CHALLENGES OF STRATEGY IMPLEMENTATION AT NAKURU COUNTY, KENYA

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DECLARATION

I declare that this research project is my original work and it has never been presented to the University of Nairobi or any other institution for any degree or any other academic award.

Signature_____ **Date**_____

George Kanyago Mugo

D61/67715/2013

I confirm that the work reported in this research project has been carried out by the candidate under my supervision.

Signed…………………………… **Date…………………**

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DEDICATION

This project is dedicated to my family, my wife Peris and my daughter Sheryl, for their support and endurance when I was out to pursue my Master Degree.

ABBREVIATIONS AND ACRONYMS

7S   - Structure, Strategy, Staff, Style, Shared Values, Systems and Skill

AIE   -Authority to Incur Expenditure

CAP   - Chapter

CEC   - County Executive Committee

CIDP   - County Integrated Development Plan

CO   -Chief Officer

CoK   - Constitution of Kenya

DR   -Directorate

GDP   -Gross Domestic Product

GoK   - Government of Kenya

IEBC   - Independent Electoral and Boundaries Commission of Kenya

LATF   - Local Authorities Transfer Fund

MCAs   -Members of the County Assembly

M&E   - Monitoring and Evaluation

OVP&MOHA-Office of the Vice President and Ministry of Home Affairs

SWOT   - Strengths, Weaknesses, Opportunities and Threats

TSC   - Teachers Service Commission

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ABSTRACT

Once strategies have been developed, they need to be implemented to produce results (Aosa 1992). According to Mizberg (1998), strategy implementation is the process of putting strategies into action. The implementation approach as pointed out by Okumus (2001) must accommodate a number of factors that include environmental uncertainty, organizational leadership, culture and structure, people, resource allocation and operational plans. This research sought to find the challenges faced by Nakuru County Government and how such challenges were addressed. County Governments in Kenya develop County Integrated Development Plans in line with the National Grand Vision 2030.This research adopted a case study research. The study used primary data. Respondents of the research included two Chief Officers, three Directors and the Deputy County Secretary. Primary data was collected using an interview guide. The data was analyzed using content analysis. The research revealed the main challenges impending strategy implementation in Nakuru County to include inadequate resources in physical, financial and human capital. Recommendations included strengthening of monitoring and evaluation department, improvement of public finances management, limitation of powers of the MCAs to legislation and oversight, hiring of County employees by Public Service Commission, allocation of funds for capacity building, implementing employee motivation strategies and expeditious disbursement of funds to County Governments. The limitations of the study included time constrain, fear of victimization by the respondent and financial constrain. Suggestion for further research included carrying out of replica studies in all other counties across the country to enhance comparison of the findings.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Just like business operating environment, governance is becoming more sophisticated and drastically changing on day-to-day basis. Stakeholders and public expectations are equally ever growing and further intensifying the volatility of the whole situation (Umble & Haft, 2003). To counter these challenges, leaders and managers have holistically embarked on incorporating strategic management into the whole leadership and business delivery idea. They are now relying on strategizing techniques which involves instituting various strategies, processes and structures that support change and aid in realization of expected results (Drexl & Kimms, 2013). This is due to the realization that strategies enable continuous review of selected plans by suggesting best tactics and keeping track of all roll-outs through strategy implementation process. Implementation process is one of the inevitable processes within the strategic management process and its execution determines the ultimate outcomes (Eppler, Yang, Guohui, 2008). As Pearce and Robison (2007) state, strategy implementation is as important as the planning stage. Strategy implementation guides in assigning and tracking strategic resources and ensuring the strategy in action performs and reacts as expected. However, strategy implementation is not without challenges. Numerous strategy implementation problems are experienced by many firms at implementation phase (Alexander, 1985). This could be attributed to a number of factors including resources among others.

This study used dynamic capability theory, resource-based theory and stakeholder theory of strategic management to establish the challenges involved in strategy implementation in government. Performance of The Government of Kenya (GoK) is

equally guided by strategic plans. With the inauguration and institutionalization of the Constitution of Kenya, (2010), Kenya's administrative boundaries had been altered in order to pave way for the newly created devolved administrative units. Among these new administrative units, we have County governments and they are set to revolutionize leadership and public service delivery (Constitution of Kenya, CAP. 11). All the 47 counties are enumerated in the First schedule. Among them is Nakuru County which is County number 32. The County lies within the Great Rift Valley with other Counties including Bomet, Kericho, Baringo, Laikipia, Narok and Kajiado. The county's headquarters is Nakuru Municipality.

