

**CHALLENGES FACING IMPLEMENTATION OF
STRATEGIC PLANS IN NAIROBI CITY COUNTY,
KENYA**

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

NOVEMBER 2016

DECLARATION

This research project is my original work and has never been submitted for examination to any other University.

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D61/75158/2014

This project has been submitted with my authority as the university supervisor.

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ACKNOWLEDGEMENT

I wish to acknowledge some people and groups who made this project a reality. Special appreciation goes to my supervisor, Dr. Kennedy Ogollah for his guidance and professional advice when I was writing this project. I also wish to extend my appreciation to all the respondents at Nairobi City County Government for the support that they accorded to me when I was collecting data. Last but not least, thank you to the academic staff of the Department of Business Administration, University of Nairobi for their various contributions in one way or another.

DEDICATION

This project is dedicated to my family for their enduring love, support and encouragement when I was out to pursue my studies.

TABLE OF CONTENTS

DECLARATION.....	ii
ACKNOWLEDGEMENT.....	iii
DEDICATION.....	iv
ABBREVIATIONS AND ACRONYMS.....	vii
ABSTRACT	viii
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study	1
1.1.1 Concept of Strategy.....	2
1.1.2 Strategic Planning	3
1.1.3 Strategic Plan Implementation Practices	4
1.1.4 Devolved Government Systems in Kenya	5
1.2 Research Problem	7
1.3 Objective of the Study	9
1.4 Value of the Study	9
CHAPTER TWO: LITERATURE REVIEW.....	10
2.1 Introduction.....	10
2.2 Theoretical Foundation	10
2.2.1 Dynamic Capability Theory.....	10
2.2.2 Resource-Based Theory	11
2.2.3 Stakeholder Theory	12
2.3 Strategic Planning Management Practices	13
2.4 Challenges to Strategic Plan Implementation	14
2.4.1 Organization Structure and Strategic Plan Implementation.....	15
2.4.2 Organizational Culture and Strategic Plan Implementation	15
2.4.3 Leadership and Strategic Plan Implementation	16
2.4.4 Communication and Strategic Plan Implementation	17
2.4.5 Resources and Strategic Plan Implementation.....	18
2.5 Measures to Mitigate Strategy Implementation Challenges	19

CHAPTER THREE: RESEARCH METHODOLOGY	21
3.1 Introduction.....	21
3.2 Research Design.....	21
3.3 Data Collection	22
3.4 Data Analysis	22
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS	24
4.1 Introduction.....	24
4.2 Demographics	24
4.3 Implementation of Strategic Plans	25
4.4 Challenges Facing Implementation of Strategic Plans	26
4.5 Discussion of Findings.....	33
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS	37
5.1 Introduction.....	37
5.2 Summary of Findings.....	37
5.3 Conclusion	39
5.4 Recommendations.....	39
5.5 Limitations for the Study	41
5.6 Suggestions for Further Research	42
REFERENCES.....	44
APPENDICES	ii
APPENDIX I: Introduction Letter.....	ii
APPENDIX II: Interview Guide.....	iii
APPENDIX III: List of Counties in Kenya	vi
APPENDIX IV: Nairobi City County Map.....	vii
APPENDIX V: Research Authorization.....	viii

ABBREVIATIONS AND ACRONYMS

GDP	Gross Domestic Product
NCCG	Nairobi City County Government
RBT	Resource-Based Theory
ICT	Information and Communication Technology
KSG	Kenya School Government

ABSTRACT

A strategic plan can be valuable to an organization only if its implementation is properly executed. Implementation is the most essential part of the strategic planning process. To guarantee survival and success, firms do not only need to formulate strategies that seek to constantly maintain a fit between the organization and its environment but also must ensure appropriate process of execution of strategy at all organizational levels. This study was set out to examine the challenges facing the implementation of strategic plans in Devolved Governments using a case study of NCCG. The study adopted a case study research design to conduct an in-depth analysis of the challenges that faced implementation of strategic plan at the Nairobi City County Government. The study used both primary and secondary sources of data. Primary data was collected using interview guides consisting of open-ended questions. The interviewees comprised of 10 top managerial employees who were Four Chief Officers three Directors and three Deputy Directors. Secondary qualitative data was sourced from the NCCG documented strategies through review of relevant documents; key among them the County's (2015-2025) strategic plan. Data collected was analyzed through content analysis and it was used to extract key themes, arguments and concepts in the qualitative data collected from the ten respondents at the Nairobi City County Government. The study concludes that the challenges faced by Nairobi City County in implementation of strategic plans involved leakages in revenue collection, inadequate finances to invest in modern technology, lack of adequate and qualified employees, failure by the executive to involve the employees in key decisions, a mechanistic organisational structure, organisational culture, poor leadership and political interference. The study further concludes that to deal with strategy implementation challenges, Nairobi City County should: decentralize its functions to the Sub-counties and Wards, institute training and development programmes to change employees' culture, provide rewards and recognition to employees, allocate adequate funds and resources, elect and appoint competent and incorruptible leaders who represents change, system integration, adopting a flexible organisational structure and use of a two-way communication approach. The study recommends that Nairobi City County should ensure budgetary allocation with a 100% absorption rate to ensure adequate utilization of funds set aside for the implementation of strategic plans. This will enable the top management to support all the activities that concern strategic plans and provide an enabling environment for the employees to contribute effectively towards implementation of strategic plans. The findings obtained in this study are unique and specific to Nairobi City County and cannot be used to make generalization for all the 46 counties in Kenya. In future researchers should investigate the challenges that face implementation of strategic plans in all the forty seven counties in Kenya and hence relate findings and identify common features in the units of the devolved governments.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Strategic planning is an attempt to craft and deliver strategic decisions and actions that shape and lead an organisation while supporting its corporate goals (Bryson, 2005). Strategic planning is utilized by the top management to set priorities, lay focus and align resources including all the stakeholders towards achieving a common goal. (balancedscorecard.org, 2016). For a firm to successfully implement its strategic plan its must ensure that the set objectives guide the process of implementation. However, implementation of strategic plan is a difficult task which face various challenges namely inadequate resources, organizational culture, and organizational culture among others. These challenges hinder successful strategy implementation (Abok, 2013).

Theories anchoring the study are the Dynamic Capability Theory, the Resource-Based Theory, and the Stakeholder Theory. The Resource-Based Theory focuses on the strategic identification and use of resources to develop a sustained competitive advantage. The theory is relevant in explaining successful strategic plan implementation, and it is also a part of the larger strategic management theory family. The Dynamic Capability theory lay more emphasis on the firm's capacity to conform to organisational resources (Teece, Gary & Amy, 1997). The Stakeholder Theory on the other hand was developed by Freeman (1984). The theory discusses the importance to involve stakeholders in decisions and representing their interests.

Nairobi City County was created by the constitution of Kenya 2010 and is successor of the non-operational City County of Nairobi. It operates under the auspice of the cities and urban areas Act, the devolved governments Act a host of other Acts. Since the formation, the devolved Nairobi City County has had two notable strategic plans; the strategic plan 2013-2015 and Strategic plan 2015-2025. Since the County cannot achieve the strategic plans without capacity, the Nairobi City County has partnered with the Kenya School of Government (KSG) to build capacity (Okoth, 2016).

1.1.1 Concept of Strategy

A strategy is the direction and scope of an organization over the long-term which achieves advantage for the organization through its configuration of resources within a challenging environment, to meet the needs of markets and fulfill stakeholders' expectations (Johnson & Scholes, 2002). Porter (2008) defines a strategy as the creation of a unique valuable position involving a different set of activities. Mintzeberg, Lampel and Ghoshal (2002) view strategy as the pattern or plan that integrates organizations major goals, policies and actions into a cohesive whole. Ansoff (2009) on the other hand defines a strategy as the common thread among organizations activities and its product markets.

