. The Department has automated and modernised almost all of its operations which have enhanced efficiency and quality. The Department has also decentralized

some of its operations to various branches in the country and diplomatic offices internationally. This has improved reliability since one does not have to travel to Nairobi for a passport.

### **5.2.2 Challenges of Strategy Implementation**

The study found out that Immigration Department faced challenges during strategy implementation. These challenges emanated from both external and internal surroundings. External challenges included uncontrollable factors such as political instability, insecurity and inflation. Internal challenges included weak strategy leadership, bureaucratic organizational structure, insufficient communication, lack of reward system, unsupportive civil service culture, technological changes, inadequate resources and demotivated immigration officials.

As a result, the study found out that the Department was unable to implement some of its documented strategies in the given time frame. For instance, construction of buildings for most offices were delayed due to inadequate funding, immigration officials at the lower cadre did not know about the Department's Strategic Plan due to poor strategy communication. In addition, travel advisories issued by foreign countries on insecurity reduced the revenue collected by the Department, and poor terms and conditions of service led to high staff turnover.

These findings are consistent with those of previous researchers on strategy implementation. For instance, Njagu (2008), Gakenia (2008), Omolo (2008) and Kiprotich (2008) identified organizational structure and culture, uncontrollable external forces, insufficient communication, inadequate resources and unsupportive policies and support systems as vital during strategy implementation.

### **5.2.3 Overcoming Challenges of Strategy Implementation**

It was established that Immigration Department employed several measures to address challenges it encountered during implementation of its strategies. The Department adopted Transformative Leadership to respond to challenges of poor communication and rigid bureaucratic organizational structure and culture. The Department also developed a monitoring and evaluation system to assess the outputs, outcomes and the impact of intervention and compare it with the expected results. The Department



mobilized resources from its development partners to supplement its constrained resources. Finally, the Department employed tools such as workshops, staff training, media and service charters to boost communication of strategies to all its stakeholders.

The findings of this study concur with the findings of other researchers on strategy implementation who observed that successful strategy implementation involves creation of strategic fits between strategy and organizational skills and competencies, budgetary allocation, organizational structure and culture, leadership, support systems and policies.

### **5.3 Conclusion**

Strategy implementation can only be attained if the strategies in the strategic plan are translated into guidelines for a daily actions of the organisation's stakeholders and strategic leaders must direct, control and adjust these strategies to the ever changing environment. Implementation of strategies can be defeated, if the attitudes and habits of leaders and employee are hostile or at crossroads with the needs of the strategy and their customary ways of doing business block strategy implementation instead of facilitating it.

The numerous challenges faced during strategy implementation need to be addressed on a continuous basis in order for the organization to attain its long term objectives. The strategy itself, organizational politics, structure, and culture, government decisions, inadequate resources, inadequate communication, and resistant to change are the major challenges normally encountered during implementation of strategies. Most of these challenges emanate either from internal or external sources within a given organization.

### **5.4 Recommendations**

It is important to align the structure of the Department to the strategy being implemented. The organisation structure must be made consistent with the strategy since inconsistency may lead to disorder, friction and poor performance within the Immigration Department.

Immigration Department should develop a responsive communication policy and implement it along with the strategic plan. The communication of the strategy will require clear consistent message as well as feedback mechanisms to be put in place. This policy will ensure that all future correspondence will be done properly and in the right manner.

Future strategy formulation at Immigration Department should be made participatory by ensuring that it includes all staff as well as other stakeholders. This will enrich ownership and support of the final strategy as well as facilitate smooth successful implementation. There is need for a continuous professional training and retraining of the entire staff in order for them to provide support for strategies being implemented. Implementation is only possible if people involved have the right and relevant skills.

Finally, the department should ensure that strategy implementation process is well monitored so that it can be effectively evaluated. This will assist the department to continuously take corrective measures where necessary and ensure that management focus on attaining the corporate goals. With this kind of monitoring system in place, problems will be solved as and when they arise, progress will be measured and all decisions will be made without undue delay.

## **5.5 Limitations of the Study**

The findings of the study should be interpreted within the limitations of the study. First, there are limitations of measurement, which are common in social research. Respondents change over time and across different personalities. Again, respondents may give biased or dishonest answers.

Secondly, the time available for the study was short. This constrained the scope as well as the depth of the research. For example, due to time constrain the researcher was unable to travel to remote stations such as Moyale, Lokichoggio Airport, Mandera, and Liboi to interview Station In-charges on strategy implementation.

## **5.6 Suggestion for Further Research**

Following the enactment of the new Constitution in Kenya in the year 2010 Immigration Department was transformed into a Semi-Autonomous Government Agency through a legislation known as The Kenya Citizens and Foreign Nationals Management Service Act 2011 and Immigration laws were revised to Kenya Citizenship and Immigration Act 2011. There is need, therefore, to carry out research to find out the implications of these changes on strategy implementation at the Immigration Department.

Further research could be carried out to cover strategy implementation at Immigration Departments within East African Community ( EAC) so that comparison can be made between them. Finally, a replication of the study should be carried out after some time to find out if there are any changes that have taken place in comparison with the current data.