Just like many other Counties in the Country, Nakuru has not been left behind in planning for its development agenda (Nakuru County Integrated Development Plan, 2013-2018). In this plan, the County seeks to achieve various development objectives for its people and improve general livelihood. The specifics of the strategic plan are based on expectations of county residents and constitutional mandate. The County Government has serious and enormous task to take head-on in ensuring that what they have enumerated in the strategic plan trickles down to the common *Mwananchi*. This then bring on the importance of the strategy implementation phase. The phase is usually the most difficult, and can fail the whole strategy if is not well handled. However, if the challenges are identified earlier, it will be easier to put in place necessary modalities.

1.1.1 Strategy Implementation

Once strategies have been developed, they need to be implemented to produce results (Aosa, 1992). According to Mitzberg (1998), strategy implementation is the process of putting strategies into action. Noble (1999) defines it as a multi-faceted

communicative, adoptive and interpretive process of strategy enactment. From resources perspective, Harrington (2006) looks at strategy implementation as an iterative process of transforming programs, actions and policies into reality. As argued by Baroto, Arvand and Ahmed (2014), strength of a strategy does not rely only on development, but also on its implementation. Meaning that highly competitive strategies can fail if implementation is inadequate and ineffective. To attain effectiveness in strategy implementation, leaders and managers must consciously develop a unique implementation approach. An approach that considers both external and internal environmental challenges.

The implementation approach, as pointed out by Okumus (2001), must accommodate a number of factor that include environmental uncertainty; organizational leadership, culture and structure; people; resource allocation and operational plans. These factors highly influence and affect implementation of strategies and must be taken seriously. It is also important for strategists to be aware that some of these factors might directly hinder strategy implementation. Inadequacy and ineffectiveness in approach to strategy implementation usually provide loopholes for strategic failure, whereby inescapable challenges are realized. These challenges include resistance from staff, change in customer needs and expectation, lack of process controls and holistic involvement and miscommunication of feedbacks (Speculand, 2006). In every approach, such challenges must then be anticipated and provided for if strategy implementation success is expected. Arguably then, pursuance of strategy implementation can be termed to be of no value unless they are effectively translated into action.

1.1.2 Overview of Kenya Government Structure

Before the official amendment to the Constitution of Kenya (CoK) in 1969 that came alongside the attainment of independence in 1963, Kenya was governed using a Lancaster Constitution (Burugu, 2010). The Lancaster Constitution had lower and upper houses that were supported by legislative-based regional governments. However, after independence and due to social-to-structure governance failure, amendments rose and a unitary government system was instituted. Although the approach was unitary, the independent constitution had two levels of government that included the autonomous regional government known as *Majombo1* and the national government (Onyango, 2013). This transmission to regional governments was effected by the Transfer of Functions Act (1969). On 27th August 2010, a new constitution was promulgated. It maintained the unitary state structure but replaced the provincial regions with 47 Counties alongside the National Government (CoK, 2010). The 47 Counties are based on devolution philosophy (County Government Act, 2012). Devolution has also provided for urban boards under the Urban Areas and Cities Act (2011). The National Government comprises of bicameral parliament that comprises of the Senate and National Assembly.

Article 6 of the CoK, (2010) is also supported by Chapter 11 in stipulating the extent to which devolution and decentralization of counties can be undertaken. Under decentralization, the Articles indicate that city and urban area board and sub-counties must be instituted and operationalized. However, the definitions and security of sub-counties have not been provided for; it only indicates that counties shall decentralize their service provision and functions to the extent that is practical and efficient (CoK 2010, Article 184). County Government's functions are devolved function that were initially handled by the National Government and their transfer is guided by the

Transition to Devolved Government Act (2013). To enable clarity and strengthening of responsibilities and roles of both national and county governments, the Government of Kenya (GoK) adopted a policy on Devolved system of Government in 2017. The Ministry of Devolution and Planning oversees effectiveness and efficiency in devolution.

The CoK, (2010) gives the 47 counties responsibilities of collecting charges, certain taxes and user fees to use as its self-generated resources. Additionally, the constitution under Article 203(2) indicate that a sum of not less than 15% of all the national government revenues shall be allocated to the counties. Through the Local Authorities Transfer Fund (LATF), Counties equally receive revenues from the central government block grants. Under the 4th Schedule of the CoK, (2010), County Governments have been assigned 14 functions that include transport services, agriculture, county healthy, county planning, county and inter-county trade and tourism development. Counties are also subsidiary business units to the entire GoK vision 2030. To effectively carry out the stipulated functions and together with the national government focus in vision 2030, the various inherent county departments take specific strategic approaches that are guided by annual and periodic county strategic plans. These strategic plans then must be planned for and necessary resources and capabilities involved.

