CHALLENGES FACED BY GARISSA COUNTY IN THE IMPLEMENTATION OF DEVELOPMENT STRATEGIES
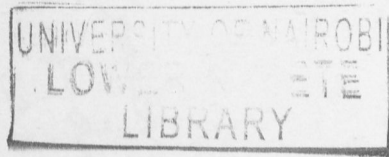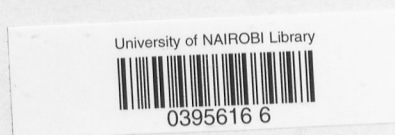
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A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

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DECLARATION

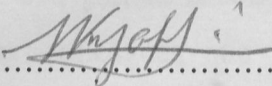I declare that this project is my original work and has never been submitted for examination in any other university.

SIGN.......................................

DATE..

PHILLIP OBARE OJUONDO

D61/75320/2009

I declare that this project has been submitted for examination with my authority as university supervisor

SIGN......................................

DATE....12/11/2014........

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ACKNOWLEDGEMENTS

DEDICATION

To my beloved family, Grace, Ian Barrack and Chris Ivy, forever there for me.

ABSTRACT

This study sought to establish the challenges faced by Garissa County in the implementation of development strategies. It also intended to identify' the possible remedial measures that could be put in place to address these challenges. These were the objectives of the study. Studies abound on the challenges of implementing strategy but most of these draw from the developed world or from other counties that share very few similarities with Garissa County. Garissa County has developed its own county development plans just like other counties. The implementation of this strategic plan is the responsibility of both National and county governments. Once again this arises from the fact the national government has the experience and resources to oversee matters to do with security. The nongovernmental agencies because of their specialized knowledge have been encouraged to deal with issues touching on maternal and child mortality. In driving this agenda the national government especially strongly to provide such faculties as healthcare workers and vehicles. It has however not been noticeably implemented. Quite a number appeared disillusioned with what a mission statement is all about with some actually confusing the mission statement with the codes of office. Even after the researcher explained what the mission statement was all about the responses were still that they were not aware of any document to that effect in Garissa County. Clearly then in order for strategy implementation to be smoothed, the national and county governments have to address the key challenges because inevitably there is a link between the availability of security and willingness to invest. Insecurity for both human and more human resources is a disincentive to investment Since the county model of government is relatively new in Kenya, not much has been studied on them Literature concludes that there is correlation between challenges to be faced in the implementation of strategy and the resources available to the implementing authority. Data was analyzed by use of content analysis since the data was collected from only one county which made it a case study. The findings are that for Garissa County the challenges in the implementation of strategy are political interference, poor infrastructure and very unfriendly climate. The author recommends the gradual cessation of political interference and upgrading of infrastructure.

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LIST OF ACRONYMS AND ABBREVIATIONS

ICT	- Information and Communication Technology
HIV/AIDS	- Human Immunodeficiency Virus/ Acquired immune deficiency syndrome.
KIA/ OOP	- Kenya Institute of Administration/ Office of the President
MSMEs	- Micro, Small and Medium Enterprises.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Strategic Management can be defined as the art and science of formulating, implementing and evaluating cross-functional decisions that enable an organization to achieve its objective (Ring and Perrr, 1985). The on-going process of formulating, implementing and controlling broad plans guide the organization in achieving the strategic goods given its internal and external environment. In this context, strategic management is an ongoing process which is in existence throughout the life of an organization; it is an ongoing process in which broad plans are firstly formulated than implemented and finally controlled. The strategic goals are those which are set by top management while the broad plans are made in achieving the goals, and internal and external environment generally set the goals. According to winter (2003) strategic management car be used to determine mission, vision, values, goals, objectives, roles and responsibilities, timelines among others. One of the management tools to realize these mandates of strategic management is known as strategic planning. It can be complex, challenging, and even messy.

The Provincial Administration is part of the public service that comprises of ministries, parastatals and other departments that is used as a tool by African governments to spearhead the implementation of the goals and objectives of development. There has therefore been a need to have the public sector administration improve the quality of life of citizens through the creation of government machineries that have efficient and effective management systems.

Garissa County covers an area of 43,931 km^2 . It borders Wajircounty to the North, Kitui and Tana River counties to the West, Somalia in the East and Tana River and Lamu counties to the South. The region has a projected population of 600,000. This is exclusive of about 500,000 refugees that are hosted at Ifo, Hagadera and Dagahaley refugee camps. The region has an annual population growth of 14.8% and an average density of 125 persons/km^2. The county comprises seven (7) sub counties i.eFafi,   Ijara, Garissa,

Lagdera, Balambala, Hulugo and Dadaab as the administrative units, with a total of 21, 65 and 91 divisions, locations and sub-locations respectively. In terms of local authority, the county comprises of the former Garissa county council, Garissa municipal council, and Ijara county council.

