

**EFFECT OF STRATEGIC MANAGEMENT PRACTICES ON  
PERFORMANCE IN KENYA PRISONS SERVICE**

**BY:**

**ANDERSON MONGO MCHARO**

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**DECLARATION**

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

**ANDERSON MONGO MCHARO**

**D61/70726/2008**

Signature.....

Date.....

This research project has been submitted for examination with my approval as the University Supervisor

Signature.....

Date.....

**DR. JOHN YABS**

**SENIOR LECTURER**

**SCHOOL OF BUSINESS**

**UNIVERSITY OF NAIROBI**

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## **DEDICATION**

This thesis is dedicated to my lovely mother, Mercy Mrunde Mongo who offered me moral and financial support throughout the process of conducting this study. God bless you abundantly.

## ABSTRACT

In the last decade, there has been an acceleration of the magnitude and pace of change across the country. The Kenya Prisons Service (KPS) has not been left behind either. Strategic management practices focus on complex issues arising out of non-clarity and non-routine situations within the entire organization rather than a standalone challenge in a particular function. The operational regime in Kenya Prisons requires involvement in strategic management in order to execute its mandate. It is therefore necessary for the management to be involved in the strategic management process of the organization. Various studies have been done in the field of strategic management with the majority in the corporate organizations and private sectors while a few focused in the Public sector, what are the effects of strategic management practices on performance in Kenya Prisons Service? A case study research design was adopted. The study employed face to face interview as a primary data collection method. The data was analysed using content analysis. From the findings, it was established that the strategy formulation process in the organization projects follows a top-down approach while implementation process adopts a bottom up approach. The strategy implementation process cannot be free of any challenges and it is mandatory for the management to develop appropriate mechanism to reduce or eliminate the effect of these challenges by engaging the employees on corrective actions. Effective monitoring and evaluation of the strategies during implementation was found to be critical. The organization should be able to put in place measures for tracking down progress and facilitating learning and decision making in a quick manner and therefore increase the chances of achieving the same strategies. The study recommends that the management of KPS should consider changing the top bottom approach and embrace bottom top approach to enhance communication and ownership of the strategic plan. The study established that KPS don't have a strategy for rewarding their employees. The study recommends that KPS should hire the services of an external monitoring and evaluation expert so as to increase credibility and trust within the organization.

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## **LIST OF ABBREVIATIONS**

<b>KPS</b>	Kenya Prisons Service
<b>CGP</b>	Commissioner General of Prisons
<b>CCP</b>	County Commander of Prisons
<b>EDT</b>	Environment Dependency Theory
<b>GJLOS</b>	Governance Justice Law and Order Sector
<b>NARC</b>	National Alliance Rainbow Coalition
<b>OIC</b>	Officer in Charge
<b>RCP</b>	Regional Commander of Prisons
<b>SCP</b>	Structure-Conduct-Performance
<b>SWOT</b>	Strength Weakness Opportunity Threat
<b>KNCHR</b>	Kenya National Commission on Human Rights
<b>YCTC</b>	Youth Corrective Training Centre

# **CHAPTER ONE:**

## **INTRODUCTION**

### **1.1 Background of the Study**

Strategic management encompasses the development and management of strategic agenda of an organization. Without strategic management practices or other planning-focused practices, organizations employ a more reactive style of management (Bryson, 1989).

Open systems theory focuses on the relationship between organizations and the environment involved. This focus reflects on organization ability to changes in the environmental condition with or without the need for the information processing (Katz and Kahn, 1978).The industrial organization theory puts a focus on the market an organization operates in rather than the organization itself.

In the last decade, there has been an acceleration of the magnitude and pace of change across the country. The Kenya Prisons Service (KPS) has not been left behind either. Unfortunately, though, the Prisons Service has struggled with a legacy of oppression and wanton human rights abuses acquired during the colonial days and carried over the post-independence period. It also faced the challenge of the growing population of prisoners which resulted into overcrowding leading to congestion and deplorable conditions for prisoners. The prisons staff also lacked basic infrastructure and basic necessities. Reforms in Kenya Prisons were introduced through a resolution passed during the International Round Table Conference on Prison Policy held on October, 2001 at Mountain Lodge in Nyeri. The resolution commonly

referred as *Mount Kenya Declaration* triggered reforms in KPS. There was a paradigm shift in focus from punitive to rehabilitative system of management.

Following the victory of the National Alliance Rainbow Coalition (NARC) in the 2002 general elections, the newly appointed Minister for Home Affairs began pursuing a policy of opening up prisons to public scrutiny in 2003 thus ushering in a fundamental shift in policy direction through what is famously known as the “Open Door Policy”. This allowed members of public especially Human Rights Activists and the Press access to prisons. Around the same time, the Governance Justice Law and Order Sector (GJLOS) reform program was initiated by the Government and donors with a specific focus on Penal reforms while providing technical and financial resources for the same. These developments required decisive and large scale strategic change to regain congruence between the organizational goals, the environment and the organization. This study seeks to establish the effects of strategic management practices on management of prisons in Kenya.

