

**CHALLENGES IN THE STRATEGY IMPLEMENTATION OF MANDERA
COUNTY GOVERNMENT**

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D61/71227/2014

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE AWARD OF DEGREE IN MASTER OF
BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY
OF NAIROBI**

NOVEMBER, 2016

DECLARATION

This Project is my original work and has not been presented for any degree in any other University.

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

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DEDICATION

This project is dedicated to God for giving me the strength, good health and favour throughout my MBA programme. This project is also dedicated to my parents Mr Adan Yusuf Deis & Mrs

Suban Omar Dore for giving me the gift of education and for having shaped my life.

ACKNOWLEDGEMENTS

Though I will not be able to list all those who were of help to me during the process of my studies and research, I would like to acknowledge with appreciation, the following people who made this research possible. I thank the Almighty God for his favour and blessings throughout my studies, and in my entire life. Thank you Lord.

Dr Ndambuki Victor Muya , Senior Lecturer at University of Nairobi, School of Business and my research supervisor who provided great insight and professional guidance throughout the research process. University of Nairobi management that took the time to respond to my interview questions. This research would not have been successful without their valuable input and feedback. Mohamed Diyad for his endless support, advice, and encouragement throughout my studies and for the useful guidance towards improving my research paper. I acknowledge all the lecturers of the school of business for enabling me to come this far. Thanks to all my MBA colleagues and workmates for their encouragement during my time of study. I thank my friends for the valuable advice and constant encouragement throughout my studies and my research.

Above all, I am grateful to my family for their continuous support, unconditional love, encouragement and prayers throughout my studies.

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ABSTRACT

The study was aimed at determining the challenges in the implementation of county government strategies with reference to Mandera County. The researcher adapted a descriptive design as there are variables that cannot be quantified. The respondents were senior officers in the county government consisting of the Deputy Governor, Chief of Staff, five Senior Administrators and the Chief Finance Officer.. Data was collected through interviews. Quantitative and qualitative techniques of data analysis methods were used to analyze the collected data .The study found out that organizational structure, organizational culture, capacity of the county government and employee involvement affect strategy implementation. The study recommended that there is need for good structure to support the implementation of the country strategies and the county has developed a culture of implementation of county strategy to ensure that all the strategies adapted by the county is properly implemented at all levels of county government. There is also need for increased cooperation and reduction continued wrangles among the senior officers field by deep traditional difference of two major communities affect the implementation of the county strategies and this is one of the challenges in the implementation of the county strategies. The study further recommends that the county government needs to increase technical capacity for the implementation of the county strategies and it should train the employees to boost the human resource capacity in the county in the implementation of the county strategies. There is also need for proper allocation responsibilities in the implementation of the county strategies and therefore the employees are not clear on what responsibilities they have in the implementation of the county government strategies

DEFINITION OPERATIONAL TERMS

Strategic Plan: It is a systematic formal document for deciding on the key decisions of the organization. It is also the blueprint that details how an organization intends to attain specified and pre-designed objectives.

Strategy Implementation: Strategy Implementation is the process through which a conceived corporate strategy is systematically transformed into expected outputs.

Organizational Culture: Organizational Culture can be defined as the specific collection of values, norms, beliefs and attitudes that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization.

Organizational Structure: Organizational Structure can be referred to as the hierarchical arrangement of organizational roles that defines how authority and responsibilities are shared for achievement of commonly held purpose.

CHAPTER ONE: INTRODUCTION TO THE STUDY

1.1 Background of the Study

A useful organization's strategy makes it necessary for organizations to continuously carry out reviews on the selected plans. As a continuous and repetitive process, organization's selected plan needs to be continuously reviewed. The process of developing strategies encompasses the periodic reviewing of strategy on the basis of the changes within and outside the organization and then adopting changes from the lessons learnt. This element of implementing strategy makes it possible for the strategy of the organization to continue being flexible and that it ensures the organization compete favourably in the current market environment (Ghuman, 2010).

Most global firms fail to attain appropriate and achievable strategies due to unrealistic and dishonest evaluation of the company during planning phase of the strategy. Guth and MacMillan (2006) argues that poor strategies can be as a result of ambitious, weak management or partners who approve a strategy for a misguided purpose in relation to the company's or market current competition. With unrealistic strategy, organizations find it difficult to successfully implement plans selected.