1.1.3 Nakuru County

Nakuru County is a functional government devolved from the National Government of Kenya under the Constitution of Kenya (2010). Nakuru County is located within the Great Rift Valley and boarders eight (8) counties, namely; Kiambu and Kajiado to the South, Laikipia and Baringo to the North, Narok to the South-West, Bomet and

Kericho to the West and Nyandarua to the East (Nakuru County Integrated Development Plan, 2013-2017). The report further indicated that the county has 7,495.1 Km^2 of land in coverage and is headquartered by the Nakuru Municipality. According to the Kenya National Bureau of Statistics (2013), Nakuru County population was projected at 2,046,395 from 1,603,325.00 in 2009. The County's boundaries are determined and maintained by the Independent Electoral and Boundaries Commission of Kenya (IEBC).

In respect to county governments mandate stipulated under CAP (11-1) of the Constitution of Kenya (2010), Nakuru County Integrated Development Plan (2013-2017) and Nakuru Inequality Report (n.d.), the Nakuru County Government has interests in county infrastructure and accessibility and administrative affairs. Other interests indicated in this reports include land and land use, socio-economic activities, climatic conditions, mining, tourism, education and literacy, health and nutrition, water and sanitation, source of income and employment, forestry, and industrial development. The county government is also linked to the National Grand Vision 2030 and cross-county programmes. These interests are of great importance to the County Government and its leadership as well, as they have been noted to appear in all county strategic documents. Strategy management in this county always revolves around the improvement of service delivery, enhancement of livelihood and development of infrastructure and amenities. Strategy development in Nakuru County is equally guided by SWOT analysis.

However, in a number of occasions, strategy implementation in Nakuru County has experienced inadequacy and ineffectiveness, leading to the upholding of the status quo of many strategically-targeted issues. Issues that should have been resolved anyway. For this trend to be eliminated and strategic management success be realized,

factors that contribute to such strategic failure must be identified and corrective action established accordingly. This research sought to identify these strategy implementation challenges and suggest possible solutions.

1.2 Research Problem

Merging of a smart plan and conscious actions resulted in a successful strategy (Aosa, 1992). The conscious action in this case was depicted by the strategy implementation process. A process which ensured that control, monitoring and corrective plans were aligned to plans and expectations (Drexl & Kimms, 2013). Poor strategy implementation process results in either a gamble or total strategic failure. To enhance the process, managers and leaders devise new and better approaches from time-to-time to successfully put in place a working strategy. However, there still exists wide-spread of strategy failure that is normally attributed unsuccessful implementation. This failure does not happen independently, but on influence from various challenges. It was therefore important that strategists understand these challenges and take appropriate necessary corrective measures.

Nakuru County (County Number 32) forms part the 47 counties in Kenya and is tasked with ensuring that it meets both Constitutional and local expectations. The county has rolled-out multiple strategies in its approach to both county and national issues. The 2013-2017 Nakuru County Integrated Development Plan (CIDP) was the first ever developed service plan. The 2013-2017 CIDP serves as the baseline for the 2018-2022 CIDP. Both CIDP guides the County Government through strategic service delivery and are informed by the National Vision 2030 strategic direction and the medium term plan on medium term industrialization interests. To attain targets, the Nakuru County employs various short-term and long-term strategies that inform

the CIDPs. However, in most cases these strategies have failed to materialize due to implementation hindrances and challenges.

Substantial research has been conducted on strategy implementation. Rowley and Sherman (2001) conducted a study on issues of strategy implementation in higher education. They focused more on emerging economies. Rajasekar (2014) on factors affecting strategy implementation in a service industry argues that leadership provides the highest influence on strategic success. The study further suggests that leadership be tailored to support strategies. Regmi and Vickers (n.d.) analyzed problems and challenges in the implementation of suggested improvements to fodder management strategies. The study suggests that farmers share responsibilities for designing any land trial in order to promote information exchange and good approaches.