According to Ansoff (2009), a firm's performance potential is optimized when the following three conditions are met, aggressiveness of the firm's strategic behavior matches the turbulence of the environment, responsiveness of the firm's capability matches the aggressiveness of its strategy, and the components of the firm's capability must be supportive of one another. Mintzeberg et al. (2002) points out that strategy involves 5 Ps as follows, strategy as a plan, strategy as a ploy, strategy as a pattern, strategy as a position, and strategy as a perspective.

A well formulated strategy helps an organization to marshal and allocate its resources into a unique and viable posture based on its relative internal competences and shortcomings, anticipated changes in the environment and contingent moves by competitors.

1.1.2 Strategic Planning

Strategic planning involves diagnosing an organization's external and internal environments, deciding on a vision and mission, developing overall goals, creating and selecting general strategies to be pursued, and allocating resources to achieve the organization's goals (Raps, 2005). The challenge of managing public institutions in an efficiently and effectively has been debated over a prolonged period in public administration discipline. Literature mentions that the concept of strategic planning could bring another dimension on how to eliminate inefficiencies in the Public Institutions (Caymaza, Akyonb & Erenel, 2013).

According to Kipkorir (2013), strategic planning plays a critical role in the public institutions. Tuncikiene, Raudeliūniene and Stankeviciene (2010) established in their study that in the context of transformations, a rational means to increase the efficiency of public institution activity is strategic planning. Strategic planning is of significance in public institutions and its significance is based on the fact that it creates preconditions to stimulate the development process of the institutions' activity and the country's economy as well as to ensure its purposefulness by revealing, distributing, using and developing the institutions' potential (Tuncikiene et al., 2010). Thus, to deliver the best results in public institutions, strategic planning also requires effective information gathering, development and exploration of strategic alternatives.

Owing to this, strategic planning is an effective means to encourage harmonious development of institutions as well as of the state (Bivainis & Tuncikiene, 2009). Strategic planning can be a useful and even an instrumental tool in achieving better government (Young, 2006).

1.1.3 Strategic Plan Implementation Practices

Strategic plan will serve no purpose if there is no better way of adopting it in an organization (Lorette, 2016). The process of adopting a strategic plan in an organization differs from organization to organization reliant mostly on the specific strategic plan. The execution of a strategic plan is mostly intended to influence the performance of the main business in a strategy supportive manner (Pearce & Robinson, 2005). Lorette 2016 gives five steps that are involved in executing a strategic plan. These steps include; assessing the strategic plan, ensuring the existing strategic plan is realistic and provides resources required. The second step is to make a vision for applying the strategic plan, make known of the end results as well as the goals to be accomplished. The third step is to put up a member team that will implement the strategic plan. Fourth, plan to discuss the implementation plan progress, the selected strategic planning team members should be made aware of the set goals and objectives to be achieved. Fifth step, involve the top management where necessary; keep the organizational executives informed on what is happening and provide progress report of plan implementation.

Participation of each member of staff in the implementation process is necessary (Kroon, 2005). To make this possible, each subordinate, in conjunction with his manager, must determine what he must achieve within the overall plan. This is done by allowing the worker to decide on an end result to be achieved (Lorette, 2016).

Top management must continually monitor progress towards attaining the objectives and make adjustments where necessary (Kroon, 2005). Effective strategic plan implementation might also require an unusual set of skills and personality traits. It also requires managers to be able to connect concepts and concrete action-to see both the picture and detail (MacLennan, 2010). Thus firms should emphasize more on strategic plan implementation to realize the fruits of a strategy.

1.1.4 Devolved Government Systems in Kenya

The promulgation of the new constitution in Kenya in 2010 brought about a different system of government which had two levels, the national and central government headed by the President and the devolved county governments referred to as county governments, headed by governors (Obiga, 2014). Devolution is preserved in Chapter eleven of the constitution. It legalized the formation of a total of 47 counties, each with its own government as spelt out in the County Government Act, 2012. This Act created elaborate structures to ensure the full enactment and success of devolution. County governments are divided in two arms; the executive, the legislature in addition to the county public service board and the county assembly's service board. The creation of the devolved units of government means that services and self-governance have been brought closer to the people.

According to the Transparency International Kenya (2014), in order for devolution to be successful, there are several structures that have been set up including the office of the governor, the County Executive Committee, County Assembly, County Public Service Board, Senate and Women Representatives. According to (SoftKenya.com) the county government has the mandate to make laws, raise revenue from the public, set up policies, plan for budget and governance.

The county cabinet or the Executive Committee (CEC) is the top most organ for making decision it is composed of not more than ten members who run key service delivery departments.

1.1.5 Nairobi City County Government

Nairobi City County Government is one of the 47 counties brought about by the promulgation of the new constitution in 2010. It is the host for the capital city of the country. Nairobi City County Government also hosts almost all the headquarters of the central government and the biggest industrial town in the country and hence heart of economy of the country. The Nairobi County government is estimated to have 3 million plus residents and the number is expected to grow due to high numbers of rural to urban migration. Thee strategic management challenges facing Nairobi County government include zoning, privatization of the public transport which saw commuter fares rise and increased road accidents, high crime rate, fire safety measure not in place in most city suburbs, inadequate housing and informal settlements, poor sewerage and liquid waste condition, poor solid waste management and poor planning of the city (Wikipedia.org).

Omenya (2010) asserts that Nairobi County government face challenges such as issues of ethnic passions, conflicts, land disputes, internally displaced people (IDPs), poverty exclusion within the city, environmental degradation, Sanitation and waste management, unemployment, informal settlements among others. The Nairobi City County is divided into sectors namely: Trade , Cooperative development and Tourism Sector, Devolved Agriculture, Fisheries and Livestock, Devolved Housing, Devolved Medical Services, Devolved Urban Planning, Devolved Public Works, Devolved Education, Youth Affairs, Social Services, County administration, Public Service

Management, Sub-County administration, Internal Audit, Roads, Public works and Public Transport, Environment, water, energy and Forestry, Security, Compliance and Disaster Management, Human Resource, ICT, Security and Compliance, Investigation and Information analysis, Legal Affairs, Urban renewal and Housing, Supply Chain Management, Finance and Economic Planning, (Human resource charter, 2015). The defunct City Council of Nairobi did not have a strategic plan until 2006, Strategic plan (2006-2012). Currently, the devolved Nairobi City County has since had two notable strategic plans; 2013-2015 and 2015-2025.

1.2 Research Problem

A strategic plan is in vain to an organization if not properly implemented (Lorette, 2016). Implementation is the most essential part of the strategic planning process. For organizations to overcome environmental challenges well formulated strategies must be adequately executed at all levels (Thompson & Strickland, 2011). Indeed well thought strategies cannot guarantee achievement of strategic objectives unless there is proper strategy implementation. While strategic planning and implementation has been emphasized in many organizations, not much attention has been given to devolved governments.

The Nairobi City County (NCC) is the local authority governing the city of Nairobi, Kenya. It is one of the largest out of the 175 local authorities in Kenya (Public Sector, 2010). This authority is mandated to provide services such as housing, healthcare facilities, water and sanitation, emergency responses services, primary education, waste collection among other services. However, a study by Karanja (2014) found that the authority's ability to provide quality services was deteriorating because of lack of a clear strategic plan and poor leadership.

The authority should therefore consider adoption and effective implementation of a strategic plan to provide efficient and quality services. Globally, several studies have been done on this area of knowledge. For instance, Nartisa, Putans and Muravska (2012) examined strategic planning and management in public and private sectors in Europe and established that in public sector there is much emphasis on strategic planning element of management process. Locally, Messah and Mucai (2012) studied on the factors affecting the implementation of strategic plans in selected Government Technical Training Institutes in Kenya and established that weak influence of managerial behavior and weak institutional policies affected the implementation of strategic plans. Kisembe and Were (2014) investigated the challenges affecting implementation of strategic planning in management of secondary schools in Kiambu County and established that organizational resources, leadership and lack of training affect are the key challenges.