In conducting strategic planning, Huber (2006) advises that firm leaders and partners involved in the process in the US communication industry develop a strong understanding of the business imperative behind the chosen strategy and the need for change in order to achieve partner goals. However, Pearce and Robinson (2007) feared that partners who are not part of the strategic planning could find difficulty identifying themselves with the aims set forth by the organization's executive. With partners who are not part of the process, it could prove difficult to accept change within the organization.

1.1.1 Strategy Implementation

Appropriate support of the strategy is crucial for its implementation in any organization be it private or public. Musyoka (2011) while carrying out an investigation of strategies that are applied by insurance companies in Kenya, alluded to the possibility that as time

goes by, partners actually get to accept the viewpoints that change is inevitable and thereby start supporting the implementation of strategic plans. Out that over time, such actions will assist in generating buy-in among partners, leading to greater overall support for the strategic plan and the changes inherent in its execution. The organization's leaders then will have to settle on the actual work of implementing the strategy, after selling the main idea of the strategy planning to the partners.

Planning is a very important process in executing strategy. Implementing strategy encompasses coming with the set of activities to be carried out in achieving goals.

These will include the establishment of what actions have been taken to achieve the various targets set in making follow ups and evaluating success during regular execution of plans (e.g. monthly or quarterly). Ngayuyi (2003) states that by so doing organizations are able to establish if the execution of strategy put in place is achieving set targets or a corrective action is required.

1.1.2 Mandera County Government

Mandera county is hot with temperatures at a mean annual average of 28.3 0C. Rainfall is scanty and unpredictable averaging 255mm. The capital town of the county is Mandera Town. The location of Mandera County is in the former North Eastern Province of Kenya. Its capital and largest town is Mandera. The county has a population of 1,025,756 (2009 census).

The climatic conditions are such that the county is not suited for arable farming. It is a county renowned for nomadic pastoralism. Herders keep mainly sheeps, goats, camels and cattle. The expansive pasturelands are very well suited for this kind of economic activity. There is not much else in terms of economic activity going on in this region.

1.2 Research Problem

Implementation of organization strategies is crucial for the performance of county governments in Kenya. As much as these strategies are important for the organization performance, previous research has reported that many implementations fail (Nutt, 2006). The average success rate of strategy implementation ranges as noted by Raps (2005) is between 10% and 30%.

A lot of Public funds are spent in the development of government policies and strategies. Unfortunately for most government organizations, strategies end up being shelved forever, never to be implemented. A study by Ngunjiri (2008) on the success levels of organization strategy in government organizations indicated 90% of government bodies do not implement their strategies. This is mainly attributed to the reality implementing strategy is highly tactical and requires a lot of resources. A study on the challenges of strategy implementation in Mandera County Government is crucial given that it is an area that has lagged behind in terms of governance and development. Therefore this study seeks to establish the challenges in the implementation of county government strategies.

1.3 Objective of the Study

The objective of the study was to find out challenges hindering implementation of county government strategies with reference to Mandera County Government.

1.4 Value of the Study

The research findings will improve the understanding of the key challenges in the implementation of county government strategies with reference to Mandera County. The findings in this study will help the county government of Mandera to develop capacity towards improving the implementation of the strategies at the County.

The importance of the study is not limited only to the county government of Mandera but it also extends to the other counties given that some of them face almost the same challenges in strategy implementation of their strategies. The study will help donors and other international organizations that support various development projects in the county to identify ways that they can increase implementation levels of government strategies. Finally, this study will form a basis for future scholars and researchers who may want to study the challenges in the implementation of county government strategies. The findings of the study will provide a deeper understanding on the how these strategies can be effectively implemented by the various county governments.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter review the work of various researchers relevant to the study. It reviews opinions, observations attributes and conclusions from various researchers which offer useful material in support of the study. The study will advance understanding of the challenges in the implementation of strategies with reference to Mandera County Government.