### **1.1.1 Concept of Strategic Management**

Strategic management has gained popularity in the last century. During that time organizations, has focused on long-term planning. Managers and entrepreneurs should have a strategy that includes contingency planning too (Fitzroy and Hulbert, 2010). Environmental scanning should be conducted through scrutinizing and providing information for strategic purposes. This helps in analyzing the external factors and internal environment. Next step is evaluation process which should be done frequently and strive to improve it. Strategy

formulation is the third step process here the organization decides on the best course of action for achieving its objectives.

### **1.1.2 Strategic Management Practices**

Strategic management practices include being familiar with the organization strategic position and choosing strategy for the future and managing the strategy in action. The term strategic management underscores the importance of managers with regards to driving or leading the strategy. From experience, it is noted that strategies do not happen by accident. Strategies involve human resource in an organization that make decision, formulate and implement strategy (Johnson *et al*, 2010).

Robinson and Pearce (2011) definition reveals the following factors: Determining the mission, develop an organization profile, appraisal of the internal and external environment, setting of objectives, developing and choice of strategy, implementing and monitoring of the strategy. The strategic decisions and actions require top management support, substantial allocation of resources, future oriented, considers both internal and external environment considerations, and usually has multi-functional and multi-business consequences.

The Strategic management practices require managers of all level of the firm to interact in planning, implementation and evaluation. The process involves business, functional level planners, corporate, and support personnel. At every functional level the strategic activities are more narrow, specific, action oriented, short term and with lower risk but few opportunities.

### **1.1.3 Organization Performance**

Organization performance is the prescribed indicators of or measure of standard efficiency, effectiveness and environmental responsibility such as productivity, cycle time, regulatory compliance waste reduction, Performance is a measure of doing something successfully; how a request was handled or the act of performing; using knowledge as different from just having it. This paper will use tools such as balanced score card to establish the effects of strategic management practices on performance in Kenya Prison Service

### **1.1.4 Kenya Prisons Service**

There were 319 members of staff drawn from the Police Force who were charged with the responsibility of holding 6,559 prisoners in 30 penal institutions. As time moved on, more prisons were established throughout the country. In 1911, the KPS was established as an autonomous agency and placed under the management of Commissioner of Prisons. At inception, imprisonment was purely punitive. On attaining independence, KPS was enacted by the Constitution of Kenya. Over time, there has been a paradigm shift in the management of prisons worldwide.

Today, the KPS comprises of 118 penal institutions, including four facilities for youthful offenders. It has a staff establishment of approximately 22,000 against 56,000 inmates. KPS draws its mandate from Prisons Act (Chapter 90) and Borstal Institutions Act (Chapter 92) laws of Kenya with the mission being to contain offenders in humane safe custody, rehabilitation and reformation, facilitation of administration of justice, controlling and training of young offenders.

KPS head is the Commissioner General of Prisons and the Deputy Commissioner General of Prisons. Under the Commissioner General of Prisons there are 10 directorates headed by directors as follows: - Director of Administration and Personnel, Director of Operations, Director of Legal/Human Rights/Research and Statistics, Director of Planning and Development, Director of Rehabilitation and Welfare, Director of Prisons Enterprises, Director of Prison Health Services, Director of Gender/NGO/Sports, Director of Inspection & Complains, and the Commandant Prisons Staff Training College. Kenya Prisons is further decentralized into 8 regional commands and 47 county commands. The regions are headed by Regional Commanders of Prisons (RCP) while the counties are supervised by County Commanders of Prisons (CCP). There are various stations at the counties with each prison headed by an Officer in Charge (OIC). The service is organized as a disciplined force with the military/police ranking style.

Prison facilities are mainly classified as Maximum Security Prisons, Medium Security Prisons and Open Prisons. There are 9 Maximum Security Prisons holding prisoners sentenced for 10 years to life imprisonment as well as those sentenced to death. They also serve as remand homes for high risk remand prisoners. Kamiti Maximum Security Prison is one of the facilities in this category.

The next category is called Medium Security Prisons which are designed to hold prisoners serving between 5 - 10 years as well as serving as remand homes for murder, robbery and ordinary remand prisoners. There are 46 prisons in this category. The last category of

prisons is identified as Open Prisons which comprise of 63 institutions mainly located at the counties. Open Prisons hold prisoners serving between one month and five years' imprisonment as well as remands that are assessed to be of minimum security risk. The majority of Open Prisons serve as farm prisons while others engage in vocational training programs which help in generating government revenue.