1.1.1 The concept of Strategy

Strategy of an organization is the roadmap towards attainment of its long term goals and objectives (Johnson and Scholes, 2002). Strategy implementation is the process of operationalization of the firm's strategy. This process integrates different functions of the organization (Ansoff, 1990). For an organization to be successful, it is very important to develop and pursue a sound strategic system. Strategic management helps in the formulation of effective organizational goals. The effective formulation and implementation of strategic management techniques can and would lead an organization to the path of success. The change process in any organization normally happens due to the awareness of the need for change.

Strategic management is the process, tools and techniques to manage the people-side of change to achieve the required business outcome (Lofstrom and Nevgi, 2007). Change management in the airline industry therefore incorporates the organizational tools that can be utilized to help individuals make successful personal transitions resulting in the adoption and realization of change. To ensure successful change, organizations introduce a change agent during the identification stage.

1.1.2 The County Governments and Administration in Kenya

The Provincial administration of Kenya divided Kenya into eight administrative provinces which were Nairobi, Central, Nyanza, Rift Valley, Western, Eastern, North Eastern and Coast Provinces. Each of the provinces was further divided into districts which were a combination of divisions. The divisions were formed from locations and sub locations. The modern Provincial Administration (now known as national administration) has the Regional Coordinators as the head of a region(a cluster of counties), the County Commissioner in charge of a county, a Deputy County

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Commissioner in charge of a sub county (formerly district), an Assistant County Commissioner in charge of a ward, Chiefs and Assistant Chiefs. The mandate has been limited to coordination of security and national government activities within the counties.

In its effort to perform and implement the given duties, the Provincial Administration has faced key challenges in its institutional capacity whereby there have been accusations of corruption, nepotism, inefficiency, poor coordination, poor management, institutional capacity and political interference. Challenge has also been experienced in desired multiple accountability whereby there is a dilemma as to whom the provincial administrators should be accountable to whether the national or the county governments. A decline in public service ethics is also another area of challenge where the traditional values of public service which entails equity, probity, integrity, moral conduct and political neutrality are said to be increasingly eroded. Among the issues here is the decline in staff morale. Another challenge is the access to ICT's whereby these resources have been in scarcity especially considering that the infrastructure in Kenya has been poor.

The Provincial Administration has configured its programs to address some of these challenges through good governance; reforms in the public sector; addressing sectoral needs e.g infrastructure upgrades; addressing basic and social services; mainstreaming of gender in development ; environmental conservation; addressing the land question and integrating the arid and semi arid land areas into the national economy.

1.1.3 Garissa County

Garissa County is an administrative county in the former North Eastern Province of Kenya. Its capital town is Garissa. Garissa County has a total population of 623,060. A male population of 334,939 and a female population of 288,121 (census 2009). Garissa has six constituencies namely: Garissa Township, Ijara, Dadaab, Lagdera, Fafi and Balambala. The county is low lying, with altitudes ranging between 70m and 400m above sea level. The area is hot and dry much of the year, receiving scarce rainfall in the range

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of 150mm -300mm annually. Frequent droughts and unreliable rains do not favour agriculture activities and the growth of pasture for livestock rearing. Tana River runs along the western

boundary of the county and is the only permanent natural source of water for Garissa town and the surrounding areas.

Seasonal Rivers (laggas) provide water during the wet season for both human and livestock, although they greatly interfere with road transportation. The county also hosts the Boni forest, a section of which is the Boni National Reserve, a protected wildlife conservation area.

1.2 Research problem

According to Pearce and Robinson (2005) Strategic Management is a set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company's [organization's] objectives. Koontz and O'Donnell (2001) get more specific by perceiving a strategy as strength in the face of possible taboos and similar force. This implies that strategic management comprises of four components: planning, decision-making, action, control and co-ordination in responses to the prevailing environment.

An analysis of the provincial administration in the Strategic plan (2005/06-2009/10) Office of the President, Provincial Administration and Internal Security, identified key strategic issues that surrounded Provincial Administration throughout the necessary continuity during transactions up to current Government and enjoyed political support while providing the necessary machinery for the management of public affairs over the years. In terms of economics, various parameters such as poor performance, low agricultural productivity, unemployment, low income, HIV/AIDs, landlessness, insecurity, poor infrastructure, gender imbalance and poor governance are viewed as the main factors that have, over the years, slowed national development in the country by increasing poverty levels thereby exerting a lot of pressure on the meager resources available for the Ministry of Internal Security to effectively carry out its mandate.

Socially the rapid spread of the HIV/AIDs pandemic has had its share of impact in this Ministry especially among the administrative officers. Due to the wide nature of its operations, characterized by geographical and social diversity, a myriad network of stakeholders and the nature of security services, it is therefore inevitable for the Ministry to embrace information and communication. It is apparent that geographical characteristics of the rural setups are technically stifled and therefore may not be able to discharge their duties sufficiently.

Garissa County has developed its own county development plans just like other counties. The implementation of this strategic plan is the responsibility of both National and county governments. It has however not been noticeably implemented. Since the county model of government is relatively new in Kenya, not much has been studied on them. This study therefore seeks to answer the following question: What are the challenges that Garissa County is experiencing in the process of implementing its development strategies?