2.2 Theoretical Review

This study is grounded using the resource based view. The resource based Theory which considers a firm or an organization as a set of resources and capabilities. These include human resources, finances, physical, and non-physical assets. Research show that those firms which do well in the global market are those that have demonstrated the ability to change with the times, rapidity and flexibility in innovating their products and services and superior leadership that is able to effectively and efficiently manage strategies for competitive advantage. This theory relies on the condition that heterogeneity of products and also their immobility. These resources can only be visible at the strategic level point of view if they cannot be imitated; are valuable; rare and if the organization can mobilize them for strategic advantage (Hrebiniak, 2006).

The proponent of resource-based view puts emphasis on the importance of resources and its implications for firm performance. According to Wheellen and Hunger (2002), the theory is about the changing attribute of the environment; secondly, it stresses the key purpose of strategic management in appropriately adapting, integrating, and mobilizing internal and external organizational skills, resources, and functional competences towards a changing environment. The way these resources are strategically managed will determine the performance of the organization (Rumelt, 2011).Effective management of firms resources will determine the way the strategies are implemented by the county government.

2.3 Challenges in the Strategy Implementation

Organizational culture, organizational structure, budgetary allocation and human resource capacity have been identified as the main challenges of strategy implementation with reference to Mandera County Government as explained below.

2.3.1 Organizational Culture

Organizational culture can be defined as the organizational norms and expectations concerning the behaviour of members of a society and how people do things in an organization. It is about norms, common behaviours and expectations, values and assumptions that define how members a unit are guided (Barney, 2007).

Hill and Jones (2010) also defined organizational culture as the sub total behaviour of people an organization; it is also formed by the organization values, visions, norms, working language, systems, and symbols, and also includes beliefs and habits.

Hill et al (2009) defines organizational culture as the “specific collection of values, norms, beliefs and attitudes that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization”. Culture is one of the strongest elements of control in an organization. An organization with a strong culture is able to integrate and coordinate strategy across its units. Culture helps staff develop a strong sense of ownership in the organization’s operations and provide direction in their day to day activities.

2.3.2 Organizational Structure

While an effective organization culture ensure a well collaborated flow of command and information, a well organized and appropriate organizational structure is important in enabling a firm implement strategy. Organizational structure help employees achieve their goals effectively by integrating the various activities i.e. staff at all levels and in the various departments(Hill et al, 2009). Organizational structure determines the departments and functions in an organization; it defines the hierarchy, span of control and reporting relationships, and includes the systems for communication, coordination and integration across these divisions and functions, both vertically and horizontally.

Like other components, organization structures are essential part of strategy implementation in many organizations be it private or public. A study done by Kibuchi (2011) on the effective management of transportation companies showed that relation between unrelated diversification and harmonization of organizational structure is positive while it is negative for vertical integration strategies and equivocal for related diversification. Another study done by Debowski (2006) on effective management of public organizations also showed that congruence between structure, processes and systems is more important for performance (sufficient condition) than organizational fit with environment (necessary condition). This has been reinforced by the fact that in cases where organization's success prospective strategies are found then they have organic organizational forms. In conclusion County governments require a good structure that is effective for strategy implementation.

2.3.3 Budgetary Allocation

Proper budgetary allocations are crucial for the effective implementation of county government strategies. While the central government has a role to formulate economic development strategies nationally, the county government must ensure that proper budgetary allocations are done at county level. According to Ryckman (2011) Budgetary allocations are integral components to an annual financial plan, or budget, of all organizations including the implementation of county government strategies. They indicate the level of resources an organization is committing to a department or program. Without allocation limits, expenditures can exceed revenues and result in financial shortfalls. The Ministry of planning at county level working with budgets should understand the financial requirements for implementation of county government strategies in order to properly allocate funds for them.

2.3.4 Human Resource Capacity

Training of staff in the right skill is a fundamental issue in strategy implementation. It is important that staff that carrying out the implementation of organization strategies are well skilled and are able to perform their duties well to the organization's expectations.

Obumba (2011) in her study of factors that affects the implementation of organization Strategic Plans in private organizations advised that in order to attain high levels of performance in the implementation of organization strategies, it is important that the staff involved are well trained and equipped with the right skills that can help them perform their duties effectively.

Training in various skills is crucial in building an effective human resource capacity that can deliver on the organization strategies. The more the county government staffs are trained in effective strategy implementation the more they are able to deliver on their strategies. Patrick (2010) observes that training involves time, effort and money by an organization, so an organization should to be very careful while designing a training programme. Chira (2011) on the effects of training on the performance of government training institutions advised that the purpose and requirements for training have to be established and the mode of training must be selected based on the requirements and strategic aims identified. After this is accurately done, the process of obtaining feedback should be initiated though use of structured interviews to establish the success of the program.