The empirical studies reviewed focused on challenges facing strategic plan implementation in other contexts other than the devolved governments for instance, Nartisa, Putans and Muravska (2012) studied on public and private sector organizations in Europe while Kisembe and Were (2014) studied on secondary schools in Kiambu County. It is Messah and Mucai (2012) who came close to tackling this problem but examined Government Technical Training Institutes instead of devolved government.

Thus none of the studies examined the challenges that face the implementation of strategic plans in Nairobi City County Government in Kenya. This is despite the fact that Nairobi City is the biggest industrial town in Kenya with a population of about three million residents and thus holds an important position in service delivery.

This brought a gap of knowledge that this study sort to bridge through answering the question; what are the challenges facing the implementation of strategic plans in Nairobi City County Government?

1.3 Objective of the Study

The objective of the study was to determine the challenges facing implementation of strategic plans in Nairobi City County, Kenya.

1.4 Value of the Study

The study will be of significance to the current theories by either supporting or challenging them through research findings. This study will provide an insight in understanding the challenges that face strategic plan implementation. The study will also form a basis for future research on challenges facing implementation of strategic plans in public organizations.

The outcome of the study will be advantageous to policy makers. They include the government and the national senate, in policy setting and overseeing implementation of strategic plans in the County government. This will expedite the process of strategy implementation hence bolster efficiency, accountability and transparency.

Management of Nairobi City County and other Counties in the country will consider this research value adding. It might be utilized to generalize the need and importance of strategic plans and appreciate the challenges facing their implementation. This will help Nairobi City County to develop effective strategic plans and be ready to deal with the challenges faced in implementing them.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review. It involves theoretical basis, strategy implementation, the challenges facing implementation of strategic plans and ways to mitigate these challenges. Further, it depicts divergent and collaborating studies in relation as a basis of the research objective.

2.2 Theoretical Foundation

This section covers the theories that guide this study; they are the Dynamic Capability Theory, the Resource-Based Theory, and the Stakeholders theory. The theories have been discussed in relation to the various research works of the proponents and the critics. This conversation has been achieved in view of the challenges facing implementation of the strategic plans as presented in subsequent sections.

2.2.1 Dynamic Capability Theory

This concept was developed from the work of Prahalad and Garry (1991) “Multinational strategy research leading to core competence of the organization.” This theory emphasizes on the capacity of an organization to purposefully adapt an organization’s resource base. Dynamic capabilities are defined by other authors as the ability to incorporate, put up, and reconfigure internal and external competencies to address highly unstable environments (Teece, Gary & Amy, 1997). Dynamic capabilities concept arose from a key limitation of the resource-based view (RBV) of an organization. Critics of RBV argue that it ignores factors that surround organizational resources and make assumptions that they merely exist.

Dynamic capabilities theory attempts to unite these gaps by taking on a process approach which cushions firms' resources and the varying business environment. Unlike a mechanistic structure, dynamic resources are quickly adopted by an organic one thereby boosting a firm's competitive advantage and hence exceeding stakeholder's expectations.

While the Resource Based View gives more weight on resource selection dynamic capabilities emphasize review and enhancement of resources. According to Bie and Qvenil (2012) dynamic capabilities are worthwhile to organizations whose long term goal is to and succeed survive in ever-changing and unstable business environments. Though the implementation of strategic plans may not lead the organization to move to the preferred position of sustained competitive advantage, the strategic plans may become the firms' competitiveness in the long term. This is especially unstable environments if they help it to progress, progress, incorporate, and incrementally release other resources. This theory tries to emphasis on using core competences to adjust short term competitive position that will be used to create the long term competitive advantages. This theory is criticized on various accounts such as lack of theoretical background, logical inconsistencies and inconsistency of explanations (Teece et al., 1997).

2.2.2 Resource-Based Theory

Resource-Based Theory (RBT) was put-forth from the exertion by Wernerfelt (1984). It is centered on the strategic identification and use of resources by a firm for developing a sustained competitive advantage. RBT assumes that the organization as a package of resources and capabilities.

These resources and capabilities are made up of tangible assets i.e physical, financial, human and intangible assets. This theory was modified by different researchers at different times. These include researchers such as; Lippman and Rumelt (1982), Rumelt (1984) and Makadok (2001). Lippman and Rumelt (1982) (adjusted the theory to include uncertain imitability) and Rumelt (1984) adjusted the theory by isolating mechanisms). Makadok (2001) positioned the resource based view with regard to varying firm unique resources. The strength of the theory that makes it relevant to this study is its view that organization resources and capabilities are the central considerations in formulation of its strategies thus they are the primary constants upon which a firm can establish its identity and frame its strategy for change (Grant, 2001). This theory is criticized on the grounds that it is self-varying.

The Resource based theory is also criticized on the grounds that resources can be configured differently without yielding a competitive advantage (Priem & Butler, 2001). The Resource Based Theory is also criticized on the grounds that it has limited prescriptive implications. The strength of the Resource Based theory that makes it relevant to this study is its emphasis on firm resources as determinants of effective strategic plan implementation.

2.2.3 Stakeholder Theory

The Stakeholder Theory was suggested by Freeman (1984) and expounded in his book “strategic management: A stakeholder approach. The theory defines stakeholder as any individual or group of individuals who have interest in the firm’s objectives. Managers in an organization should put forth associations with the suppliers, employees and business partners (Sundaram and Inkpen, 2004).

Scholars observe that the theory is important; they hold that there should be accountability of the organization externally and internally as business entity activities impacts the external environment. This theory is condemned on the basis of assuming a single-valued objective this is where gains that accrues to a firm's constituencies (Jenson, 2001). Jensen's (2001) states that there are other measures to measure how a firm has performed besides by benefits got by stakeholders. These measures include information flow from senior management to subordinate staff, working organization environment and interpersonal relations within the organization.

Stakeholder theory is relevant to this study because it is aimed at ensuring that the diverse needs of all the stakeholders are well represented. This is achieved through establishing a network of relationships with the stakeholders of the firm they include the suppliers, employees and the customers. This is part of the corporate goals of the firm. In this study, the leaders at the county government aspire to successfully implement strategic plans. To achieve this goal; they should engage the public who is the end-user of these services.

2.3 Strategic Planning Management Practices

Developments have taken place in the field of strategic management in particular its applicability in running organisations the past twenty years (Che Rose et al., 2009). According to Kisembe and Were, (2014), although the foundation of strategic management was at its best rooted in application, such as in business policy. The current field of strategic management has a strong theoretical basing, supported by substantial empirical research which is diverse in nature.

This development has brought about a dramatic change in the approach to strategic management that allows for its application even at the lowest levels of management and or in organizations that would not have in the early years of it has benefitted from strategic planning and management (Caymaz et al., 2013). Basing on these, it can be concluded that strategic management is more comprehensive compared to strategic planning. Various authors have observed the dilemma of strategy implementation, with others stating that it is a complex business challenges that managers have to overcome (Opano et al., 2015). Ungerer, Pretorius and Hernholdt (2007) suggest having a strategy is not going to yield results unless that strategy is implemented.

They put forward a cycle that should be followed in implementation of strategic plans. The cycle has the following stages a careful evaluation of current position and look at what the future holds, creating alternatives, formulation of a vigorous strategy plan and the implementation stage. Mintzberg (1998), as cited by Opano et al. (2015), argued that it depended on what one's opinion was on the strategy. Thus holding other factors constant, an organizations competitive advantage is dependent of its managers competencies in implementing strategy. (Hambrick, 2005).

2.4 Challenges to Strategic Plan Implementation

Implementation of strategic plans in the public sector is faced by a number of challenges. The main challenges include organizational structures, organizational culture, leadership, communication, resources, monitoring and evaluation. Subsequently, a literature review is presented that interrogates the relationship between these factors and implementation of strategic plans.

2.4.1 Organization Structure and Strategic Plan Implementation

Young (2006) observed that the organisation structure was an impediment in strategy implementation in South Carolina. Organisational strategy was found to be instrumental in aligning strategic plans to set goals, this was not easy to realize. It was found that a mechanistic structure inhibited the employees to participate in the implementation of the strategic plan this affected successful strategy implementation.