Ombogo (2014) on challenges of strategy implementation of public-private partnership found out that insufficient staff capacity, regulatory capacity and complex institutional oversight dominated. Ooko (2015) equally conducted a research on challenges of strategy implementation in private hospitals and established that corporate communication affected strategy most, followed by corporate structure and leadership. Gikanka (2016) sought to establish strategic plan implementation challenges at the United Nations High Commissioner for Refugees. Among the findings we had complex administrative systems, communication breakdown and employees' commitment.

As analyzed above, there are many studies that have been conducted on this area. However, none has been conducted in Nakuru County. Since management is sensitive to the context within which it is practiced and there is no universally accepted approach for implementing strategies, there was a need to investigate the challenges

affecting strategy implementation in the County. This is because Nakuru County has its own experiences which are unique as opposed to other Counties in the country. What are the challenges affecting strategy implementation in Nakuru County?

1.3 Research Objectives

This study had two objectives. These were:

    I.   To establish challenges affecting strategy implementation at Nakuru County.

   II.   To establish how those challenges were addressed.

1.4 Value of the Study

First, this study is of value in that it will help the County Government of Nakuru understand the challenges that are impeding the implementation of the County's strategic plan. The study will help by suggesting and recommending means of overcoming these challenges considering that some of the challenges are as a result of poor management.

Scholars and researchers could also draw substantial literature from this research for furtherance of their development. This is because the study involved rigorous interviews and research on the ground, hence bringing forth dynamics involved in County Government strategic planning. The knowledge gained herein will provide baseline for research across the other 46 counties.

The study would also be informative to the general public. The residents of Nakuru County, under 'public participation,' are expected by Constitutional of Kenya, 2010 to fully engage in county development agenda, oversee operations and suggest to leaders according to their expectation. This research provides tangible information upon which Nakuru residents will make informed contributions to their governance.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This Chapter envisages literature review. It examines theoretical foundation, strategy implementation in organizations, strategy implementation challenges, measures to mitigate the challenges, empirical studies and research gaps.

2.2 Theoretical Foundation

This entailed the theories that guided the research. They include dynamic capability theory, resource base theory, and the stakeholder theory. The theories are discussed in relation to various research works of the proponents and of the critics.

2.2.1 Dynamic Capability Theory

This is the concept of the work of Prahald and Garry (1991) on multinational strategy research and how it leads to core competence in organizations. Dynamic capabilities are defined as the ability to incorporate, put up, and reconfigure internal and external competences to address highly unstable environment (Teece, Gary & Amy 1997). The genesis of dynamic capabilities concept is from a major limitation of resource-based view of an organization. Critics of the resource-based view argue that the view ignores many factors that surround the resources of an organization and assume that they just exist which is a terrible mistake. Dynamic capabilities approach makes an attempt at bridging the gap. This is through a process approach which aims at cushioning the organization resources against the varying business environment. Using the dynamic capabilities, the organization embrace dynamic resources hence

boosting the firm's suitable competitive advantage and the impact of this increased stakeholder's expectations.

While the resource based view put more emphasis on resource selection, dynamic capabilities emphasizes on the review and enhancement of these resources. Dynamic capabilities are worthwhile to organizations whose long-term goal is to succeed and survive in ever-changing and unstable business environment (Bie & Ovenil 2012). Though implementation of a strategic plan might not necessarily translate to instant competitive advantage, it led to this advantage in the long run. The dynamic capability theory emphasizes on an organization using core competencies to enable it adjust the short term competitive advantage. According to Teece et al (1997), the dynamic capability theory lacks theoretical background, logical inconsistencies and inconsistencies of explanations.

2.2.2 Resource Based Theory

This was the brain child of Werner felt (1984). It focused on identification of a strategy and use of the organization resources to develop a sustainable competitive advantage. Resource based theory makes an assumption that a firm is a package of resources and capabilities. These resource and capabilities were composed of both tangible and intangible assets. This theory has been modified by different researchers at different times in life. These included Lippman and Rumelt (1982), and Rumelt (1984) who isolated mechanism in their research. Makadok (2001) modified the research by positioning the resource based view with regard to varying organization unique resources.

The relevance of this theory to this study was that resources and capabilities were vital considerations in strategy formulation and are primary constants which an

organization could find its identity and frame its strategic future change. The theory of resource based was criticized on the premises that it was self-varying. It was also criticized on the foundation that resources of an organization could be configured differently without necessarily yielding a competitive advantage for the firm (Priem & Butler, 2001). The theory also had limited prescriptive implications.