According to Deming (2009) staff training is vital for the achievement of the organization goals and objectives. Greater competence in the implementation of strategies can only be achieved through proper training in the desired skills. Roley (2006), states that training is the systematic modification of behaviour through learning which occurs as a result of education, instruction, development and planned experience. This modification is meant to equip the organization staff with the ability to perform their duties well and ensure that all the process is properly done and all the parties that are involved are all satisfied.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

The research design is a master plan which specifies the methods and procedure for collecting and analyzing the needed information (Zikmund, 2003). It specifies the framework or the blueprint for the research. The study used a descriptive case study research design in this research.

3.2 Data collection

The main research instruments were interview guide. The interview guide is developed by the researchers for purpose of eliciting responses from respondent on the challenges in the implementation of strategies with reference to Mandera County.

3.3 Data Analysis

Content analysis was used for data analysis in this study. In content analysis the researcher sifts through all the responses provided and derives meaning from the responses.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1: Introduction

This chapter presents results and discussions of the study from the data collected from the interviews conducted through frequency tables and percentages with clear interpretation of each finding on the challenges in the implementation of county government strategies with reference to Mandera County.

4.2. Presentation of Findings

4.2.1 The Research Questions and Hypothesis

The hypothesis of the study had suggested that the challenges in the implementation of county government strategies with reference to Mandera County. Therefore the Dependent Variable (DV) is the « implementation of county government strategies. ». The measurement of the Dependent Variable is: the level of success of the activities meant to overcome the implementation challenges. The study will also test the challenges factors in the implementation of county government strategies. The first Independent Variable (IV) is organizational culture measured on the supportive activities of county strategy implementation. The second IV is organization culture in terms of the organization behaviour in the county governments. The third IV is budgetary allocations which will be measured on how the county government allocates funds. The fourth IV is human resource capacity which will be measured on how the employees are well equipped to implement the implementation of county government strategies.

4.3 Content Categories developed from the Study

Table 4.1 Content Categories developed from the Study

Code	Content Category	Content Unit
1	General Information	Position in the County Government, Number of years served in the position, identification with the County's mission statement. Whether management carry out sensitization of staff on county strategy.
2	Organizational Structure & culture	Organizational structure supportiveness of the county strategy implementation, Challenges to the implementing county strategies, physical organizational structure support strategy implementation.
3	Resources and Capacity	Availability of the resources, i.e. physical, technological, financial and human to support Strategy implementation, budgetary allocations, Challenges brought by the lack to resources on the implementation of county strategies.
4	Employees	Level of involvement of employees in strategy development, Effects of employee development and it's effect on strategy implementation
5	Challenges in the implementation	Training for the employees in the right skills, Allocate proper budgets, Provide technical assistance, Putting in place the right

		structures, developing effective cultures .
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The study looked at various content categories and content units that affect the study in order to determine the challenges in the implementation of county government strategies with reference to Mandera County Government.

$$\text{Coefficient of reliability} = \frac{\text{Number of Units in the same category}}{\text{Total number of units coded}}$$

2

Holsti (North et al, 1963) suggested a formula to arrive at inter coder reliabilities.

$$R = \frac{2(C1, 2)}{C1 + C2}$$

4.3. Content Analysis per Category

4.3.1 General Information

The respondents to this study were senior officers in the county government consisting of the Deputy Governor, Chief of Staff, five Senior Administrators and the Chief Finance Officer. From the analysis the study can draw that all the respondents were 6 male with the other two of the respondents covered by the study being female. The findings of the study show that the top management of the organization that are concerned with the development and the implementation of the county strategies are dominated by men. The study shows that there was three management staff with a Masters Degree and the other with a degree in different fields. Though most of the degrees were business related and two of them were leadership related and therefore the participants had the ability in the development and the implementation of county strategies.