A comparative analysis by Simpson & Lyddon (2009) in Oxford found that a mechanistic structure supports an autocratic leadership which denies the employees the right to provide suggestion and information to the management this hinder implementation of strategic plan since some employees feel left out in critical decisions concerning the organization and thus they end up opposing. Johnson and Scholes (2010) indicate that a mechanistic structure hinders quick decision making and smooth functioning of the organization. This is because it accommodates the use of one-way communication that limits the employees to give feedback.

2.4.2 Organizational Culture and Strategic Plan Implementation

Organizational culture is a major impediment towards successful realization of the strategic plan. The observations made by Richards (2006) found that at least 60 percent of the firms were unsuccessful in the implementation of a strategic plan due to lack of a supportive culture to guide the employees' behavior and action to influence their support of the current strategy to enable its implementation. Sharma (2007) argues that the managers are highly involved in developing strategic plans; it is their duty and responsibility to align the organizational culture with the strategy in place.

In their study, Hill and Jones (2010) explain that organizations are unable to implement a strategic plan because of failure by management to integrate their culture with their strategic plans. They insist that organizational culture should support the implementation of strategic plans. Pearce & Robinson (2005) note that organizations fail to succeed in the implementation of strategic plans because of failure by their leaders to promote an innovative culture that allows them to engage and show interest in the employees by expressing support and giving feedback as well as collaborating with the employees rather than controlling them. This is in line with the citation made by Sharma (2007) further argue that culture play an important role in contributing positively towards a successful strategy implementation. Unsupportive culture limits interaction, communication this discourages exploratory and learning behavior which contributes negatively towards successful strategy implementation.

2.4.3 Leadership and Strategic Plan Implementation

Leadership influences implementation of strategic plan. A study by Cater and Pucko (2007) involving Slovenian service firms indicated that the major challenge towards the implementation of a strategic plan was inadequacy of management skills and reluctance from the side of employees to share knowledge and information with the top management, this impacted negatively on the implementation of strategic plan. This is consistent to Taylor (2007) who indicated that organizations failed to implement strategic plans because of the poor leadership which was associated with lack of commitment to get involved in turning the strategic plans into workable activities with effective results. They lacked a vision and direction to plan and align their employees to contribute effectively in the implementation of strategic plan.

This is supported by Thompson and Strickland (2007) who indicated that loss of direction and a vision by strategic leaders was a major setback towards attaining victory in the implementation of strategic plans. Awino (2007) studied the factors influencing performance; the findings revealed that to succeed in the implementation of a strategy, effective leadership was a key contributor. Awino argued that the top executives headed by the Chief Executive Officer (C.E.O) must show commitment through setting examples and being role models. The top executives should have an agenda that drives them in the implementation of a strategic plan that seeks to achieve the current needs of the end-users.

2.4.4 Communication and Strategic Plan Implementation

Communication is a challenge in the implementation of a strategic plan. The public sector utilizes a one way communication approach that does not consider the employees' opinion. This hinders them from expressing their views and participating in every step of the management process and hence impact negatively on the successful implementation of the strategic plans. This is consistent to a citation by made by Young (2006) who studied the challenges faced by the public sector in Columbia in the implementation of strategic plan. The findings revealed that strategic leaders used a bottom-up approach management style since it involved team input in the implementation process. Further, it was revealed that in a bottom-up approach team members took part in step of the management process. Bottom-up approach allows the managers to communicate objectives and value through planning. A survey conducted by Tuncikiene, Raudeliūniene & Stankeviciene (2010) of a 100 service firms in Europe found that a top-down communication approach discouraged the team members to be more creative since they were not given an opportunity to express their views.

In this approach, all the directions came from the top management, the expectation of the project managers were clearly communicated to all the employees. Aosa (2008) emphasized on the significance of having an open and flexible communication channels. He argued that this develops a positive attitude and a sense of belongingness to the organizations since their needs are adequately represented.

2.4.5 Resources and Strategic Plan Implementation

Lack or inadequate resources can impact negatively on the implementation of strategic plans. There are various resources that are considered key contributors towards the implementation of strategic plans. This study will look at human capital resources and budgetary allocation. A study by Lorette (2016) found that human capital was an essential resource of the organization. Well trained employees' are more efficient while their input is valuable towards successful strategy implementation.

Prahalad (2009) insists in enhancing their skills and knowledge in contributing effectively towards strategy implementation. In their study, Songer & Molenaar (2010) found that lack of adequate budgetary allocation was a key inhibitor towards successful strategy implementation. The process of implementation is expensive it requires a huge amount of resources to support all the activities involved in the implementation and to remunerate the implementation team. Pagdee, Kim & Daugherty (2011) posit that failure to plan and to allocate financial and organizational resources (tangible and intangible) is remains to be a major barrier that restrains organizations to succeed in the implementation of strategic plans.

2.5 Measures to Mitigate Strategy Implementation Challenges

To mitigate strategy implementation challenges the public sector should adopt a flexible organizational structure that supports strategy implementation while accommodating the current needs of the citizens. Prahalad (2009) notes that the structure of the public sector should allow flexibility among employees in order to multi-task. This improves reporting relationships between the employees and improves efficiency in the implementation of strategic plan.

The organizational culture represents the norms and values cultivated in the organization. The public sector should nurture a culture that unites employees towards similar goals. The cultural setting defines how employees' relate to one another and this has an effect on the performance of the organization. A supportive culture is inevitable in uniting and encouraging the employees to work towards implementation of strategic plans (Murray, 2011). To mitigate the leadership challenge of implementing strategic plans, the public sector should consider adopting a democratic form of leadership should be adopted to increase inclusion by allowing all the stakeholders to participate in key decisions. This will motivate the employees' by giving them a sense of belongingness. This will minimize resistance and enhance cooperation and result into successful strategy implementation (Bie & Qvenild, 2012).

A two-way communication is the most appropriate form of communication in the public sector. It provides a feedback mechanism to the higher level managers. Leaders are expected to uphold and maintain corporate governance practices that will allow open-up communication channels for improved efficiency in decision making and mutual agreements (Burnes, 2007).

A study by the Hay Group, a global management consultancy emphasized the importance of a two-way communication by leaders as an essential tool for successful implementation of a strategic plan (Lamb, 2009). The public sector should make adequate budgetary allocations to support implementation of strategic plans. Songer & Molenaar (2010) insists that the public sector should make sufficient budgetary allocations to support the activities involved in the implementation of strategic plans.

Human capital is an importance resource to the organization since they are the primary source of input to the organization. Employees' make an important contribution on the input of the organization, engaging employees' in training and development programmes helps to sharpen their knowledge and skills (Pearce & Robinson, 2005). The public sector should engage its employees' in constant training and development programmes to improve their skills in the implementation of strategic plans; this will improve their efficiency and minimize supervision costs.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the research methodology that was used to achieve the study objective. Research methodology refers to the procedures to be followed during data collection, data analysis and presentation of findings. It consisted of the following subsections: research design, data collection and data collection instrument, data collection procedures and data analysis.

3.2 Research Design

Thomas (2011) describes a case study as an analysis of events, persons, decisions, periods, institutions or other systems that are studied holistically by one or more methods. According to Kothari (2004), a case study research design is preferred because it provides very focused and valuable insights into phenomena that may otherwise be vaguely known or understood. This design was selected since it allowed the researchers to lay specialized emphasis on the thematic subject under investigation.

This kind of research design adopted an in-depth analysis of the challenges that faced implementation of strategic plan at the Nairobi City County Government. Researchers such as Mugasia (2012) have successfully used case study in their research work. Mugasia (2012) did a case study of challenges facing the implementation of strategies adopted by the Nairobi City County Government for effective revenue collection. Nairobi City County was considered ideal because of its uniqueness in terms of population, demographic heterogeneity and GDP proportion.