1.3 Research Objectives

(1)To establish the challenges that Garissa County is experiencing in implementing its development strategies.
(2) To identify responses to the challenges faced by Garissa county.

1.4 Value of study

The administrators of Garissa County will benefit from this study in that they will be able to isolate the challenges they are experiencing and deal with them conclusively. The national government will also benefit immensely for it will now be possible to determine intervention strategies that it can put in place to ensure performance of the county governments.

There are certain donor agencies that are supporting the county governments in certain ways. For these, this study will enable these institutions understand the obstacles that county government may be facing in the implementation of their development strategies.

Other county governments will find the study useful in that they inevitably experience their own challenges but these challenges have a lot in common with those that shall be highlighted by this study.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter presents an extensive review of conceptual and empirical literature on strategy formulation, implementation and control. The literature review has been guided by the objectives of the study.

2.2 Theoretical background

Strategic planning in the public sector is a fairly new development. It entails the allocation of state resources against a background of a lot of political activity and therefore theories such as the social network theory and resource advantage theory become applicable.

2.2.1 Resource Advantage Theory

The theory was articulated by Hunt and Morgan (1995). Resource advantage theory is a general theory of competition that combines heterogeneous-demand theory with the resource- based theory of the firm. The theory assumes that demand is heterogeneous across industries and within industries. It assumes that superior financial performance is the key objective of the firm. The resource advantage theory maintains that the role of management is to recognize, understand, create, select, implement 'and modify strategies (Hunt and MadhavaramA2006). The theory categorizes resources into seven categories namely: Financial ,physical, legal. human. organizational, informational and relational, It argues that each firm in the market place have some resources that are unique to it that leads to competitive advantage. Under Ibis theory, it is assumed that marketplace positions of competitive advantage result in superior financial performance. The resource advantage theory maintains that consumer perceptions are the ultimate authority as to the value of the firm's market offering (Hunt and Morgan, 1995). The theory places great

emphasis on innovation that drives firms to learn through formal market research, intelligence gathering, benchmarking and test marketing.

2.2.2 Social Capital Theory

Social capital theory draws its theoretical foundation from games and network theory (Karlanct al., 2009). The theory holds that repeated interactions can create social capital by increasing trust and knowledge among people. It assumes that social interactions encourage norms of reciprocity and trustworthiness. Social capital is the internal social and cultural coherence of society, assumptions and values that exist among people and the institutions in which they are embedded. Basargekar (2010) views social capital as a facilitating collective action for mutual benefit It refers to quality of human relationship existing within some well defined social groups which has impact on achieving mutual benefits. Putnam (1995) describes social capital as features of social organization such as trust norms and networks that can improve efficiency of society by facilitating coordinated action. According to Kamukama and Natamba (2013) social capital leads to creation of creditworthy borrowers. Cohesive group, trust, peer monitoring and improved flow of information between customers and providers of credit.

2.3 Strategic Thinking

According to Crosby (1991) strategic planning and management are more than a set of managerial tools. They constitute a mind-set, an approach to looking at the changes in the internal and external environment that confront the manager. Using planning and management tools strategically, and then involves essentially a way of thinking, a mental framework or approach, as well as a set of analytic tools.

For strategic management to be effectively used the manager must develop a strategic mentality or outlook. The problem for the consultant is how to help the manager acquire that mentality.

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2.4 The Strategic Approach.

The strategic approach or mentality consists of four main elements: an orientation to the future, it has an external outlook, concentrates on ensuring a good fit between the environment and recognizes that the strategic approach is a process. The strategic management process as described by Crosby (1991) is as follows: Agreement on the Process is the first step; it is an agreement on how and when and by whom it will be carried out. Once an organization has agreed to engage in a strategic process, the first task is to determine what and where the organization is. What are the needs that the organization attempts to satisfy? Whose needs are they and what is the value of satisfying those needs? All too often organizations develop a service or a product and then fail to periodically examine whether or not that product actually satisfies a demand or whether satisfaction of that demand actually matters.

Step three is the identification of the organization's internal strengths and weaknesses. One way to examine these is to look at the organization's resource base (skill base, capital or financial resources etc) Does the organization have the wherewithal to achieve its stated Objectives or to put into motion its strategies? What are the levels of internal resources possessed by the organization? How available are they?

Step four involves an assessment of threats and opportunities in the external environment. While there is frequently a tendency on the part of managers to focus on the internal dimensions of the organizations, policy change and the often volatile nature of politics in countries undergoing major policy changes requires conscious exploration of the environment outside the organization.