The study covered the top eight administrative and operation departmental officers in the county that are involved in the development and the implementation of county strategies .in Mandera County Government. They included the senior officers in the county government consisting of the Deputy Governor, Chief of Staff, five Senior Administrators and the Chief Finance Officer. The findings of the study show that the respondents covered by the study the organization had crucial departments that are related to the development and the implementation of county strategies .in Mandera County Government. The study is based on dynamic capabilities theory refers to the capacity of an organization to purposefully create, extend, or modify its resource base to meet the ever changing business environment (Helfat et al., 2007). The ability of personnel is a crucial resource that can be directed in achieving the organization goals and objective. The basic assumption of the dynamic capabilities framework that comprises personnel abilities among other core competencies should be used to modify short-term competitive positions that can be used to build longer-term competitive advantage.

4.3.2 Organizational Structure & culture

The respondents agree that effective structures are necessary in the implementation of county government strategies. Effective structure is important in implementation of organizational strategies in the county government as advised by Hill et al (2009) that to enable the attainment organizational general and specific goals, the organizational structure integrate and coordinate activities of all employees within the firm.

Table 4.2 Organizational Structure & culture

Distribution on the representation on the feeling of whether Organizational Structure & culture affect the implementation of county strategies.				
Response Coding	Organizational Structure & culture	Agree	Don't Agree	Total
1	Organizational structure support the county strategy implementation,	7	1	8
2	Lack of cooperation among the senior officers affect the implementation of the county strategies	5	3	8
3	The county has developed a culture of implementation of county strategy	5	3	8
4	The existing physical organizational structure support strategy implementation.	2	6	8
5	the county government should improve their structure in the implementation of the county strategies	6	2	8
	N=5			

The findings of the study shows that many of the participants in the study were in agreement that organizational structure support the county strategy implementation and therefore there is need for good structure to support the implementation of the country strategies. Lack of cooperation and continued wrangles among the senior officers field by deep traditional difference of two major communities affect the implementation of the county strategies and this is one of the challenges in the implementation of the county strategies. On the other hand most of the respondents who participated in the study were

in agreement that the organization that the county has developed a culture of implementation of county strategy to ensure that all the strategies adapted by the county is properly implemented at all levels of county government.

While there were strategies in place put by the county government to implement the county strategies most of the respondents were of the existing physical organizational structure support strategy implementation with many having a feeling that the county government should improve their structure in the implementation of the county strategies as advised by Hill et al (2009) that while an effective organization culture ensure a well collaborated flow of command and information, a well organized and correct organizational structure is importantly crucial to enable the organization to implement its strategy.

4.3.3 Resources and Capacity

The findings of the study shows that all the respondents were in agreement that Proper recourses allocation and capacity building were important for the implementation of county government strategies.

Table 4.3 Resources and Capacity

Distribution on the representation on whether Resources and Capacity affect the implementation of county strategies.				
Response Coding	Availability of the resources affect the implementation of county strategies	Agree	Don't Agree	Total
1	There is enough technical support o for the implementation of the county strategies	3	5	8
2	There is proper budgetary allocation for the implementation of the county strategies	5	3	8
3	The human resource in the county has the required capacity	3	5	8
4	Lack of enough resources has affected the implementation of county strategies.	7	1	8
	N=4			

The findings of the study shows that availability of the resources affects the implementation of county strategies and when these resources are not available then the county strategies are not possible to implement. The response from the study established that there is no enough technical support o for the implementation of the county strategies and sometimes the technical capacity of the county is not able to meet the technical demand required in the implementation of the county strategies. On the budgetary allocation the study found out that there is poor budgetary allocation for the implementation of the county strategies and therefore most of the county government resolutions on the implementation of the developed strategies are not able to be done

effectively. As stated by Ryckman (2011) budgeting helps in financial planning used to estimate revenues and expenditures for a specific period of time. It is a management and planning tool, not just an accounting document. It assists in the allocation of resources to various activities in the county and is important in the implementation of county strategies.

While the other resources are crucial in the implementation of the county strategies many of the respondents felt that as much as this was important the human resource in the county do not have the required capacity to implement the county strategies that have been developed by the county government and sometimes rely on the human resource from the central government or the other counties to boost the human resource capacity in the county in the implementation of the county strategies.

4.3.4 Employees Involvement

The finding of the study also shows that employee involvement in the development of the county strategies affects their implementation.