3.3 Data Collection

This study used both primary and secondary Sources of data. Primary data was collected using interview guides containing open-ended questions. The interview guides was structured into various sections. The first section focused on the demographic information of the respondents. The second section consisted questions implementation of strategic plans and the third section consisted of the challenges that faced implementation of strategic plans at the Nairobi City County Government while the fourth section consisted of questions on the possible mitigation measures on the challenges faced during the implementation of strategic plans.

The interviewees comprised of 10 top managerial employees drawn from various sectors who had a better understanding on the challenges facing implementation of strategic plans at Nairobi City County Government. They included Four Chief Officers three Directors and three Deputy Directors. Secondary qualitative data was sourced from the Nairobi City County Government's documented strategies through review of relevant documents, key among them the County's strategic plan and other relevant documentations.

3.4 Data Analysis

Data collected was analyzed through content analysis which was used to extract key themes, arguments and concepts of qualitative data collected from the ten respondents at the Nairobi City County Government. Open ended questions was analyzed through thematic summary analysis and presented in explanations and discussions. This form of analysis is obtained through prior understanding of theory.

Mugasia (2012) and Ruguru (2014) successfully used content analysis in their research studies. Content analysis method of analysis focuses on distinct themes that illustrate a broad range of meanings of a phenomenon rather than the statistical significance of the occurrence of specific concepts. It gives the interviewees autonomy to express their views while allowing the researcher to have control of the interview guide questions. Thomas (2011) ascertains that content analysis is applicable in giving details concerning the subject of discussion (Thomas, 2011).

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

The chapter consists of analyzed data which was collected using a case study of Nairobi City County from ten respondents. Content analysis has been done using this data. The analysis has been done in line with the main objective of this study which was to examine the challenges that faced the implementation of strategic plans in Devolved Governments using a case study of Nairobi City County Government.

4.2 Demographics

To realize the study objective, ten interviewees were targeted and scheduled for interviews. These included Four Chief Officers three Directors and three Deputy Directors. All the interviewees turned up for the interview sessions, this enabled the researcher to collect sufficient, accurate and reliable information for data analysis.

With regard to the departments in which the interviewees worked, the findings revealed that the interviewees worked in the following departments: Roads Transport and Public Works, Environment, Forestry, Energy and Natural Resources, Agriculture, Fisheries and Livestock, ICT and E-government, Administration, Environment, Security and Compliance, Sub-County Administration and Public Service Management. These departments were considered the most appropriate since they were involved directly in issues of implementation of strategic plans at Nairobi City County.

Concerning the managerial position held by the respondents, the findings revealed that the interviewees held the following managerial positions: Four Chief Officers, three Directors and three Deputy Directors. These positions highly exposed the interviewees to the challenges that Nairobi City County faced in the implementation of the strategic plans.

Majority of the interviewees had worked for Nairobi City County for a period of more than ten years apart from the acting Director who worked in Enforcement and Compliance Department having served for a period of four months. Having served for this duration, the interviewees understood the systems and procedures. This enabled them to be relevant in matters that pertained strategic plans and their challenges.

About the length of service that the interviewees had served in their present capacity, the results showed that majority of the interviewees had served for a period of at least three years, apart from the acting Director who was new at Nairobi City County having served in the position for two months only. In view of the aforesaid, it meant that the interviewees were skilled on matters of strategic plans and implementation challenges. The reason behind this was that they directly participated in decision making.

4.3 Implementation of Strategic Plans

From the results it was established that the key players in formulating strategic plans in Nairobi City County include executive; Chief Officers, directors, middle level managers such as the Sub-county administrators, Ward administrators, section Heads. Other stakeholders like business community, religious groups and opinion leaders took part in the development of strategic plans.

With regard to the person responsible for implementing strategic plans at Nairobi City County, the findings showed that the executive arm of the government was charged with the responsibility of implementing strategic plans at Nairobi City County. The findings revealed that all the employees' had a responsibility in the implementation. The executive provided direction and guidance to the employees on the implementation of strategic plan and what was required of them to successfully implement the plan. The executive acted as a symbol of unity in influencing the employees to work towards common goals through shaping the focus and enhancing their commitment to work towards achieving similar goals and set targets.

Concerning the time frame that was required to implement strategic plans in Nairobi City County, it was observed that ten years was the set out time plan that Nairobi City County was expected to implement its strategic plan. This was between 2015-2025; this period of time was considered sufficient for enabling Nairobi City County to plan for all the activities, resources and employees as well as aligning them towards strategic goals. This ensured that the organization moved in the right direction, the resources were allocated for the right activities and the activities were efficiently matched with the time.

4.4 Challenges Facing Implementation of Strategic Plans

One of the key challenges that faced implementation of strategic plans at NCCG was organisational structure. There was duplication of duties and functions of the employees which led to inefficiencies and increased costs. The structure of the organization was bureaucratic this slowed down the process of decision making and affects efficiency of activities that are aimed at achieving set goals and targets. These results are in harmony with Johnson and Scholes (2010).

However, these findings contradict the Dynamic Capability Theory which supports organic structure which allows fluid internal strength. This further affects efficiency in the implementation of strategy and hence prolongs the process of strategy implementation. Nairobi City County adopted a mechanistic structure which discouraged decentralization in decision making. This hindered efficiency since the Heads of Department could make any decision without the knowledge of the executive.

This implied that the middle level management lacked flexibility and conformed to the decisions of the top level management even when the current needs of a situation did not allow. This affected efficiency in strategic plan implementation while it denied middle level management flexibility to make decisions that could suite specific needs of a situation. This brought about unnecessary inefficiencies and increased costs since the middle level management had to wait for instructions from the executive to act. A mechanistic organisational structure affected how employees related in the organization; it limited the top management from interacting with their subjects and explaining to them about on the importance of change and how change would affect their roles and responsibilities in the organization.

The employees did not follow the chain of command which was critical in ensuring that the organisational activities and decisions were executed in an orderly manner. The interviewees cited cases where they were not involved in key decisions at the Nairobi City County. This impacted negatively on the implementation of strategic plans since the employees resisted because of fear of the unknown and the responsibilities which they anticipated to come with the new change.

The employees complained that they felt out of place and failed to understand the significance of introducing change at Nairobi City County. They felt that the management enforced things on them for their own gains. The finding revealed that the organisational structure adopted by the Nairobi City County hindered adoption and implementation of change. Because of the rigid nature of the structural setting at Nairobi City County, it was impossible to align the organisational structure in a manner that it could support implementation of strategic plans. Further, the findings revealed that the structural framework did not accommodate the changing needs of the customers.

The interviewees pointed out that the organisational structure was under review to align its functions with the devolved functions. They indicated that the structure had not been cascaded to the lowest level, this hindered flexibility and centralization of powers which led to inefficiencies by the County Government. It hindered implementation of strategic plans, the change process, the functions and the activities of the organization as well as the responsibilities of the top management and the employees. This impacted negatively on the reporting relationships between the employees and thus slowed down efficiency and execution of activities that supported implementation of strategic plans. These findings are consistent to Grant (2005) who argues that designing an organization structure that supports a strategy is quite difficult especially due to complexity of uncertainty that exists in the business environment. The organisational structure discouraged the employees from multi-tasking; this affected the reporting relationships between the employees and delegation of authority. This discouraged the employees from working faster and easier and this affected implementation of strategy.

Concerning how organisational culture adopted by Nairobi City County affected implementation of strategic plans, the employees had shared values, beliefs and principles which guided the manner in which the employees executed their roles and responsibilities at the Nairobi City County. The results unearthed that culture was outdated and did not support change instead it created a poor perception concerning change. This led to resistance to change since employees thought through change they would lose their positions.

It was discovered that the employees were satisfied with the old ways of doing things (status quo) and feared change. This also affected employees' behaviours and the manner in which the top management interacted with the employees. Although most of the employees embraced the old ways of doing things they indicated that culture united them however this form of unity did not support implementation of strategic plans since most employees were opposed to change. This made it difficult to integrate culture to support implementation of strategic plans.