The democratization and enlightenment on human right issues in the 1990s made it apparent that the Prisons Service capacity to effectively discharge its mandate was dwindling. The service was facing systemic problems both touching on poor prisoners and staff welfare, inefficient criminal justice system, inhuman and degrading treatment of offenders, financial mismanagement and poor governance. Reforms in Kenya Prisons were introduced through a resolution passed during the International Round Table Conference on Prison Policy held on October, 2001 at Mountain Lodge in Nyeri.

## **1.2 Research Problem**

Strategic management practices focus on complex issues arising out of non-clarity and non-routine situations within the entire organization rather than a standalone challenge in a particular function. Managers who are mainly used in managing daily routine issues found it a major challenge to apply strategic management practice as a means of managing the enterprise (Johnson et al, 2010).

According to Scholes & Johnson, (2002) an organization should be familiar with internal resources, the expectations and influence of stakeholders, competences and external environment for the strategic management practices to be successful.



The operational regime in Kenya Prisons requires involvement in strategic management in order to execute its mandate. It is therefore necessary for the management to be involved in the strategic management process of the organization. Various studies have been done in the field of strategic management with the majority in the corporate organizations and private sectors while a few focused in the Public sector. In her research, Osano (2013) focused on stakeholder involvement in strategic management process in health based, non-governmental organization in Nairobi County, Kenya. Mutindi (2013) focused of strategic change management practices of international non-governmental organizations in Kenya. Kathama (2012) conducted a research study on performance focused on strategic planning practices incorporating state corporations. Ochieng (2013) also focused on strategic change management practices and performance of non-governmental organizations in Nairobi, Kenya.

Strategic management has been widely practiced in the country especially commercial and manufacturing companies due to their competitive environment in the market, there are few documented proof of strategic management processes on prisons in the country. This study seeks to fill the existing research gap by answering the following research question, what are the effects of strategic management practices on performance in Kenya Prisons Service?

### **1.3 Research Objective**

The study objective was to establish the effects of strategic management practices on performance in Kenya Prisons Service

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

The finding of the study contributes to the theory of Environment Dependency by Ansoff and Sullivan (1993) regarding the strategic management process. This serves as a stimulus for scholars and business researchers to carry out further research if there will be gaps which will be identified for further research. The findings will raise awareness on the policy makers at Kenya Prisons management on the benefit of a practical strategic management framework as a vehicle to organization effectiveness. This is of importance in the sense that it is a powerful tool for the managers who believes in change by adapting to strategic management practices from the traditional approach.

## **CHAPTER TWO:**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter lays focus on review of theoretical, conceptual and empirical literature along the study's conceptualization. First, the chapter presents literature on theoretical underpinnings of the study anchored mainly through the Environment Dependency Theories such as open systems, institutional theory and contingency theory.

#### **2.2 Theoretical Foundation**

The theories discussed were open systems theory, institutional theory, industrial organizational theory, and the Environment Dependency Theory (EDT).

##### **2.2.1 Open Systems Theory**

Open systems theory focuses on the relationship between environment and the organizations. The theory assumes that organizations are able to process information about own specific environment show more adaptation skills to shift in the contextual condition. Open systems approach views the organizations interaction with the external environment as vital for the organization survival and success in the open systems, any change in any elements of the system causes changes in other elements (Wang, 2004).

##### **2.2.2 Institution theory**

Contingency theory is a class of behavioral theory that states that the optimal course of action depends on the external and internal situation that there is no best way to lead an organization, organize a corporation or to make decisions. Instead, A contingent leader effectively applies their own style of leadership to the right situation (Fielder 1964).

Institution theory has been broadly used to study the diffusion and adaptation of organizational practices and focus (Bjorkman, Fey & Park 2007). The institutions consist of formal rules (property rights, law, constitutions) and informal constraints (code of conduct, taboos, sanctions, tradition, customs) (North, 1991).

### **2.2.3 Industrial Organization Theory**

The theory focuses on the market structures influence on the organizations strategy and decision making. Tirole, (1988) states that how a market is functioning and its structure is the idea behind the industrial organization theory but not the products, costs of an individual organization and conversion process (Ramsey, 2001).

This theory focuses on the market conditions and the whole industry an organization is in and the central analytical aspect can be used to identify strategic choices, which firms have in their respectively industry (Porter, 1981, Teece *et al.* 1997) which includes strategic management.

### **2.3 Strategic Management**

This is an art and science of implementing, evaluating, formulating the decisions that enables a Society to achieve its objectives. The concept has been relevant for some time now. Fitzroy & Hulbert, (2010) noted that entrepreneurs and managers do change their plans they should follow a strategy that included contingency planning. This means that organizations that are in similar business do have distinct internal environment to the other organizations and as

such do respond distinctively to the external environment. In so doing, the organization's strategic management practices will be significantly unique to the other organizations.