Identification of key constituents and stakeholders, their expectations and resources follows next. The expectation and demands of constituents are key ingredients for decisions about what an organization will do and how it goes about carrying out its tasks. Stakeholders or constituents are those who have a direct interest in and are capable of influencing in some measure the outcomes or actions of the organization. Stakeholders provide the primary base of political support for the organization and in a significant way

is its raison d'etre. A rather wide range of actors might be included: competitors, beneficiaries, directors, employees, political parties, consumers, international donors, etc. What do these particular groups want from the organization? Are they satisfied with the current array of services and level of performance? Are there interests shifting? In which direction? And if so, will the organization be able to react favorably?

Step six is the identification of key strategic issues. The information generated by the preceding steps should identify a set of neither fundamental questions nor key problems regarding the fit of the organization within its environment. These problems might concern the organization's mission, its products or services, its clients, financing mechanisms, management, or relationship to certain stakeholders. Strategic issues are the principal problems that must be dealt with effectively or the organization can expect undesirable results. The effective treatment of strategic issues can signify fundamental change in how the organization goes about its business. Such issues may generate conflict within the organization since their resolution will produce winners and losers both internally and externally. The organization must be prepared to deal with that conflict.

Step seven is the design, analysis and selection of strategy alternatives and options to manage issues identified in step 6. Once issues and problems have been identified, strategies to solve those problems need to be identified. Generally, more than one option for dealing with the problem will be identified.

Then options must be examined for their comparative viability, feasibility, and desirability. Can the strategy work from practical as well as theoretical stance? Is the organization capable of carrying out the strategy? Is the strategy acceptable to those carrying it out and to those to whom it is directed? Does the organization have the human and material resources, does it have the know-how necessary, and is the appropriate organizational structure available for implementing the strategy? Will the strategy accomplish what the management wants and benefit those intended? Can the strategy be sustained, and can it adapt to the projected changes in the environment?

Step eight is the Implementation of the strategy. In the implementation of a strategy process there are two major parts to the process. The first step is the development of an action plan and the second part of implementation consists of actions aimed at marshaling and applying resources. Finally, step nine is the monitoring and review of performance. Strategic management assumes continual change. Therefore mechanisms must be developed for monitoring and analyzing the performance of the organization with respect to achieving the goals and objectives set in the action plan. As the environment undergoes changes or budgets go up or down priorities will also change. Resources flows may be uneven. All of these elements can alter performance, priorities and the desirability of certain policies. If the organization wants to maintain a good "fit" with the environment it must first be able to track these changes in order to adjust.

Through the strategic approach, the study seeks to establish how the provincial administration has undergone structural orientations as envisaged in the constitution and suited itself to the development strategies of the county and whether it has acquired new external outlooks in the process.

2.5 From Centralized Government to County Governments in Kenya

Provincial administration traces its origin to the colonial era. As contained in Management Training for Sustainable Development, a training manual for the reorientation of chiefs and assistant chiefs, it was set up at the beginning of colonial rule in Kenya to provide security to European settlers and to mobilize cheap African labour for European plantations, on the one hand, and to control and pacify the African population and render it amenable to colonial exploitation, on the other (KIA/OOP, 2006). It was introduced in order to ensure that colonial laws and policies were enforced. Its main functions were to collect taxes, maintenance of law and order and pacification of the natives in the colony. It also provided judicial services (lay services) and participated in legislative matters in local authorities.

The chief, then known as the Village Headman, was the prime instrument of the District Commissioners, then known as regional Agents, for the disposal of colonial government business.

The local native councils (LNCs) were established in 1924 and played an advisory role to the District Commissioners, levied taxes and made by-laws for the agriculture and education sectors. Also put in place were the African Tribunal courts. Whose main function was to adjudicate disputes, under Customary law. The district commissioner served as the "Court of Appeal "for the Tribunals. However, its relations with the other field departments remained weak. This pattern changed when the Mau Mau revolt occurred in 1952, and the subsequent declaration of the state of emergency.

The colonial field services were reorganized and placed under the provincial administration. The trend continued until Kenya attained independence in 1963 under the majimbo constitution when the provincial administration and other field departments were integrated into regional governments.

The provincial administration has since evolved to the current order with the Regional Coordinator as the head of a region (a cluster of counties), the Deputy County Commissioner as the head of the sub county (formerly the District), the Assistant County Commissioner as the head of a ward, Chiefs and Assistant Chiefs in that order.

The civil secretaries under the majimbo constitution were in charge of the organization and administration of public officers serving on the establishment of the region. They were merely seconded to regional governments by the central government that retained administrative control over them. In this way, the central government used the civil secretaries to undermine regional governments and their leadership. The regional governments were abolished in 1964 and the civil secretaries reverted to the provincial administration and became a pillar of Kenyatta's presidency and a tool to contain opposition to the regime. When Moi took over, the Provincial administration's coordinating role was enhanced.

The provincial administration, as currently constituted, has been reformed to remove the colonial mentality and made to conform to the needs of the current society. This has been possible through trainings and seminars on attitude change and good governance. The Management Training for Sustainable Development asserts that provincial administration of today is totally a reformed institution which has continued to discharge its mandate to the expectations of the Kenyan people (KIA/OOP, 2006). Hence the institution of Provincial Administration has fully embraced the principle of good governance and the rule of law.