The outcome maintained that the culture adopted by Nairobi City County created a huge disconnect between the top management and the lower level employees, this made it difficult for the top management to influence their juniors in working towards the same direction. This created a huge gap between the top management and the lower level employees; this is because the employees thought that the top management looked down upon them, this developed a negative attitude by the employees towards the top management and this impacted negatively on the implementation of strategic plan. Employees at the lower level of management felt demotivated by the actions of the top management and thought that the executive was using their positions to subject them to unnecessary torture. This impacted negatively on the coordination and cooperation of activities and events.

The interviewees pinpointed that there existed two cultural settings arising from devolution after 2013 general elections. They include: the dominant culture inherited from defunct City Council and the unpopular culture adopted by employees devolved from the central government. These two cultures were widely seen to conflict each other and thus hindered implementation of strategic plans.

With regard to how leadership style affected implementation of strategic plans at Nairobi City County, the interviewees indicated that the executive made little efforts to involve the employees in key decisions for instance implementation of strategic plans. The interviewees indicated that the executive did not explain to the employees about the vision and the mission. In this regard, they just gave instructions without showing any form of commitment that the executive had in ensuring that Nairobi City County was successful in implementing strategic plans.

The interviewees contended that Nairobi City County's top management failed to effectively provide an enabling environment to support implementation of strategic plans. The executive adopted a transactional leadership style where all the processes and procedures were centralized in one place. This style of leadership led to inefficient decisions which impacted negatively on implementation of strategic plans.

The interviewees indicated that the executive failed to provide adequate resources and facilities to support in the implementation of strategic plans. This made it difficult for the employees to perform their duties and responsibilities as expected. This thus hindered efficiency and effectiveness in the implementation of strategic plans making the employees demotivated and loss of vision.

The findings revealed that the executive failed to give them proper direction in the implementation of strategic plans. This demotivated the employees and contributed to lack of proper guidance which impacted negatively on the implementation of strategic plans. Further, the findings revealed that decisions were made from a central point; this limited the span of control this delayed implementation of strategic plans to get approval from the top management.

The findings revealed that there was a one-way form of communication from the top management to the lower level employees. The top management was not interested with feedback from the lower level employees. In some cases, the top management ignored insights and ideas from their juniors making it very difficult for them to exercise control and monitor their juniors. The findings revealed that majority of the employees at the County did not have an idea of the existence of the current strategic plan which was an indication that they were completely ignored in key decisions.

The lower level management was not involved in meetings and their suggestions and recommendations were not given key consideration. This created impediments towards implementation of strategic plans. The findings indicated that the management did not consider feedback mechanism from the lower level employees among other stakeholders whose views was important in enhancing success in the implementation of strategic plans.

The findings revealed that Nairobi City County had adequate resources however; the major problem was effective utilization of resources to implement strategic plans. The findings revealed that the County government lacked proper systems in place to ensure efficient decision making, flow and coordination of activities to support implementation of strategic plans. This brought about inefficiencies and delays

leading to huge costs which affected implementation of strategic plans. The County lacked a lean and efficient staff to contribute effectively and efficiently towards implementation of strategic plan. There was duplication of duties and inefficiencies by the employees; this was because many of the employees were in their old age and lacked skills and energy to contribute effectively towards implementation of strategic plan.

The interviewees agreed that there were conflicting organisational goals and responsibilities that affected implementation of the County's strategic plans. Majority of the lower level employees felt that strategic plans were implemented alongside their duties and responsibilities and hence they saw it as a disruption of their duties and responsibilities. The findings revealed that some employees thought that it would have been appropriate for the County to hire team of experts to implement strategic plans.

The case was different with the executive who thought that implementation of strategic plans was purely their role. They felt that through formulation and implementation of strategic plans, that was the most appropriate way to introduce change. They insisted that it was only through successful implementation of strategic plans that they could create a legacy and be remembered as agents of change.

It was discovered that the challenges that faced Nairobi City County in the implementation of strategic plans were inadequate resources and facilities to support in the implementation of strategic plans. They entailed both tangible and intangible resources. The other challenge is inadequate finances to invest in modern technologies and to support implementation of strategic plans and to motivate the employees to effectively focus their input in the implementation of strategic plans.

The County lacked more qualified and competent personnel to support in the implementation of strategic plans. The other challenge was lack of systems and process to support decision making and allocation and utilization of resources. Political interference was pointed out as a challenge that hindered effective implementation of strategic plans; it led to loss of focus and direction in the implementation of strategic plan by the Nairobi City County.

Other challenges that affect implementation of challenges included political interference which sometime led to changed priorities. In effective utilization of resources meant for implementation of strategic plans. Change of regimes which resulted into turnover of leadership this affected implementation of pervious strategic plans due to the belief that their formulation lacked objectivity. Conceptualization of projects and programmes that are inconsistent with the strategic plans.

4.5 Discussion of Findings

It was observed concluded that the challenges faced by Nairobi City County in implementation of strategic plans were organisational structure. Upon establishment of the Nairobi City County government, a new structure was to be designed to allow integration of the duties of Nairobi City Council with those of the devolved units. This process was found to be incomplete since it had not been cascaded to the lower level. Integration created synergy by bringing together diverse skills from both the defunct council and the units devolved from the national government. In addition, this improved efficiency in decision making and target achievement. These results contradict studies by Kitembe and Were (2014) and Messah and Mucai (2012) who indicated the organization limited collaboration among employees.

Similarly, since the process was not complete some duties at the lower level are still being duplicated between several departments. For instance, devolved social services under the defunct councils and those from the national government seemed to operate separately at lower level leading to duplication of duties. The interviewees were in concurrence with the conclusion of Young (2006) that organisational structure inhibited implementation of strategic plans. The organisational structure was found to be inadequate to support implementation of strategic plans.

The interviewees cited cases of existence of a communication strategy however; there was unclear communication policy that limited lower level involvement in key decisions. However, there have been efforts to engage stakeholders through public participation in budget preparation and other plans. These contradicts the observation made by Messah et al. (2012) who argued that there was no efforts to involve the stakeholders in key decisions.

The interviewees concurred that transactional leadership style that did not support incremental changes for strategic plans which were long-term for instance the County's ten-year strategic plan. This leadership style was not accommodative to the evolving economic and political environment. Interviewees agreed that a mixture of leadership styles would steer the implementation of long term strategic objectives better.

The findings maintained that the top management provided adequate in terms of resources and facilities to support implementation of strategic plans. This outcome is supported by the Resource Based Theory. RBT asserts the importance of top management support in providing resources and facilities to ensure that the environment is suitable for implementation of strategic plans (Grant, 2001).

On contrary to this, Kisémbé (2014), pointed out lack of top management support in implementing strategic plans, this affected strategic plan adoption. The other challenge was inefficient utilization of organisational resources which was attributable to inefficiencies and delays and this impacted negatively in implementation of strategic plans. In addition, resources earmarked for the implementation of strategic plans were diverted to other activities. Lack of adequately qualified employees with a relevant experience in the implementation of strategic plans; led to inefficiencies and increased costs in implementation of strategic plans.

Failure by the County executive to involve lower level employees in decisions this led to resistance to change and impacted negatively on the implementation of strategic change. Culture was also a major hindrance towards implementation of strategic plans at Nairobi City County, there was an entrenched culture and ways of doing things at the County which employees were used to. The employees were reluctant to cooperate and adapt to a new way of doing things. Some of the cultural practices used by Nairobi City County included impunity, tribalism, nepotism and misuse of power. These findings are consistent to Kisémbé and Were (2014) who indicated that the main challenges that faced the County government of Kiambu were as follows lack of adequate finances to adopt and implement the use of Information Communication Technology, lack of communication between the executive and the lower level management.