2.2.3 Stakeholder Theory of Strategic Management

This theory was suggested by Freeman (1984). The stakeholder theory defines a stakeholder as any individual or group of individuals who have interests in the organization's objectives. The strategic apex of an organization should put in place cordial associations with their organization suppliers, employees and other business partners (Sundaram & Inkpen, 2004). This theory was relevant to the study because its aim was to ensure that the diversity of the stakeholder needs is put into consideration and well represented. This could be achieved through various means including establishing relationships with the organizations stakeholders who include suppliers, customer and employees. In this research, the County Government managers aspired to implement their strategic plans successfully and to achieve this, they must involve the public who are their main consumers of their services.

2.3 Strategy Implementation in Organizations

According to Mallya (2007), the 7S model comprises of seven factors that link together to provide a platform for better implementation of new strategies. The model was developed by Peters, Waterman, Pascale and Antos in 1978. By then, Peters and Waterman were working at McKinsey & Company, hence the McKinsey 7S name. The model indicated that for strategy implementation to be effective and successful,

strategists and implementers must analyze the 7S factors so as to identify the key success factors (Maru, 2015). The 7S include structure, strategy, staff, style, shared values, systems and skills. Of the 7, strategy, systems and structure are known as the hard 3S while the rest are known as soft 4S.

The role of strategy implementation, as argued by Eppler, Yang and Guohui (2008), requires participation of all management levels, all employees and influential external environment. Its main concern was to develop a strategy interactive system that attained the most effective integration of processes, people, structures and resources allocated for strategic purposes (Nobble, 1999). In spite of its corrective action reliance on changes in the external environment, strategy implementation is largely an internal process with administrative characteristics. The link to external environment was based on environmental changes that might happen within the implementation timeline, prompting scenario corrective actions.

Organizational strategy implementation, from a corrective action perspective, required the operationalization of the learning organization principle (Mbindyo, 2011). The learning organization then creates the correction-focus tactic of strategy implementation. Other tactics have been mentioned by Nutt (1986) and include persuasion, intervention, edict and participation. Thompson and Strickland (2001) indicated that good formulation and good implementation led to success, poor formulation and good implementation led to gamble outcome, good formulation and poor implementation led to trouble, while poor formulation and poor implementation led to failure. Considerably then, the only feasible anticipation was based on good strategy implementation with a good formulated strategy. To attain this anticipation, organization must commit competency, capabilities and strong strategic resources and also to holistically provide for the McKinsey 7S model.

2.4 Strategy Implementation Challenges

Strategy implementation in many public sectors was impeded by a string of bureaucracy-based challenges. Such challenges include organization structure, culture, leadership style, communication, resources, strategic plan implementation monitoring and evaluation (Koskei, 2003; Hitt, Ireland & Hoskisson, 2007).

2.4.1 Organization Structure and Strategy Implementation

Organization structure constitutes a powerful determinant of strategic outcomes (Young, 2006). The type of structure used by an organization determines the dimensions of the strategy itself. Strategies and organization structure should complement each other with either informing the derivatives of another (Pearce & Robinson, 1997). To ensure this compliance, strategists always seek to attain the correct fit between strategy and structure. Absolute match leads to correct integration of time resource, capabilities and people resource into strategy implementation process. According to Mbindyo (2011), misfit of strategy and structure leads to inefficient decision making process, information flow and poor job assignments.

Structures define organizational functions and departments, span of control, hierarchy and reporting relationships. They also define systems of coordination and communication, as well as horizontal and vertical and divisional integration (Hill, 2009). For instance, mechanistic structures prevent employees from participating in the strategy implementation and this has a major setback to the successful implementation of the strategy (Johnson & Scholes, 2004). This structure is adversely felt especially when corrective actions are required.

2.4.2 Organization Culture and Strategy Implementation

Organizational culture include the expected behaviour and norms among the members of an organization (Barney, 2007). Culture defined values, common behavior and assumptions on actions pertaining all daily operations within an organization. Hill and Jones (2001) looks at culture as a sum total of working language, vision, symbols, systems, habits, beliefs and norms. Culture remains to be among the most influential elements in organization. Successful and well strategy coordinating organizations are characterized with a strong organizational culture. Well integrated and strong cultures provides strategy implementers with a sense of ownership in the units of strategy and strategy implementation (Ahmed, 2016).

Poor culture is unsupportive and it fails to influence employees to support the current strategy and its implementation. Since managers are actively involved in development of strategic plan, it is their sole duty and responsibility to ensure that the culture is aligned with current strategy. To avoid failure, strategists and managers must incorporate and cultivate for right and strong cultures. Culture that can allow employees' holistic participation and one that values feedback as part of people collaboration (Pearce & Robbison, 2005; Sharma, 2007)).