A broad and top-level strategic management can be compared with the specific and functional management sectors. Strategic management is relatively more important than any special functional area because all the functional areas come under the strategic management focus.

#### **2.4 Strategic Management Practices in Organizations**

Without strategic management practices or other planning-focused practices, organizations employ a more reactive style of management (Bryson, 1989). For successful strategic management practices, an organization should understand the influence of the competences, strategy of internal resources and external environment, and influence of stakeholders, the expectations and (Johnson & Scholes, 2002).

According to Pearce and Robinson (2004), strategic management plan will not be successful without first planning how employees will be reorganized according to a new strategy. The external influence is opportunities and threats while the internal ones are constitute strengths and weaknesses.

The mission of an organization distinguishes it from other organizations. It describes the market, Organization's products and technological areas of emphasis in a way that reflects the values and priorities of the strategic decision makers (Pearce & Robinson, 1991). When

organizations develop long range plans for the effective management of threats and opportunities knowing its weaknesses and strengths that is called strategy formulation. Specifying achievable objectives, corporate mission, setting policy, defining and developing strategies, are all part of the strategy management. A key feature of strategic management formulation is identifying the organization strength, weakness, opportunity and threats also known as SWOT analysis. The main purpose of SWOT analysis is identifying strategies that align with organization's capabilities and resources in the environment.

The action stage of strategic management is the strategy implementation stage. It is also concerned with the design and organization structure, resource and planning translation of strategy into organizational action through, (Johnson *et al*, 2010). The most difficult part of strategy management is the implementation because it requires commitment, sacrifice, and discipline According to Yabs (2010). When implementing strategies there is need to redirecting of market efforts and motivating individual into action, creation of an effective organization structure cultivate development of a strategy supportive culture.

## **2.5 Empirical Review**

Manguru (2011) did a study on strategic management practices influence on performance of Naivas limited. The research focused on this because performance of all organizations within an economic system is critical for economic growth and development. It is the source of employment, thus good standards of living. Data include all facts and figures collected first hand and documented materials from textbooks, interviews, published reports and the internet. Strategic management practices can be used in bridging the performance gap experienced by a firm. Organizations apply strategic management practices in their

operations which has a lot of influence on market conditions, employee knowledge and diversification of production line. Their success rests upon effective strategic management practices.

Onyango (2014) did a study on strategic management practices adopted by Kenya Commercial Bank Limited. The target interviewees were senior management at KCB who were directly involved in strategy. In relation to the strategic management practices adopted by KCB, the study revealed that the senior management in KCB has varied strategic management practices adopted in their organization and they dedicate a lot of time, man power, technology and resources during the entire strategic management process. The study also established that the strategic management practices were implemented by the senior management following the six steps which are formulation of the company's mission and vision, implementation of the strategy, determination of the strategic objective, situation analysis, strategic evaluation strategic analysis control and choice. Study on the relation of strategic management challenges faced by KCB, the study revealed that they included challenges in organizational structure and challenges when monitoring the implementation of strategic management practices.

Kurgat (2015) conducted a study on strategic management practices and challenges at Nandi County Government. This research was carried out with the objective of establishing the strategic management practices adopted by the Nandi County Government and the challenges faced in adopting strategic practices at Nandi County Government. The research problem was studied by use of content analysis. The study found that although faced with challenges during the adoption of the strategic management practices like inadequate financial

resources, politics, human resource malpractices, liberalization of services and diseases like HIV/AIDS, it was established that the Nandi County practice good strategic management practices.

The study employed a descriptive qualitative case study research design. The draft strategic plan has the opportunities, vision, Strengths, goal setting, mission, core values, weaknesses, strategic choices, budget plans, threats, analysis, and stakeholder analysis. The draft strategic plan indicates that DVS is grossly underfunded by the National Treasury and therefore the resources for implementation would have to be mobilized from elsewhere, including donors.



## **CHAPTER THREE:**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter focuses on research design, methods of data collection, population, data collection instruments and procedures, and data analysis.

#### **3.2 Research Design**

A case study design which is a way organizing data and focusing on the what should be studied was used. The design used in when thorough investigation is needed when doing the research (Kothari, 2006). Case study was suitable because data was from a single source Kenya Prison Service head office in Nairobi and used to represent the effects of strategic management practices on performance in Kenya Prison Service.

#### **3.3 Data Collection**

The study employed face to face interview as a primary data collection method. An interview guide was employed as the sole research instrument. The researcher used the interview guide to gather information from the selected top management staff of Kenya Prisons Service as they are the ones aware of the effects of strategic management practices on performance in Kenya Prisons Service. The interview guide had open-ended questions. The study targeted sixteen respondents from Kenya Prisons Service Head Office in Nairobi. The study also used secondary data sources.