Table 4.4 Employees Involvement

Distribution on the representation on whether employee involvement in the development of the county strategies affects their implementation.				
Response Coding	Involvement in the development of the county strategies	Agree	Don't Agree	Total
1	The employees are effectively involved in the development of the county strategies	5	3	8
2	The employees are properly allocated responsibilities in the implementation of the county strategies	3	5	8

3	The employees play their part in the implementation of the county strategies.	2	6	8
4	Effective training is required to equip the employees with the right skills for the implementation of county strategies.	7	1	8
5	There have been resistance from employees when seeking to implement strategy	3	5	8
	N=5			

The study had also sought to establish the employees' involvement in the development of the county strategies to establish whether the employees were involved properly as they are a great component in the implementation of the county government strategies. The study shows that the employees are not effectively involved in the development of the county strategies and therefore this affect the implementation of the county government strategies while many of the respondents were of the opinion that the employees are not properly allocated responsibilities in the implementation of the county strategies and therefore the employees are not clear on what responsibilities they have in the implementation of the county government strategies.

The findings of the study shows the employees in most cases do not play their part in the implementation of the county strategies and therefore affect the overall implementation of the county strategies. Implementation of strategies may require special skills in the implementation of the strategies at the county strategies. The findings of the study shows that the effective training is required to equip the employees with the right skills for the implementation of county strategies though the study also found us that there have been resistance from employees when seeking to implement strategy.

4.3.5 Challenges in the implementation

The finding of the study shows that for effective implementation of county strategies then there is need for the county government to be able to overcome the challenges that may hinder the is implementation.

Table 4.4 Challenges in the implementation

Distribution on the representation on the challenges in the implementation of the county strategies.				
Response Coding	Involvement in the development of the county strategies	Agree	Don't Agree	Total
1	In overcoming the challenges in the implementation of strategies the county government is training for the employees in the right skills	5	3	8
2	The county government is ensuring that there is proper allocation of proper budgets on the implementation of county government strategies.	5	3	8
3	The government is building proper technical capacity to help in the implementation of county government strategies	6	2	8
4	The o county government is putting place the right structures to ensure that the county government strategies are properly implemented.	2	6	8

5	The county government is developing effective cultures to ensure that the county government strategies are properly implemented.	3	5	8
	N=5			

The study had sought to establish the how the county government deals with the challenges of the implementation of its strategies. The findings of the study shows that in overcoming the challenges in the implementation of strategies the county government is training for the employees in the right skills and that many of the respondents agree that the county government is ensuring that there is proper allocation of proper budgets on the implementation of county government strategies.

The findings of the study also shows that many of the respondents felt that the government is building proper technical capacity to help in the implementation of the county government strategies though many of the respondents also felt that the organization is not putting place the right structures to ensure that the county government strategies are properly implemented and that there is more that the county government needs to do in order to implement the county government strategies.

Last but not least the finding of the study shows that the county government is developing effective cultures to ensure that the county government strategies are properly implemented. They were of the opinion that the county government cultivate a good culture among the staff to properly implement the county government strategies for more development.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1: Introduction

This chapter contains the summary of findings obtained from other respondents, conclusions made and recommendations containing the topic of the study. The researcher evaluates the findings and gives recommendations necessary. In conclusion the study contains the findings, recommendations and suggestions for future studies on the challenges in the implementation of county government strategies with reference to Mandera County Government.

5.2 Summary of Process Analysis

The study had sought to establish the challenges in the implementation of county government strategies with reference to Mandera County Government. Therefore the Dependent Variable (DV) is the « implementation of county government strategies. ». The measurement of the Dependent Variable is: the level of success of the activities meant to overcome the implementation challenges. The study will also test the challenges factors in the implementation of county government strategies. The first Independent Variable (IV) is organizational culture measured on the supportive activities of county strategy implementation. The second IV is organization culture in terms of the organization behaviour in the in the county government. The third IV is budgetary allocations which will be measured on how the county government allocates funds. The forth IV is human resource capacity which will be measured on how the employees are well equipped to implement the implementation of county government strategies.