2.4.3 Leadership and Strategy Implementation

Leadership is a major determinant of the strategy implementation in any organization. According to Cater and Pucko (2010), one major challenge towards strategic plan implementation wanting managerial skills and the problem of employees being reluctant to give information to the strategic apex. Leadership highly determines the allocation of resources that are relevant to strategy implementation. Kumotia (2010) asserts that managers in successful organizations have mastered the art of building

systems that facilitate leading by example. Leadership equally determines organizational culture. The determination put forth by managers in terms of leading creates a sense of direction as well as urge for commitment among junior participants.

According to Taylor (2009), organizations failed in strategic plan implementation due to poor leadership which is as a result of lack of commitment in ensuring that strategic plans are turned into workable activities and reality. The public sector is marred by bureaucracy and many departments have heads who in most cases do not consult their juniors while making important decisions. This creates discontent and rebellion among the employees and as a result, they are likely to sabotage any decision made by their seniors including the decisions on the strategy implementation.

2.4.4 Resources and Strategy Implementation

Inadequate resources in an organization can spell doom to strategy implementation. Resources take different forms. They can be financial or human. Human resource for example is very essential for strategy implementation. According to Lorette (2006), human resource is an essential and integral resource to any organization. Well trained and qualified employees are considered very efficient and their input is very valuable for successful implementation of a strategic plan. Their contribution enhances the quality of the strategy, enabling addition of value to the organization. Additionally, inadequate financial resources such as budgetary allocation inhibit successful implementation of a strategy (Songer & Molenaar, 2010). The human resources include skills.

In any organization, the implementation of a strategy is the most difficult phase. The phase requires resources to ensure that each and every activity enshrined in the strategy is achieved. There should therefore be budgetary allocation for strategy

implementation. This will ensure that resources are availed without any hindrance as such hindrance may just mean that the strategy will just be in paper and it will as such not add any value to the organization and its intended objectives. Among the measures taken to ensure sufficient resources to strategy implementation are training of staff on necessary skills and allocating budgets optimally.

2.4.5 Communication and Strategy Implementation

Communication can pose a great challenge in strategy implementation. In most public sector institutions, one-way communication system which tends to isolate employees' opinions is widely used (Young, 2006). The natural consequence of this is reduced employees participation in the strategy formulation and implementation. This of course is to the detriment of the effective delivery of the strategy. Communication in strategy implementation, not only deals with dissemination of feedback but also clear and concise understanding of the strategy (Aaltonen & Ikavalko, 2001)

In addition, bottom-up approach of management style allows team members to take part in management process which is very healthy for the organization. It enables the managers to communicate the organization's objectives, values and principles through the planning process. Tuncikiene, Raudeliuniene & Stankeviciene (2010) indicate that top-bottom approach hampers team work as most employees do not get an opportunity to air their views. As emphasized by Aosa (1992), there is significance benefits in allowing flexible and open communication channels in an organization. This will positively change employees' attitude and give them a sense of belonging as they feel involved.

2.4.6 Strategy Plan Implementation, Monitoring and Evaluation

Monitoring and evaluation (M&E) of the implementation of a strategy plan is as important as the process of preparing a strategic plan (Pearce & Robinson, 2007). If M&E fails, response to changes and correction action plans will not be effected. Strategy implementation requires tracking of strategic milestone from time to time so as to ensure that timelines and performance indicators are consistent (Ndonga, 2010). Carrying out M&E in strategy implementation process allows identification of challenges that may be impeding the implementation process and then suggesting the possible corrective actions.

When carrying out M&E, strategists are required to use a continuous M&E system that tracks performance per section of input and output. This allows in-time reaction and correction when needed (Keitany, 2014). Lack of proper monitoring and evaluation means that detection of anomalies and weaknesses within the strategy and from the externality will be ineffective. Lack of reaction to anomalies and weaknesses on the other hand not only allows strategic failure but equally allows continuous wastage of resources and capabilities.

2.5 Measures to Mitigate Strategy Implementation Challenges

To surmount the challenges of strategy implementation, public sectors should ensure that they adopted a flexible and supportive organization culture. Organization structure should also allow flexibility to enable employees multitask. This would improve employee relationships amongst themselves and management. The public sector should also adopt a democratic leadership style to increase inclusion as this would allow stakeholders to participate in decision making. Participating in decision

making acts as a source of motivation as it aids in reducing resistance, enhancing cooperation for successful strategy implementation (Bie & Qvenild, 2012).