### **3.4 Data Analysis**

Content analysis was used. It enabled the researcher to look on the large volumes of data with ease. It is used to describe, discover individual focus, institutional, group, or social attention.

## **CHAPTER FOUR:**

### **DATA ANALYSIS, RESULTS AND DISCUSSION**

#### **4.1 Introduction**

This chapter presented analysis and interpretation of the data obtained from various respondents. The research objective was to establish effects of strategy implementation, challenges faced by Kenya Prisons Service in implementation and in monitoring and evaluation, and to determine the measures taken by the Service to address the challenges it faces during the Strategy Implementation process. Data collected from respondents was analyzed using content analysis for meanings and implications to establish the research findings.

#### **4.2 Strategy Formulation**

##### **4.2.1 Mission and Vision Statement of KPS**

The interviewees stated that the KPS has a mission and vision statement. The core values developed helps the employees to feel that they are part of the team. These values include: universal justice, integrity and leadership by example, credibility, meritocracy, teamwork, loyalty and discipline and the employees are able to identify under the organization values. The core values were confirmed by the Kenya Prisons Service charter and Prisons strategic plan 2013-2017. The interviewees also indicated that they have a strategic plan, but the document is rarely found in the penal institutions making it difficult to operationalize it.

#### **4.2.2 Development of Mission and Vision Statements**

The interviewees stated that the mission statement should be a brief statement of KPS developed to ensure that a correctional service of excellence is achieved. The interviewees also indicated that the development of the vision and mission statement is the top management's role is usually not reviewed. The interviewees indicated that it has been there for a while and is rarely reviewed.

#### **4.2.3 Communication of Mission and Vision Statements to Employees**

The interviewees stated that the statements are passed to workers through PowerPoint presentations, preparation of a visual aid, slide shows and other methods of communication should incorporate the items on the list.. They interviewees stated that KPS has a top-down communication, which is done through use of emails, signals, memos on the notice boards, loose minutes, morning parades and evening parade briefings. They however explained that the level of open communication is rare in lower functional levels due to a rigid organization structure. The mission and vision statement are also presented at meetings. This enables the message to remain positive and actionable. The interviewees also stated that the mission and vision statement are communicated through scheduled meetings.

#### **4.2.4 Development of Strategies for Operations**

In 2002, the Government spelt out a plan of reform for institutions of governance, in particular the Prisons Department. The open-door policy was immediately improved and all stakeholders were invited to take part in the reform process. In 2003, the department produced its first ever strategic plan (2003-7) with assistance of (KNCHR). The existence of

the plan is a success story confirming prisons embracing the results oriented management practice associated with modern public and private sector institutions.

The prisons department previously operated without a clearly documented scheme of service for staff. In 2004, the department initiated a process aimed at formulating a scheme of service for all categories of officers. Prior to the introduction of the open-door policy, prisons management culture was characterized by authoritarianism and lack of any result oriented objectives. This has changed and most prison commanders have embraced progressive style of leadership. Most senior officers are receptive to constitution engagement with their erstwhile critics, human rights and NGO's.

The department has ably attempted to entrench the open-door policy by the creation of the public relations office to handle issues of the communication policy and explain the official position to the public. The interviewees indicated that Kenya Prisons Service has a 5 year plan strategy. KPS has established the strategy implementation process which is currently on its third strategic plan for the period 2013 to 2017.

### **4.3 Strategic Implementation**

#### **4.3.1 Process of Implementing Strategies**

The interviewees indicated that the Commissioner General of Prisons, His Deputy and all the Directorates, Sections Heads, the Commandant and the Regional Commanders and the Officer in-Charges of all the penal Institutions are part of the implementation team. The officers involved in the strategic process are diverse and this is an indication that, the strategy implementation at Kenya Prisons Service is all-inclusive process.

Since Kenya Prisons Service has a strategic plan which covers the period 2013-2017, there has to be a strategy implementation practices for it to be accomplished. The success of an organizations strategy implementation process will depend on the level of involvement of stakeholders; both internal and external. It was found that the KPS had widespread consultation in process during the development of its strategies. However, the same consultation seemed to concentrate more on the senior managers and commanders.

The interviewees indicated that the strategy implementation process in Kenya Prisons Service there is use of annual action plans from the strategic plan. It outlines the goals and objectives that should be achieved in year it trickles down to section heads, regions, and to the station level. They develop control systems setting and planning on performance targets on a quarterly basis.