5.3 Conclusions

5.3.1 Organizational Structure

The findings of the study shows that organizational structure support the county strategy implementation and therefore there is need for good structure to support the implementation of the country strategies and the county has developed a culture of implementation of county strategy to ensure that all the strategies adapted by the county

is properly implemented at all levels of county government. The study also found out that lack of cooperation and continued wrangles among the senior officers field by deep traditional difference of two major communities affect the implementation of the county strategies and this is one of the challenges in the implementation of the county strategies

5.3.2 Resources and Capacity

The findings of the study also shows that there is no enough technical support o for the implementation of the county strategies and sometimes the technical capacity of the county is not able to meet the technical demand required in the implementation of the county strategies and that there is poor budgetary allocation for the implementation of the county strategies and therefore most of the county government resolutions on the implementation of the developed strategies are not able to be done effectively.

The study also established that the county do not have the required capacity to implement the county strategies that have been developed by the county government and sometimes rely on the human resource from the central government or the other counties to boost the human resource capacity in the county in the implementation of the county strategies

5.3.3 Employees Involvement

The findings of the study shows that the employees are not effectively involved in the development of the county strategies and therefore this affect the implementation of the county government strategies while many of the respondents were of the opinion that the employees are not properly allocated responsibilities in the implementation of the county strategies and therefore the employees are not clear on what responsibilities they have in the implementation of the county government strategies. The findings of the study also shows that effective training is required to equip the employees with the right skills for the implementation of county strategies though the study also found us that there have been resistances from employees when seeking to implement strategy and that the employees in most cases do not play their part in the implementation of the county strategies and therefore affect the overall implementation of the county strategies

5.3.4 Challenges in the implementation

The study had sought to establish how the county government deals with the challenges of the implementation of its strategies and the findings of the study also shows that many of the respondents felt that the government is building proper technical capacity to help in the implementation of the county government strategies though many of the respondents also felt that the organization is not putting place the right structures to ensure that the county government strategies are properly implemented and that there is more that the county government needs to do in order to implement the county government strategies.

On the other hand in overcoming the challenges in the implementation of strategies the county government is training for the employees in the right skills and that many of the respondents agree that the county government is ensuring that there is proper allocation of proper budgets on the implementation of county government strategies. Last but not least the finding of the study shows that the county government is developing effective cultures to ensure that the county government strategies are properly implemented and that county government cultivates a good culture among the staff to properly implement the county government strategies for more development.

5.4 Recommendation

There is need for good structure to support the implementation of the country strategies and the county has developed a culture of implementation of county strategy to ensure that all the strategies adapted by the county is properly implemented at all levels of county government. There is also need for increased cooperation and reduction continued wrangles among the senior officers field by deep traditional difference of two major communities affect the implementation of the county strategies and this is one of the challenges in the implementation of the county strategies.

The county government needs to increase technical capacity for the implementation of the county strategies and it should train the employees to boost the human resource capacity in the county in the implementation of the county strategies. There is also need

for the county government to effectively involve the employees in the development of the county strategies and therefore this affect the implementation of the county government strategies. There is need for proper allocation responsibilities in the implementation of the county strategies and therefore the employees are not clear on what responsibilities they have in the implementation of the county government strategies.

On how to overcome the challenges in the implementation the county government should ensure that they put in place the right structures to ensure that the county government strategies are properly implemented and that there is more that the county government needs to do in order to implement the county government strategies.

5.5 Suggestions for further Studies

There is need for a study on the effects of capacity building on the implementation of the county government strategies.

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APPENDIX 1: Interview Guide

a): Introduction details

1. Your position in the County Government?
2. Number of years served in the position?
3. Do you think you identify with the County's mission statement?
4. Does the management carry out sensitization of staff on county strategy?

b) Organizational Structure & culture

5. Is the organizational structure supportive of county strategy implementation? Please explain.
6. What challenges has the existing structure posed in implementing county strategies? How has the county government responded to these challenges?
7. What challenges has the existing culture posed in implementing county strategies?
8. Do the available physical organizational structure support strategy implementation?

c) Resources and Capacity

8. Do the available resources, i.e. physical, technological, financial and human support Strategy implementation?
9. What challenges have resources and the existing capacity brought about in? How has the county government addressed these challenges?

d) Employees Involvement

10. What is the level of involvement of employees in strategy development? How did this affect strategy implementation?

11. How have employees influenced strategy implementation at Mandera County? Has there been resistance from employees when seeking to implement strategy?

e) How to overcome the challenges highlighted

12. How do you address challenges to strategy implementation?