The findings revealed that the way to address the challenges that face implementation of strategic plans by Nairobi City County is through decentralization of functions to Sub-county and Ward levels, instituting training and development programmes to change employees' culture and their ways of doing things. The top management should give rewards and recognition to encourage the employee to work harder in the implementation of strategic plans. The top management should align strategic plans to match the organisational cultural setting to support implementation of strategic plans. Job rotation should be conducted to assess and separate hard working and lazy employees. This will ensure the employees work hard towards implementing strategic plans since it is easy to identify lazy employees. These findings are consistent to Murray (2011) who indicated that rewards and recognition and training and development programmes played an important role in motivating employees to participate in implementation of strategic plans.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter provides a discussion of the major findings and the conclusion that have been drawn from the analyzed data in the previous chapter. The conclusion and the recommendations drawn are meant to specifically address the study objective which was to examine the challenges facing the implementation of strategic plans in Nairobi City County Government. Mitigation measures to these challenges are provided.

5.2 Summary of Findings

With regard to the study objective, the findings noted that the challenges faced by Nairobi City County in the implementation of strategic plans included lack of adequate finances to invest in modern technologies to effectively lay an ICT infrastructure that integrates all the County functions and activities for improved communication sharing and minimization of costs. Inadequate resources such as facilities and competent employees to enhance efficient implementation of strategic plans, the findings observed that organisational resources and competent staff are key ingredients towards successful implementation of strategic plans (Prehalad, 2006). The other challenge involved resistance to change; the findings observed that the employees resisted implementation of strategic plans because the top management failed to involve them in decision making. This made the employees to lack a sense of belongingness as part and parcel of Nairobi City County. This is also supported by Johnson, Scholes and Whittington (2010) who insists on the importance of involving employees in decisions to mitigate resistance to change. Nairobi City County adopted a bureaucratic kind of a structure that was long, inefficient and complicated.

This process slowed down the process of decision making and approval took so long and thus delayed the process of implementation. This impacted negatively on the implementation of strategic plans. This also consistent to Thompson and Strickland (2007) who indicated that a bureaucratic organisational structure is rigid and fails to accommodate the changing needs of the customers. It is complicated and inefficient in decision making. The findings further revealed that the top management at the Nairobi City County adopted a transactional leadership style which was not accommodative of the changing future, rather it focused on status quo. This limited flexibility and ability of the County government to deal with the changing needs of the citizens; this led to dissatisfaction of public services.

The findings noted that the way to deal with the challenges that face Nairobi City County in the implementation of strategic plans is by allocation of adequate funds to support the activities and the functions of implementing strategic plans. Investing in modern technologies to enhance communication and integration of systems and adopting participative leadership style where all the employees are involved in key decisions. This will improve coordination and coordination of activities within and outside the organization hence contribute positively towards implementation of strategic plans. Hiring competent employees who are qualified and experienced this will improve efficiency in execution of activities and minimize costs. This will also improve the quality of decisions and contribute towards improved quality of services. These findings are consistent to Nartisa, Putans and Muravska (2012) found that allocation of resources, a two-way communication approach, use of modern technology and competent staff were important factors to consider when countering challenges of implementation of strategic plans.

5.3 Conclusion

The study concludes that the challenges faced by Nairobi City County in implementation of strategic plans were leakages in revenue collection, inadequate finances to invest in modern technology, a huge number of employees were aging and lacked skills, high redundancy, little supervision, failure to involve employees in key decisions, lack of communication, organisational structure, organisational culture, transactional leadership style and political interference. The study further concludes that to deal with challenges of implementing strategic plans. Nairobi City County should do the following: decentralization of its functions to the Sub-counties and Wards, instituting training and development programmes to change employees' culture and their ways of doing things, provide rewards and recognition to employees who record outstanding performances in implementation of strategic plans, allocate adequate funds and resources, appoint competent and incorruptible leaders, enhance system integration, adopt a flexible organisational structure and a two-way communication approach that allow feedback mechanism.

5.4 Recommendations

Nairobi City County should ensure accurate budgetary allocation with a 100% absorption rate. This will prompt adequate utilization of funds set aside for implementation of strategic plans. Hence, the top management can support all the activities that concern strategic plans and provide an enabling environment for the employees to contribute effectively towards implementation of strategic plans.

The study recommends that Nairobi City County should conduct regular training and development programmes. These programmes will give employees an opportunity to exploit their skills and knowledge in participating in implementation of strategic plans. This can create a positive attitude and minimize resistance to change.

The study also recommends that the top management executives should act as role models by setting good examples. Employees will get inspired and be encouraged to work hard in the realization of strategic goals. They should be careful in the manner in which they perform their duties and how they make decisions since they are held accountable for their actions.

Nairobi City County should consider adopting a flexible organisational structure whereby decisions and functions of the County can be decentralized to enhance flexibility and efficiency in decision making and procedures. This will improve efficiency in operations at the County government and boost the quality of services offered to the public. The management should consider reviewing the structure periodically to counter environmental changes.

The study also recommends that Nairobi City County should formulate strategic policies that are aligned to strategic goals and targets. A clear direction will be established to develop and implement an effective performance management system. This integrates all the stakeholders including the end-users as part of the strategic plan to ensure that the interests of all the stakeholders are well represented.

Nairobi City County should enhance their surveillance in the implementation of strategic plans through monitoring and evaluation. Regular audits should be carried out to assess the progress of implementation of strategic plans at the sector and department level. This will inform the top management about the weak areas that requires immediate attention.

The study recommends that Nairobi City County should effectively implement performance contracting in particular, rewards and sanctions as recommended by Heads of Department during performance appraisals. Employees who perform well should be recognized and rewarded to motivate them to continue performing while lazy employees should be sanctioned. This will cultivate a culture to perform and provide a favorable environment to implement strategic plans. Finally, the study recommends that Nairobi City County should allocate more funds to invest in modern technologies to digitize their systems and processes such as payment services. This will provide platform to effectively communicate the strategic plan to all stakeholders and more so, the employees. Integration between the front and the back-end will be achieved and hence minimizes leakages and achieve transparency in payment services by the County government.

5.5 Limitations for the Study

The study was limited to time and cost constraints which necessitated a case study of Nairobi City County. The findings obtained in this study are unique and specific to Nairobi City County and hence cannot be applied directly in another County or to make generalization of all the 46 Counties in Kenya. In other words, Nairobi City being in urban set-up experiences unique challenges in its management which cannot be compared to counties those are largely in rural set-ups.

The other limitation that was faced by the researcher during data collection was that the managers were too busy; this forced the researcher to interview a few of their deputies. The deputies might not have the same experience and knowledge as compared to their seniors who make key decisions at the County. Thus, the study might have been limited to important information which might have affected the accuracy and reliability of findings obtained in this study.

The study used an interview guide which uses only open-ended questions to allow the interviewee to have freedom of thought unlike the use of questionnaires that uses prescriptive questions that enable the researcher to collect large amounts of data. Use of questionnaires as data collection tools allows the researcher to adopt deductive reasoning which is used to establish hypothetical relationships between variables. The interview guide thus limited the amount of data collected.

5.6 Suggestions for Further Research

The study suggests that future researchers should conduct a similar study on the challenges that face implementation of strategic plans in all the 46 counties in Kenya. This will enable the researcher to compare findings and establish the common problems that face the County governments in the implementation of strategic plans. The recommendations can be made on how these challenges can be dealt with.

Future researchers should consider investigating the effectiveness of policy implementation with regard to strategy implementation by the County Government. This will shed more light on whether the challenges faced by Nairobi City County on the implementation of strategic plans emanate from failure by the County government or the National Government to cooperate in the implementation of strategic plans.

Further studies should try to establish the distinct roles played by the two Governments in the successful implementation of strategic plans. A similar study should be conducted in a country that is located within the East Africa region which adopts a devolved system of government which is similar in terms of size and areas of intervention. This will enable the researcher to compare findings in areas of commonalities and unique features. A conclusion can then be drawn based on concrete facts.

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APPENDICES

APPENDIX I: Introduction Letter



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE 13th September, 2016

TO WHOM IT MAY CONCERN

The bearer of this letter SAMWEL KIMANI NJOGU

Registration No. D61/75158/2014

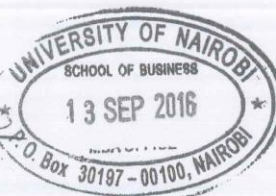
is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.