#### **4.3.2 Communication of Strategies to Employees**

The interviewees agreed that the same practice applied in communicating the mission and vision statement is applied in communicating the strategies. The strategies communication is done through emails, use of signals, memos on the notice boards, loose minutes, morning and evening parade briefings

#### **4.3.3 Employee Empowerment to Implement Strategies**

The interviewees indicated that the employees are not empowered to take corrective actions at the Kenya Prisons Service since it is usually done by the top management and not by junior or middle level staff.

#### **4.3.4 Employee Recruitment and Retaining Measures**

The interviewees stated that for employees to express how they are going to achieve the agreed performance targets they have to fill the individual work plans quarterly. The objectives are reviewed when need arises and each quarter to ensure that the set targets are re-examined to suit the current situations. It also emerged from the interviewees that KPS does not have a scheme or a policy of rewarding its staff according to their strategic performance targets achievement.

#### **4.3.5 Challenges Encountered in Strategy Implementation**

The practices adopted by the KPS assist in the implementation of the strategies in time. The supervisors do come from the Ministry Headquarters these direct supervisions often delay the projects. It was also confirmed that there is interruption in the distribution of the funds for the planned projects because of too much bureaucracy. They noted that there is a lack of cooperation from relevant senior officers; most of the equipment is obsolete, lack of finances and other resources as some of the factors affecting their implementation. Inadequate funds, obsolete equipment, lack of cooperation from relevant senior officers, inadequate information system for monitoring implementation and evaluation and the fact that most officers especially the ones in the field have not embraced information technology and consequently affecting the speed and communication of decisions made.

## **4.4 Monitoring and Evaluation**

### **4.4.1 Monitoring of Strategic Plan Success**

According to the interviewees, success of prisons strategic plan is monitored through the set indicators and targets from which objectives are met. Monitoring and evaluation is done by the planning committee which converts itself into a monitoring and evaluation committee. It undertakes quarterly reviews on the plans implementation.

The study established that all members of staff are not involved in continuous review of the strategic plan. The interviewees indicated that the review is usually done by the top management.

### **4.4.2 Employee Empowerment to take Corrective Actions**

The interviewees stated that main aim of empowering employees is to give them a voice on work related issues. These decisions range from exercising veto power over management decisions to offering suggestions. Some of the decisions are related to how jobs are to be performed, how supervisors are evaluated company policies, peer review, working conditions, work hours however the range depends on the organization. The study established that the employees are not empowered to take corrective actions at the Kenya Prisons Service.

### **4.4.3 Challenges Facing Strategy Evaluation**

The challenge facing evaluation of the strategic implementation as indicated by the interviewees is inadequate information system for monitoring implementation activities, the committee lacks credibility and transparency, decisions have to be first made from the



strategic management which delays corrective actions and adjustments that the strategy may need to ensure that the strategic plan has been implemented.

## **4.5 Discussion**

### **4.5.1 Strategy Formulation**

The interviewees indicated that it has been there for a while and is rarely reviewed. The statements are communicated to employees through the preparation of a visual aid slide show, PowerPoint presentations, and other methods of communication should incorporate the items on the list. In 2002, the Government spelt out a plan of reform for institutions of governance, in particular the Prisons Department. The open-door policy was immediately improved and all stakeholders were invited to take part in the reform process. In 2003, the department produced its first ever strategic plan (2003-7) with assistance of (KNCHR). The existence of the plan is a success story confirming prisons embracing the results oriented management practice associated with modern public and private sector institutions.

The prisons department previously operated without a clearly documented scheme of service for staff. In 2004, the department initiated a process aimed at formulating a scheme of service for all categories of officers. Prior to the introduction of the open-door policy, prisons management culture was characterized by authoritarianism and lack of any result oriented objectives. This has changed and most prison commanders have embraced progressive style of leadership. Most senior officers are receptive to constitution engagement with their erstwhile critics, human rights and NGO's.

The department has ably attempted to entrench the open-door policy by the creation of the public relations office to handle issues of the communication policy and explain the official position to the public. The interviewees indicated that Kenya Prisons Service has a 5 year plan strategy that is being implemented. It has established the strategy implementation process and is currently implementing its third strategic plan for the period 2013 to 2017.

These is in line with Ansoff (1965) who noted that the ongoing process of formulating strategies that are of benefit to the organization and its surrounding and creating harmony within and between organization is strategic management.

#### **4.5.2 Strategy Implementation**

The study established that the Commissioner General of Prisons, His Deputy and all the Directorates, Sections Heads, the Commandant and the Regional Commanders and the Officer in-Charges of all the penal Institutions are involved in the strategy implementation at Kenya Prisons Service. The officers involved in the strategic process are diverse and this is an indication that, the strategy implementation at Kenya Prisons Service is comprehensive process,

It was found that the KPS had widespread consultation in process during the development of its strategies. However, the same consultation seemed to concentrate more on the senior managers and commanders. The employees are not empowered to take corrective actions at the Kenya Prisons Service since it is usually done by the top management and not by junior or middle level staff. It was also revealed that there is no scheme or policy in place for

rewarding staff according to their achievement on strategic targets. Others stated that promotions are based on performance.