In addition, public sector should allocate enough resources to enable strategy implementation. This is because without resources, it would be very hard to ensure smooth implementation of a strategic plan. Many organizations provide for resources for the process of preparing a strategic plan but fail to provide resources for its implementation (Chira, 2011). This means that since many public sectors operate within strict budgetary allocations, there are chances that the strategic plan would not be implemented due to resource constraints. It is therefore important to factor for both the process of preparing the strategic plan and the implementation phase.

Communication is another area that public sector should look into. Many public sector organizations have top bottom communication channels. Tasks are executed without any question or reservation. This could be very detrimental to the organization. It was therefore advisable for the organization to have flexible and open communication (Minzberg & Quinn, 2002). This would ensure that even the employees had an opportunity for airing their issues and they would not feel left out of the decision making process.

2.6 Empirical Studies and Research Gaps

Rowley and Sherman (2001) examined higher education focusing on issues of strategy implementation. They based their work on an early article that they published in the same year that dealt with difficulties that higher education institutions face. In their paper, they analyze special conditions of emerging economies and how they involved new environment challenges in strategy implementation. The articles have been cited strategy implementation problems and further suggested means of

mitigating them. To resolve the problems, they have suggested eleven (11) implementation methods. The gap in this study is depicted contextually and partial conception as it focuses on strategic issues and higher education.

Brinkschroder (2014) focused on challenges, key factors and solutions to strategy Implementation. The study adopted a qualitative research approach with interviewing as the mode of data collection while establishing comparison factors between practice and theory. Interviews were carried out on five respondents holding chief executive offices from different industries for relevance and diversity. The study established that communication and lack of intake on overall direction, aims and support to strategy contributes to failure of strategy implementation processes. Suggested solutions include clear communication, resource allocation and commitment to responsibilities. The study takes an inductive industry approach rather than the currently intended deductive approach on Nakuru County. It also associates with key strategic factor.

A study by Leskaj (2017) focused on the challenges that public organizations face in strategic management. The study adopted a survey research design. It involved 48 public organizations, who were served with questionnaire that had 50 questions. The queries were anchored within strategy formulation, implementation and evaluation processes and management of change. It was identified that leadership support, monitoring and evaluation, strategic resources and strategy and structure barrier contributed greatly to strategy implementation failure. The study contains a research gap in research design approach as well as the type of public organizations involved.

Ndonga (2010) examined strategy implementation challenges at Technoserve Kenya. The study adopted a case study approach and collected primary data from middle level management. The reference point was Technoserve's 2008 strategic plan. The

study identified various challenges that include non-adaptive culture, resource miss-allocation, poor communication, limited technology and demoralization in employees. The study equally identified job rotation and decentralization as one the tools adopted to mitigate the strategy implementation challenge. Research gap herein is purely contextual as it focuses on Technoserve Kenya.

A study by Keitany (2014) on strategy implementation challenges at Teachers Service Commission (TSC) in Kenya equally sought to establish the ways which the commission responded to the challenges. The case research design approach utilized interviews via interview guide conducted on ten top level and middle level management. Primary and secondary data obtained and analyzed by use of content analysis. Challenges identified include timeframe, trainings on strategy, political interference and holistic partnership involvement. This study focuses on TSC and not Nakuru County, hence a research gap.

Another study by Amuti (2017) sought to establish challenges of strategic plan implementation among constitutional commissions in Kenya. The study used a census research design on fourteen independent commissions. Semi-structured questionnaires were used to collect primary data. Data analysis was done by use of descriptive statistics. According to findings, challenges involved include inadequate funding, lack of coordination, poor communication, political interference and inadequate funding. Recommendations propose improvement of governance structure staff development to enhance communication, coordination and participation. The research gap herein is contextual as the study focuses on constitutional commissions in Kenya.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

Research methodology involved a systematic plan for conducting a research. Researchers would draw on a variety of both quantitative and qualitative methods. Quantitative methods focused on classifying features, counting them and creating statistical models for testing hypothesis and explaining observations. Qualitative methods focused on a complete and well detailed description of observations taking into consideration the context and circumstances of the events. Research methodology is the procedure that is used to collect and analyze data and present findings. This Chapter brings into play the methodology that was used in this study. Research design, data collection and analysis were discussed.