The new constitution of Kenya which was promulgated on 27th August 2010 provides for the restructuring of the system of administration commonly known as provincial administration. Section 17 of the Sixth schedule on transitional and consequential provisions states:- "Within five years after the effective date, the national government shall restructure the system of administration commonly known as the provincial administration to accord with and respect the system of devolved government established under this constitution." Article 6 (2) states: "The governments at the national and county levels are distinct and inter-dependent and shall conduct their mutual relations on the basis of consultation and cooperation."

This study appreciates the vintage positions occupied by both the national and county government positions to steer development. It therefore envisaged that development in Garissa is practiced by the two levels of governments on the basis of inter-dependence, mutual consultation and inclusiveness.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The following section provides a description of the methodology of the study. The methodology of the study is understood to mean the procedure that the researcher used in conducting the study and the instruments used in performing the research including the methods of data analysis and presentation.

3.2 Research design

The researcher used a case study design. The research problem calls for a case study of the phenomena since it is focusing on a particular county and not a number of counties. According to Sikmund (1997), such kind of research design helps to gain an insightful understanding of the problem at hand .

3.3 Population of study

The population consists of the totality of the individuals, events or individuals that can provide responses to the questions of the researcher's interest (Mugenda and Mugenda, 2000). For purposes of this study the population consisted of senior national government officials and senior county government officials. This is because given the nature of the study these were the only respondents who could provide the information required.

3.4 Data collection

The researcher used an interview guide to collect primary data. Crowell (1999) argues that when the study is a case study interview guides are best suited for data collection. They tend to provide the researcher with ample opportunity to probe the respondents for greater insights into the issues at hand. Respondents consisted of senior officials in both National and County governments in Garissa County.

3.5 Data Analysis

Content analysis was used for data analysis. This is because content analysis makes it possible for the researcher to gather meaningful information by collectively examining the responses and getting the general feelings about the issue of interest from the responses provided. Content analysis generates information that is qualitatively strong if well done.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.0 Introduction

This chapter contains data analysis and presentation. Some discussion has been done after every subheading for relational purposes. The chapter is divided into two main parts that are meant to address the two objectives of the study.

4.1 Analysis of Personal Data

Responses were analyzed using content analysis and are presented as contained herein.

4.1.1 Personal details

The researcher administered the interviews to a total of 10 respondents in Garissa County. As indicated in chapter three, the respondents were national and county officials holding strategic positions and deemed to be in a position to provide the information relevant to the research. By gender, most of these respondents were male as indicated in Table 4.1.

Table 4.1: Respondents by gender

Gender	No	Percentage
Male	8	80%
Female	2	20%
Total	10	100%

The source in Table 4.1 indicates that 80% and 20% of the respondents were male and female respectively. This is because culturally Somali women do not occupy some

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positions in the society and they do not accept women leadership. On the other hand, the government also avoid posting women officers to this region due to such cultural issues.

Most of the respondents interviewed were aged 25 years and above as presented in Table 4.2.

Table 4.2: Respondents by age

Bracket	No	%
Below 25 years	1	10%
25 - 34 years	1	10%
35- 44 years	2	20%
45 years and above	6	60%
Total	10	100%

Source: Researcher, (2014)

Only 10% of the respondents were aged below the age of 25 years. It is evident that respondents aged above 45 years of age accounted for 80% of the respondents.

Table 4.3: Respondents by terms of service

Terms of service	No	%
Permanent and pensionable	8	80%
Contract	1	10%
Probation	1	10%
Total	10	100%

Source: Researcher; (2014)

According to table 4.3 indicates that 80% of the respondents were permanent employees. The rest of the respondents were either on contract or on probation terms.

Table 4.4: Period of service in Garissa

Period	No	%
Below 1 year	2	20%
2-5 years	2	20%
5-8 years	3	30%
8 years and above	3	30%
Total	10	100%

Source: Researcher; (2014)

Table 4.4 indicates that a majority of the respondents have served within Garissa County for a period of 5 years and above (60%). Those who have served for below five (5) years account for only 40%.

Table 4.5: Area of specialization

Specialization	No	%
Accounting professional	1	10%
Marketing professional	1	10%
Administration (Political science)	4	40%
Education	2	20%
Not clear	2	20%
Total	10	100%

Source: Researcher; (2014)

According to Table 4.5, most of the respondents are trained in political science (40%). Twenty (20%) of the respondents have a business training orientation. Surprisingly 20% could not place themselves in terms of profession.

Table 4.6: Level of Education

Level of Education	No	%
Tertiary college	4	40%
University - Bachelor degree	3	30%
University – Postgraduate	3	30%
Total	10	100%

Source: Researcher; (2014)

Table 4.6 indicates that most of the respondents at least 60% have attained university level of education. They either poses Bachelors or a postgraduate degree in one area or

another, 40% of the respondents have attended a tertiary college. It is evident therefore that all the respondents are or can be considered educated even if not necessarily in the field of strategic management.