It was established that the implementation process had its share of challenges they argued delays of project are brought about by direct supervision because the supervisors are from the headquarters. It was also established that Work plans in most of the stations are lacking leading to funds being returned to the National Treasury at the end of the financial year.

They noted that there is a lack of cooperation from relevant senior officers; most of the equipment is obsolete, lack of finances and other resources as some of the factors affecting their implementation. Inadequate funds, obsolete equipment, lack of cooperation from relevant senior officers, inadequate information system for monitoring implementation and evaluation and the fact that most officers especially the ones in the field have not embraced information technology and consequently affecting the speed and communication of decisions made.

These findings were in line with According to Pearce and Robinson (2004) According to them, strategic management plan will not be successful without first planning how employees will be reorganized according to a new strategy. The success in strategic management is enabled by competences and resources of the organization making up its strategic capability its choice on strategic management practices, so there are internal influences. The internal factors are weaknesses and strengths, while outside ones are threats and opportunities. Successful strategic management practice is enhanced by competences such as skills and know-how.

### **4.5.3 Monitoring and Evaluation**

The success of prisons strategic plan is monitored through the set indicators and targets from which objectives are met. Monitoring and evaluation is done by the planning committee which converts itself into a monitoring and evaluation committee. It undertakes quarterly reviews on the implementation of the Plan.

The study also established that giving workers a voice in decisions about work-related matters is the main aim of employee empowerment. Authority in decision making ranges from exercising veto power over management decisions to offering suggestions in decision making. Possible areas for employee decision making involvement include working conditions, work hours, how jobs are to be performed, peer review, company policies, and how supervisors are evaluated, however, the range of decisions depends.

The study also established that the monitoring process also had its fair share of challenges. The challenge facing evaluation of the strategic implementation as indicated by the interviewees is inadequate information system for monitoring implementation activities, the committee lacks credibility and transparency, decisions have to be first made from the strategic management which delays corrective actions and adjustments that the strategy may need to ensure that the strategic plan has been implemented.

These findings were in line with Yabs (2010) who noted that Strategy evaluation and control can bring to attention of the management the potential and actual problems highlighting weaknesses in previously implemented strategic plans making it very important and it stimulates the control of performance.

## **CHAPTER FIVE:**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter provides of the conclusions, a summary research findings, and recommendations as observed by the researcher. It also provides suggestion for further research.

#### **5.2 Summary of Findings**

##### **5.2.1 Strategic Formulations**

KPS has a mission and vision statements. KPS has a documented five years (2013-2017) strategic plan being implemented 5 years' plan period. KPS has established the implementation process and currently implementing its third strategic plan. The creation of the vision and mission statement is done by top management and is usually not reviewed. They communicate through emails, signals and memos, loose minutes, evening parades plus morning parade briefings. In 2002, the Government spelt out a plan of reform for institutions of governance, in particular the Prisons Department. The open door policy was immediately improved and all stakeholders were invited to take part in the reform process. In 2003, the department produced its first ever strategic plan (2003-7) with assistance of (KNCHR). The existence of the plan is a success story confirming prisons embracing the results oriented management practice associated with modern public and private sector institutions.

### **5.2.2 Strategy Implementation**

The Commissioner General of Prisons, His Deputy and all the Directorates, Sections Heads, the Commandant, the Regional Commanders and the Officer in-Charges of all the Penal Institutions at Kenya Prisons Service are part of the strategy implementation. Through the Ministry Headquarters, The Kenya Prisons Service do direct supervision of the development projects.

During strategy implementation process KPS has in place numerous practices used in the implementation steered on the mission and vision control systems, planning, direct supervision, performance targets of the projects for development, from the strategic plan and partnership with the relevant stakeholders,

The study also revealed that on strategic performance targets, there was no scheme or a policy of workers on their accomplishments. The study also revealed that core values that bind all employees KPS has been developed.

The study established that there were challenges in strategy implementation at KPS they include: intended strategies taking much time than planned; insufficient international exposure and benchmarking; lack of inclusiveness in decision making; financial constraints; bureaucratic culture; underdeveloped Information Technology Network; lack of commitment from the management; few professional personnel; late assessment of Prisons Act Cap 90 and Borstal Institutions Act Cap 92; poor infrastructure, frail collaboration in the criminal justice administration networking; Meager donor support linkages, and absence of training curricula for prison officers.

### **5.2.3 Strategy Evaluation**

Success of prison strategic plan is monitored through the set indicators and targets from which objectives are met. Monitoring and evaluation is done by the planning committee which converts itself into a monitoring and evaluation committee. It undertakes quarterly reviews on the implementation of the Plan.