PATRICK NYABUTO
SENIOR ADMINISTRATIVE ASSISTANT
SCHOOL OF BUSINESS



APPENDIX II: Interview Guide

Section A: General Information

1. Name of the Sector/Department.
2. What managerial position/Designation do you hold?
3. How long have you been working for the Nairobi City County?
4. How long have you been working in your present capacity?

Section B: Implementation of Strategic Plans

5. Who is in charge of developing strategic plans in the Nairobi City County?
6. Who is responsible for the implementation of the Nairobi City County strategic plans?
7. What is the time frame of the current Nairobi City County strategic plan?

Section C: Challenges Facing the Implementation of Strategic Plans

8. Please share with me ways in which organizational structure affects implementation of strategic plans by Nairobi City County? Expound on your answer.

9. In your opinion, how does organizational culture adopted by Nairobi City County affect the implementation of strategic plans?

10. Please share with me how leadership styles adopted by Nairobi City County affect implementation of strategic plans?

11. Please share with me how communication style adopted by this County affects implementation of strategic plans? Please explain.

12. Does your County have adequate resources (including human resources) to effectively implement the County's strategic plan?

13. In your opinion, do conflicting organizational goals and responsibilities affect implementation of the County's strategic plan?

14. What are some of the challenges that affect the implementation of the County's strategic plan?

Section D: Mitigation Measures for the Challenges Facing the Implementation of Strategic Plans

15. For each of the challenges mentioned in **Section B** above, please tell me how they can be addressed with regard to the implementation of strategic plans by Nairobi City County?

Thank you for your time.

APPENDIX III: List of Counties in Kenya

1. Mombasa
2. Kwale
3. Kilifi
4. Tana River
5. Lamu
6. Taita Taveta
7. Garissa
8. Wajir
9. Mandera
10. Marsabit
11. Isiolo
12. Meru
13. Tharaka Nithi
14. Embu
15. Kitui
16. Machakos
17. Makueni
18. Nyandarua
19. Nyeri
20. Kirinyaga
21. Muranga
22. Kiambu
23. Turkana
24. West Pokot
25. Samburu
26. Trans-zoia
27. Uasin-Gishu
28. Elgeyo-Marakwet
29. Nandi
30. Baringo
31. Laikipia
32. Nakuru
33. Narok
34. Kajiado
35. Kericho
36. Bomet
37. Kakamega
38. Vihiga
39. Bungoma
40. Busia
41. Siaya
42. Kisumu
43. Homa Bay
44. Migori
45. Kisii
46. Nyamira
47. Nairobi

Source: Independent Electoral and Boundaries Commission

APPENDIX IV: Nairobi City County Map

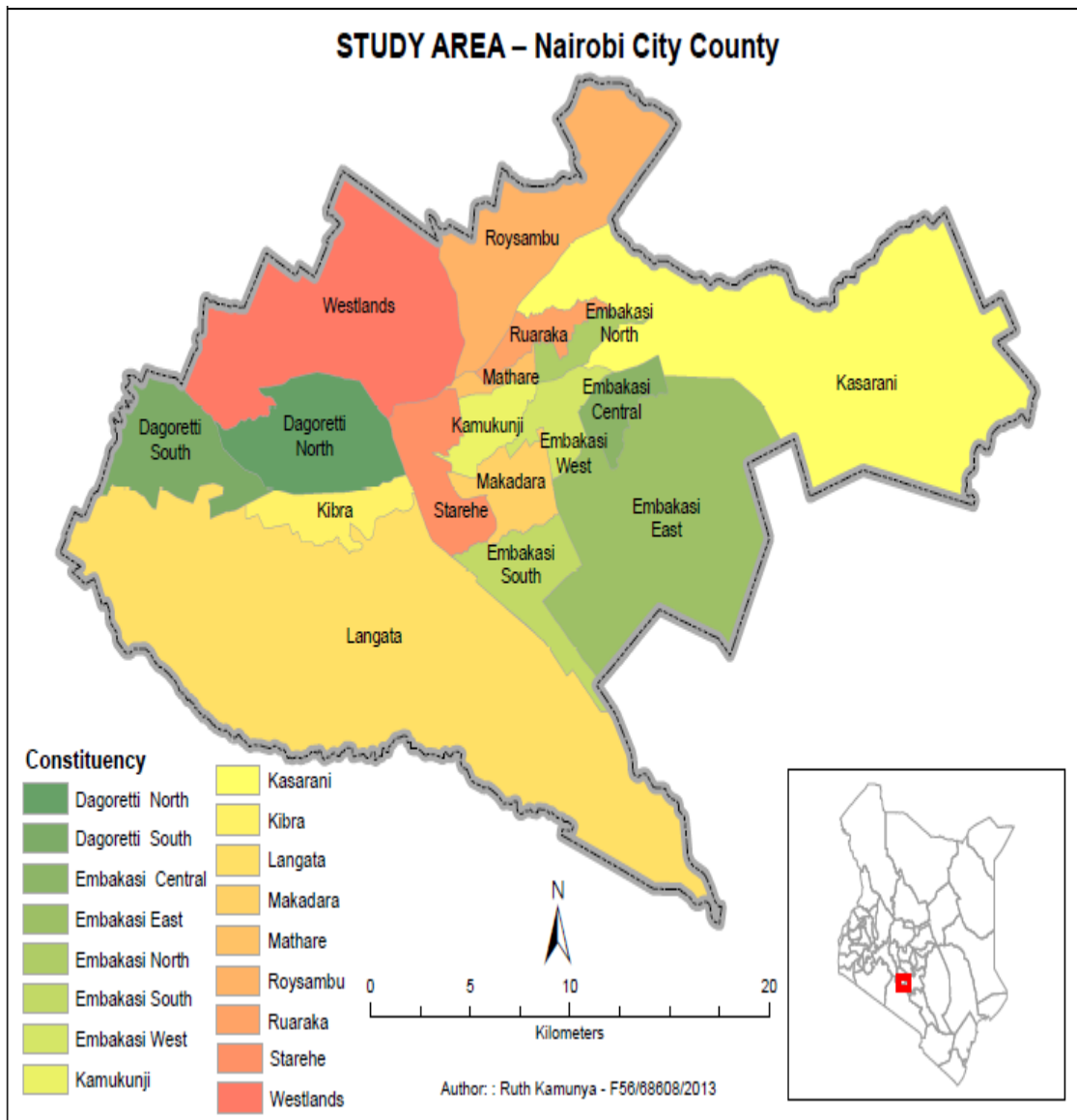


Figure 1 Source: University of Nairobi- Department of Geospatial and space technology

APPENDIX V: Research Authorization

NAIROBI CITY COUNTY

Telephone: +254 20 2221349
Web: www.nairobi.go.ke



City Hall
P .o. box 30075-00100
Nairobi
Kenya

DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT

Ref: HRD/3/4/948/2016

Date; 19TH SEPTEMBER 2016

SAMWEL KIMANI NJOGU D61/75158/2014
UNIVERSITY OF NAIROBI
P.O BOX 30197
NAIROBI

RE: RESEARCH AUTHORIZATION

Reference is hereby made to your application letter dated 13th September 2016 on the above subject;

The Nairobi City County has approved your request subject to the following;

1. The period of research will be Two weeks with effect from 20th September to 30th September 2016
2. You will be allowed to conduct interviews within the county premises to gather information.
3. You are expected to adhere to the rules and regulations pertaining to your research.
4. That during your research there will be no costs devolving on the County.
5. That you undertake to indemnify the County against any claim that may arise from your research study.
6. You are required to submit a copy of the final research document to the Human Resource Development Department one week after completion.
7. Research will be on "**Challenges Facing Implementation of Strategic Plans in Devolved Government a case of Nairobi City County**".

We wish you success in carrying out your research.

A handwritten signature in black ink, appearing to read 'Charles Choi', written over a horizontal line.

CHARLES CHOI
FOR: DIRECTOR HUMAN RESOURCE DEVELOPMENT