4.2 Analysis of infrastructural Challenges in the Implementation of Strategy in Garissa County.

4.2 .1 Presence of a mission statement in Garissa County

When respondents were exposed to this question, most of them argued that they were not aware of the existence of any mission statement for Garissa County, Indeed there was near consensus on the lack of a mission statement. Quite a number appeared disillusioned with what a mission statement is all about with some actually confusing the mission statement with the codes of office. Even after the researcher explained what the mission statement was all about the responses were still that they were not aware of any document to that effect in Garissa County. For those few, actually only Two (2) who confirmed the existence of a mission statement for Garissa County. They were from the county executive and not from the national government executive.

4.2.2 Underdeveloped and or Dilapidated Transport Network.

The poor and dilapidated state of infrastructure in Garissa has led to low productivity, high production costs and uncompetitive and services. Further, the road networks in the county are concentrated in a few urban areas, with limited feeder roads in regions with resources endowments. This has resulted in the agglomeration of industries in areas with good road networks thus further creating disparities in regional industrial development.

4.2.3 Low adoption of Information and Communication Technology (ICT) .

The respondents submitted that there was very low level of adoption of information and communication technology. The low levels of penetration and high cost of ICT

infrastructure has hindered access and usage leading to low access to markets and technological information and increased cost of marketing and communication.

4. 2 .4 Inadequate, Costly and Unstable Supply of Energy.

The cost of production is high due to inadequate and costly supply of energy which is higher than main competitor countries. In areas with abundant resources, investors are compelled to provide alternative sources of power supply or relocate to areas where power is already available at the expense of incurring additional transportation costs. The unstable power supplies have caused investors to install power regulators large stand-by power generations at the expense of investment in actual productive activities.

4.3 Analysis of political, economic and social challenges

4.3.1 Low Value Addition and Narrow Export Base.

Most enterprises are still engaged in the production of low value added and limited range of products due to limited technological capability and limited information on national trade opportunities. These factors have contributed to limited scope for product diversification and expansion .This has hindered expansion of manufacturing activities. Industries in Garissa have not effectively kept pace with changing consumer demands and level of competition national markets.

4.3.2 Overlaps and ambiguity in Mandates and Functions.

Lack of clear boundaries in the institutional mandates and functions have caused distortions in the value chain, weak sectoral policies, overlaps and conflicts in policy implementation. For example, sugar milling, tea and coffee processing are manufacturing activities currently integrated in agricultural production under the Ministry of Agriculture while fish and fish products, meat, meat products and leather processing are also manufacturing functions under the Ministries of Livestock and Fisheries Development.

These ambiguities have been detrimental to development of the sector in terms of improvement of manufacturing and marketing efficiencies.

4.3.3 Low Technology and Research and development uptake.

The culture of embracing technology, innovation and R&D in the county is low and hinders its growth. In addition, there is lack of institutionalization of incentives for promotion and efficient use of existing, creation of new knowledge and flourishing of entrepreneurship activities which will increase the capacity and competitiveness of local enterprises. Low capacity for intellectual Property Rights is another disincentive to innovation in the manufacturing sector.

4.3.4 Influx of sub-standard, Counterfeits and Contraband goods.

The entry into the local market of sub-standard, counterfeit and contraband products has serious impact on the manufacturing sector. While manufacturers spend money in advertising, the presence of counterfeit goods is a major impediment hence reducing their market share. Counterfeit goods are a health hazard to the consumers.

4.3.5 Limited Access to Financial Services.

Lack of access to formal financial services such as credit products and trade guarantees have inhibited the competitiveness and growth of MSMEs both in rural and urban areas. In addition, insurance premiums are generally too high and unaffordable to most businesses. The current financial products available are mainly short and medium terms loans, however, industrial development requires long term financing. This has limited the availability of finance for industrial development. Besides, the level of interest rate spread is high as a result of provision for non performing loans and administrative costs. This has increased the cost of doing business.

4.3.6 Limited Production and Managerial Skills.

Strategic management and technical skills are not developed in a well structured and coordinated manner and very virtually absent in MSMEs found in the county. There is also a mismatch between the available technical skills and market demands due to poor linkages between training institutions and the industry. Many organizations still focus on cost reduction measures such as downsizing, and elimination for non core services rather than productivity improvement.

4.3.7 Gender disparity.

In some regions of the country, girls do not have the same opportunities in accessing education at all the levels as boys. Certain religious and cultural practices such as the marrying off girls at a very early age inhibit them fro attending school. Other factors that work against the education of the girl child include poverty in the remote rural areas, urban slums and other marginalized areas. In addition, girls mostly enroll for arts based subjects while boys enroll for science based subjects. This puts girls at a disadvantages in the labour market as they cannot compete favorably with their male counter parts. The effects of HIV/AIDS scourge have turned many girls into caregivers at the expense of their education.