The study established that the employees are not empowered to take corrective actions at the Kenya Prisons Service. The interviewees showed that it is usually the top management and not by junior or middle level staff.

The challenge facing evaluation of the strategy is inadequate information system for monitoring implementation activities, the committee lacks credibility and transparency, decisions have to be first made from the strategic management which delays adjustments that the strategy may need to ensure that the strategic plan has been implemented and corrective actions

### **5.3 Conclusion**

The strategy implementation is a vibrant process in sustainability of the organization. It was established that the strategy formulation process in the organization projects follows a top-down approach while implementation process adopts a bottom up approach. This disengagement in strategy within the organization has in some ways brought about challenges in the success of implementing the set strategies.

The strategy implementation process cannot be free of any challenges and it is mandatory for the management to develop appropriate mechanism to reduce or eliminate the effect of these

challenges by engaging the employees on corrective actions. Another important conclusion from the study is that in the present day operating environment, in which the actions of an organization will affect and be affected by stakeholders, it is important that an organizations strategic process be all inclusive where the junior staff, community and non-governmental organizations views are accommodated in order to realize reduced resistance during the implementation phase.

Further, effective monitoring and evaluation of the strategies during implementation was found to be critical. The organization should be able to put in place measures for tracking down progress and facilitating learning and decision making in a quick manner and therefore increase the chances of achieving the same strategies.

#### **5.4 Recommendations**

The management of KPS should consider changing the top bottom approach and embrace bottom top approach to enhance communication and ownership of the strategic plan.

The management of KPS is supposed to come up with a scheme or policy in place that will be used to reward the staff according to their achievement of the strategic performance targets. The study established that KPS do not have a strategy for rewarding their employees.

The study recommends that KPS should hire the services of an external monitoring and evaluation expert so as to increase credibility and trust within the organization. The management should also empower their employees on corrective action as the study established that this is usually done by the top management only.



### **5.5 Areas of Further Study**

The study was to investigate the effects of strategic management practices on performance in Kenya Prisons Service. A study should be done on challenges of strategic management practices on performance in Kenya Prisons Service.

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**APPENDICES**

**APPENDIX I: AUTHORIZATION LETTER**



**UNIVERSITY OF NAIROBI  
SCHOOL OF BUSINESS  
MBA PROGRAMME**

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

P.O. Box 30197  
Nairobi, Kenya

DATE... 17-06-2016

**TO WHOM IT MAY CONCERN**

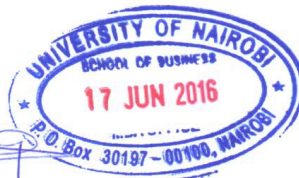
The bearer of this letter ... ANDERSON N. MCHARO  
Registration No. DG1/70726/2008

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

He is required to submit as part of his 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 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  
**PATRICK NYABUTO  
SENIOR ADMINISTRATIVE ASSISTANT  
SCHOOL OF BUSINESS**

## **APPENDIX II: INTERVIEW GUIDE**

### **EFFECTS OF STRATEGIC MANAGEMENT PRACTICES ON MANAGEMENT OF PRISONS IN KENYA**

1. Does Prisons in Kenya have vision and mission statements?
2. What are the policy documents for strategy formulation?
3. Describe the process of developing the vision and mission statements
4. Describe how vision and mission is communicated to employees
5. Are there objectives set for your organization?
6. Describe the process of setting objectives in your organization?
7. How do you communicate these objectives?
8. Does your organization prepare and document strategic plans?
9. What is the process of developing these plans?
10. Do you carry out situational analysis during the planning process? If yes, which tool and techniques do you use?
11. Which factors in the external environment and internal have an influence on the formulation of strategy in the organization?
12. How do you develop strategies for operations? What tools and techniques do you use?
13. What challenges does Prisons in Kenya face while responding to changes internal and external environment?

### **STRATEGY IMPLEMENTATION**

14. What is the process of implementing strategies at Prisons in Kenya?
15. How are the strategies communicated to employees?
16. In which ways are the employees empowered to implement chosen strategies?

17. What measures are in place to recruit and retain best employees?
18. What challenges have been encountered in implementation of strategies prison and how have they been dealt with?

## **STRATEGY EVALUATION**

19. How do you monitor success of prison strategic plan?
20. Are members of staff involved in continuous review of the strategic plan?
21. What influences review of the strategic plan and how often do you review the strategic plan?
22. Are corrective measures and procedures in the strategic management process institutionalized? If yes, which measures and procedures are in place?
23. Are employees empowered to take corrective actions?
24. Who is involved in strategy evaluation?
25. What are the challenges facing strategy evaluation?