## REFERENCES

- Adongo, W. (2008). *Challenges to strategy implementation in health NGOs in Nairobi*. Unpublished MBA project, School Of Business, University Of Nairobi.
- Aosa, E. (1992). *An empirical investigation of aspects of strategy implementation with large, private manufacturing companies in Kenya*, Unpublished PHD thesis, university of Strathclyde (U.K).
- Byars ,L., & Zahra, S.(1996). *Strategy in the changing environment*. Chicago: IRWIN.
- Certo, S & Peter,J.(1981). *Strategy implementation process*. Retrieved on September,23,2011 from [www.strategyimplementation.24xls.com/en106](http://www.strategyimplementation.24xls.com/en106).
- Cole, G., (1997). *Strategic management* (2<sup>nd</sup> Ed.). London: Thomson.
- David, F. (2009). *Strategic management concepts and cases*. (12<sup>th</sup> Ed.) . New Delhi : FHI learning.
- Gakenia, C. (2008). *Strategy implementation in Kenya Commercial Bank*. Unpublished MBA project, School Of Business, University of Nairobi.
- Harvey,D.F.(1998). *Strategic Management and Business Policy*. (2nd Ed).Eastern Washington university, washington DC.
- Hill. W., & Jones, G. (2001) . *Strategic management theory*. Boston : Houghton Mifflin company.
- Immigration Department*. (2011, january 12). Retrieved june 24, 2011, from Immigration Department: <http://www.immigration.go.ke>

- Johnson, G., & Scholes, K. (2002) . *Exploring corporate strategy* (6<sup>th</sup> Ed). New Jersey: Prentice-Hall.
- Katsiolouides, M. (2006). *Strategic Management: Global cultural perspectives for profitand Non-profit organizations*. New Delhi: Elsevier Inc.
- Khamis, T. (2008). *Change management practices in the Kenyan Department of Immigration*. Unpublished MBA project, School Of Business, University of Nairobi.
- Kiplagat , D. (2008). *Challenges of strategy implementation at Kenya Revenue Authority*. Unpublished MBA project , School Of Business, University of Nairobi.
- Kiprotich, J. (2008). *Strategy implementation and it 's challenges : A case of African Braille centre*. Unpublished MBA project, School of Business, University of Nairobi.
- Koske, F. (2003). *Strategy implementation and it's challenges: The case of Telecom Kenya ltd*. Unpublished MBA project, School Of Business, University of Nairobi.
- Mitzberg, & Quin, J. (1998). *Reading strategy* (3rd Ed). New Jersey: Prentice- Hall.
- Mugenda, O., & Mugenda, A. (2003). *Research methods, Quantitative and Qualitative Approaches*. Nairobi: Acts press.
- Mullins,D.(2005). *Management and Organizational behaviour* (7<sup>th</sup> Ed). New Jersey: Prentice Hall.
- Musyoka, L. (2008). *Challenges faced in strategy implementation: A case study of JomoKenyatta Foundation*. Unpublished MBA project, School Of Business, University of Nairobi.

- Omollo, G. (2008). *Challenges in strategy implementation at the electoral commission of Kenya (ECK)*. Unpublished MBA project, School Of Business, University of Nairobi.
- Njagu, K. (2008). *Strategy implementation at Equity bank limited*. Unpublished MBA project, School Of Business, University of Nairobi.
- Pascale, R., & Athos, A. (1981). *The Art of Japanese management*. London: Penguin Books.
- Peace, J. (11) G. & Robinson, R. (2003) *strategic management: Formulation, implementation and control* (8<sup>th</sup> Ed) . London : Mc Graw-Hill.
- Peters, T., & Waterman, R. (1992). *In Search of Excellence*. New York, London: Harper & Row.
- Robbins, S., & Coulter, M. (2002) *management* (6<sup>th</sup> Ed.). New Jersey: Prentice – Hall Inc.
- Ronga, C. (2008). *Challenges to strategy implementation at Madison Insurance Company(K) limited*. Unpublished MBA project, School Of Business, University of Nairobi.
- Thompson, A., & Strickland, J. (1998). *Strategic management concepts and cases*. (7<sup>th</sup> Ed.). London : Irwin.
- Wehrich, H., & Koontz, H. (2001). *Management: A global perspective* (10<sup>th</sup> Ed). New Delhi: Mc craw – Hill.
- White, A., G Bruton, G. (2007). *The management of technology and innovation : A strategic approach* . Mason :Thompson south western.
- Yabs, J. (2010). *Strategic management practices: A Kenyan perspective* (2<sup>nd</sup> Ed.). Nairobi: Lelax global (K) ltd.

Yukl, G. (2009). *Leadership in organizations*. New Jersey: Pearson Prentice Hall.

## APPENDICES

### Appendix 1: Interview Guide

#### PART A: Details of the respondent

- 1) Respondent's name.
- 2) Position held.
- 3) Number of years in the position.
- 4) Section/station.

#### PART B: Strategy Implementation

- 5) Kindly outline the strategies which were implemented by the department recently.
- 6) Please describe and explain how the following factors influenced strategy implementation in this section/ station:
  - i. Organizational structure.
  - ii. Corporate culture and traditions.
  - iii. Organizational leadership.
  - iv. Organizational politics.
  - v. Funding and other resources.
  - vi. Supports systems, policies, and action plans.
  - vii. Strategy communication and review.
  - viii. Human resources/ employees.

#### PART C: challenges to strategy implementation

- 7) Organizations experience several challenges in their pursuit to implement strategies. What is the experience of Immigration department, and specifically this section/ station with the following challenges as far as strategy implementation process is concerned:
  - i. Weak management roles in implementation.
  - ii. Lack of communication and commitment to the strategy.
  - iii. Unawareness or misunderstanding of the strategy.
  - iv. Coordination and sharing of responsibilities.
  - v. Inadequate capabilities.
  - vi. Uncontrollable environmental factors.

- vii. Resistance to change.
- viii. Organization structure and culture.
- ix. Any other challenges.

**PART D: Overcoming challenges to strategy implementation**

- 8) Kindly explain in details how Immigration department overcame (responded) in the challenges identified in PART C above to ensure there was success in strategy implementation.
- 9) Any comments about this study.