4.3.8 High levels of insecurity in the county

All the respondents agreed that the biggest challenge in the implementation of strategy is security. They all concurred in reasoning that the absence of security threatens to derail every other aspect of life in Garissa County. The greatest source of insecurity according to the respondents was the presence of very many refugees whose entry is especially facilitated by a porous Kenya –Somali border. It is generally agreed that no meaningful development can be achieved without there being a secure environment. Conversely, there can never be any security in an environment devoid of development.

The Constitution of Kenya (2010) bestows security responsibilities upon the national government. Ideally, the security role cannot be an exclusive domain of any level of government. The county government has a legitimate interest in the provision of security services. The national government is especially mandated to develop mechanisms for driving the security agenda. It is instructive to note, however, that among the mechanisms so far established is the community policing concept that practically renders policing a collaborative activity between the national government and communities. The national government has the resources but, nonetheless, appreciates the invaluable role that beneficiary communities play in policing and security generally. Local communities are stakeholders in both development and security frameworks. The county government appreciates that its direct and indirect involvement in security through community policing is desirable if sustainable development is to be achieved. The national government, on its part, appreciates that only the bottom-up approach to security offers feasible solutions to insecurity. This is especially so because it encourages upward flow of information from the village level. This kind of information, if generated through mutual trust, is likely to be very accurate and actionable.

Respondents were categorical that insecurity is a major hindrance to development in the county. All were agreed on the negative impact that reported incidences of insecurity within the county have caused the area's pace of development. Garissa county is host to over 500,000 refugees who are housed at Hagadera, Ifo and Dagahaley refugee camps in Dadaab. These refugees have been a direct cause of environmental degradation through wanton harvesting of trees for construction and use as firewood. A large number of the refugees being hosted in the County are from the neighboring war torn Somalia.

The influx has been associated with the rampant proliferation of small arms and light weapons into Garissa and even other parts of the country. Respondents are unanimous that Garissa continues to bear the brunt of this influx. The county has experienced numerous blasts resulting from improvised explosive devices. It is noted, also, that cases of highway banditry are the norm rather than the exception. This hinders trade. Intercommunity feuds are a common feature in the county. More often than not, this is

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over location of infrastructural development projects that would otherwise be beneficial to the community in its entirety. Cases of water projects getting vandalized or abandoned over boundary disputes have been observed. Often, such differences degenerate into violent clashes resulting into massive losses. These are fueled by availability of small arms as earlier noted. These have in turn scared investors thus hindering development in the county. Respondents were therefore categorical that insecurity has to be stemmed if any meaningful development is to be realized in the county.

It was noted that fostering development calls for establishment and maintenance of partnerships between the national and county governments. Security remains a role of the national government but be that as it may, the county may not do much without this role discharged satisfactorily. A number of the respondents even suggested that the county should invest part of its energy and resources to provision of security services. The national administration is mandated to coordinate delivery of all national government services within counties. Article 189 (2) of the Constitution of Kenya (2010) provides that "governments at each level, and different governments at the county level, shall cooperate in the performance of functions." The county government should therefore not shy away from involving themselves in matters that relate to security. The national administration and the security agencies - though not part of the county's staff establishment - should, in this regard, be viewed as critical partners in the county's development paradigm. Most of the respondents agreed that the role they play is facilitative and indispensable in as far as development is concerned. Provision of security makes development possible and would attract investment into the county. It also ensures sustainability of the development infrastructure.

4.4 Discussion

Implementation of strategy requires a very clear view of one's intentions. The environments within which strategy is being implemented must themselves be quite supportive otherwise the entire exercise will definitely fail (Thomson and Strickland,2000). It is clear that group by the preceding discussion that the environment

for the implementation of strategy is very wanting, some of the identified environmental issues are man-made, while others are natural. These man made environmental issues such as culture, security infrastructure are controllable and can be addressed. However environmental issues such as harsh weather conditions may not be so easy to address. The infrastructure sector is characterized by a number of challenges that resolve around poor, inadequate and poorly integrated infrastructure, inadequate funding levels, out dated technology, insufficient technical skills and personnel.

Pretty and Gujit (1992) argue that to achieve a people-driven development requires reshaping of all practices and thinking associated with development and emphasizes that the process will have to begin with the people who know most about their own livelihood systems. The information elicited from the people would inform and enrich development planning. The best strategy would be to develop their knowledge and skills. Culture is therefore, in this respect, a major impediment to development in the county because it inhibits or limits women's participation which is a critical ingredient of development.

Clearly then in order for strategy implementation to be smoothed, the national and county governments have to address the key challenges because inevitably there is a link between the availability of security and willingness to invest. Insecurity for both human and more human resources is a disincentive to investment. Another key pillar of investment as identified in Literature is infrastructure (Kenya Vision 2030) .That there is a relationship between the degree of climatic adversity and insecurity.(Kenya Vision

2030) . He composites that in the presence of harsh and unfriendly climatic conditions, there will always be competition among human beings amongst themselves, human beings and animals and sometimes human beings and the government. This is as a result of limitation of resources which are not in abundant supply in an environment of resource limitation.

CHAPTER FIVE: SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the findings in chapter four provides a discussion of the same and provides a conclusion.

5.2 Summary

The study was intended to answer two objectives:-Challenges facing Garissa county in the implementation of strategy and Solutions to the identified challenges. The respondents were unanimous that the challenges they face in the implementation of strategy were quite peculiar to Garissa County and could therefore not be said to be reflected elsewhere. The foremost challenges they identified was that the Garissa County government faces the challenge of lack of security . They all agreed that this challenge arise as a result of the fact that the county faces the brunt of the influx of refugees from Somalia.

Infrastructure was identified as yet another formidable challenge with the road network said to be dilapidated and capable of supporting any serious economic activity. This in essence drags in issues to do with information communication and Technology (ICT) which develops hand in hand with other aspects infrastructure such as energy and road network.

Garissa County's harsh climate was noted as an impediment to strategy implementation. The respondents agreed that in the implementation of strategic agenda touching on agriculture (crop and livestock) the climatic conditions to a large extend made this difficult. Garissa county was also said to be rating poorly on savings and investments since a majority of the residents do not engage in any meaningful productive activities. Actors in the financial sector are also not very visible and when they do offer financial products these are expensive. Certain cultural practices were seen as impediments to the achievement of desired strategic outcomes. Noted among these was the preference given to the boy child in the provision of education over the girl child.

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5.4 Conclusion

From the preceding summary and discussion it can be concluded as follows:

Strategic interpretations and implementations are dependent on the environment within which this is done. Literature review has clearly established the interdependency between the interpretation and implementation of strategy and there is obviously need to harmonize the two. Attempting to force an otherwise good strategy on a poor and unrelenting environment is an effort in futility.

For Garissa County the environment have been found to be militating against the successful implementation of strategy. Examining the environmental background of Garissa County it is clear that there is a very large degree of disharmony between the two. Attempting to attract investors whether internal or external when insecurity is run away is quite difficult.

Certain cultural orientations such as the strong belief in livestock as a source of livelihood and the preference of the girl child compared to the boy child means that education and empowerment is skewed and this inevitably has given rise to the high HIV infection rates as recorded in Health records.

It can be concluded then that both county and the national environments needs to make the environment of Garissa County a lot more receptive to strategic intentions. It is therefore an attempt in futility for the officials at both levels of government to purport to implement strategy while the current environment obtain.

5.5 Recommendations and suggestions for further research

In view of the analysis, summary, discussion and recommendations, it can be recommended that there is need for more incisive attempts to harmonize the environments and the strategy. There is also need to localize strategies to harmonize them with the environment within which they are being applied. Further researches in this area should also be carried out to establish the interventions necessary to make a strategy workable against such backgrounds as there prevailing within Garissa County. There is

no literature on localization of strategy therefore researches need to focus on the academic efforts in this field.

5.6 Limitations of the study

The author finds the study limited on the following aspects. The findings may not be applied in any other county because other peculiarities of the county under study. The only aspects that may find application in counties experiencing similar environmental exposures as Garissa include security and marginalization of the girl child such as Turkana, Pokot among others.

The study was carried out under intense resource limitation in terms of time and money and this definitely limited the extent to which responses could be probed from the respondents and also the number of respondents who could be reached.

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INTERVIEW GUIDE

PART 1: PERSONAL DETAILS

Department

Designation

(Tick one option in each of the following)

Gender : Male   Female

Age : Below 25 years 22-34 years   35-44 years   45 years &above

Terms of Service: Permanent & Pensionable   Contract   Probation

For how long have you served in Garissa County?

  1 years& below   2-5 years   5-8 years   8yrs &above

PART II: DEVELOPMENT STRATEGIES IN GARISSA COUNTY

1). Does Garissa county have a mission statement?

2). If yes in Q. 1 above, what is it?

3).What, in your view, are some of the main development agenda for Garissa County?

4). What are some of the strategies that have been put in place towards realization of the above agenda?

5). What is your role in the fulfillment of the agenda listed above?

6). What implementation obstacles do you experience in your day to day activities, if any?

7). To what extent do these challenges impact on the realization of the agenda? Briefly explain?

8). What measures have you initiated or adopted to overcome the challenges?

9). Have the measures cited above borne any fruit? Briefly explain.

10). The national and county governments are required to operate on the basis of interrelationships and mutual cooperation. In your view, has this been achieved in Garissa county?

11). What, in your view, is the role of the national administration in the implementation of development programmes of Garissa county?

12). To what extent has the department successfully discharged the mandate(s) in Q.11 above, if any?

13). In case the answer to Q.11 above is negative, is there a way in which the national administration's activities, though unrelated, have some bearing on the development practice in the county? Briefly explain.