3.2 Research Design

Research design is a set of methods and procedures that are used in collecting and analyzing measures of the variables that are specified in the research problem (Kirumbi, 2018). This research was conducted using a case study. Case study is preferred since it helps in providing valuable and focused understanding of a phenomenon that have otherwise been vaguely known (Kothari, 2004).

Flyvbjerg (2011) indicated that case study research design involves the collection of qualitative information with the aim of mapping out the status of a given subject. Case research design assisted this study to establish the how and why of the variables. Specifically, using why to establish strategy implementation was a challenge and how to examine the necessary precautions already put in place.

3.3 Data Collection

The study used qualitative primary data. Data collection was done using an interview guide. Open-ended and closed-ended questions were posed. The interview guide had one section. It covered questions on challenges affecting the implementation of strategies at Nakuru County and the measures at play to address these challenges.

The study targeted and got responses from 6 respondents drawn for 6 functional department . Determination on whom to approach was based on a snow-ball technique with the County Secretary as the first reference point. This respondent selection technique was adequate for this study as it was difficult to establish in advance the most feasible respondents, unless directed as required and expected.

3.4 Data Analysis

Data was analyzed using content analysis technique. Content analysis is a research method in which subjective text data is systematically classified and interpreted (Keitany, 2014) through identification of patterns and themes. Content analysis is the most appropriate analysis technique to this study as it provides interviewees with freedom to extensively provide their opinions on challenges of strategy implementation at Nakuru County.

Qualitative data obtained from the field was broken down into analyzable units, coded and reconstructed to get information. Presentation of findings was appropriated accordingly. The presentation was schemed as per the objectives requirement starting with the first objective.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION.

4.1 Introduction

This Chapter presents and discusses the findings of the study. Data is analyzed thematically in the assessment of the challenges affecting the implementation of strategies at Nakuru County and the measures at play to address these challenges. The flow in this Chapter is informed by the study objectives.

4.2 Challenges of strategy implementation in Nakuru County

The following were the challenges of strategy implementation in Nakuru County:

Insufficient funds: This challenge cripples the process of strategy implementation and often come as a result of under budgeting of funds to the process of strategy implementation by the County . The County Government does not allocate enough funds to the strategic management process and this leads to stalling of projects enumerated in the strategic plan. It also leads to lack of commitment due to low motivation among County employees. This challenge was very much visible in the Department of education where the finances allocated for strategy formulation, implementation and evaluation were not enough to enable the department formulate their strategic plan in line with the CIDP.

Lack of competence among the employees: The study revealed that there is lack of competence among the employees. This challenge contributed towards poor strategy implementation as reported by the respondent from the Agriculture department. Most of the County employees have little or no knowledge on strategy formulation and implementation process and this have a very negative impact on the final outcome of

the implementation of the strategy. Lack of awareness among employees on strategy implementation or even its preparation process and lack of commitment due to low motivation were reported as some of the main challenges affecting the quality of strategy implementation at the County. These findings were in agreement with those in a study by Davis, Allen and Debris (2012) who found out that effective strategy implementation is predicated on the assumption that organizational members have a clear, common understanding, or awareness, of the content of the organization's current strategies.

Political Interference: The study also noted the challenge of threats of impeachment to anyone who stands in the way of the political class as an impediment to strategy implementation at Nakuru County. The political class in this context include Members of the County Assembly (MCAs) and politicians with vested interests of personal gains, considering the fact that most of them are businessmen and businesswomen. This finding is in agreement with a study by Nyaberi (2004) who found out that political interference had negatively affected strategy implementation at the Kenya Co-operative Cremeries (KCC) Ltd, a State Corporation. The scholar mentions the use threats to force implementation of unplanned for activities at the expense of the strategic plan at KCC.

Bureaucratic bottlenecks: The research also revealed that the challenge of lengthy bureaucracy at the County contributed to failure of strategy. This is for example, where the county department which need money is required to go to Nairobi to source for the same, and then wait for a long time for the money to be wired through integrated financial management system (IFMS). In addition, the money has to be approved by Central Bank of Kenya through a complex and not devolved process. This has a consequence of impeding strategy implementation. This finding agrees

with a study by Dziany (2011) in Ghana who observed that bureaucratic bottlenecks had greatly affected the implementation of strategies in public organizations.

Signatory Challenge: The fact that the County Governor is not a signatory to the payments complicates matters and this even makes funds replenishment very slow. This procedure has stalled many projects in the County. Remember delayed disbursement results in delay of the implementation of activities spelt out in the strategic plan. This challenge has even led to misallocation of fund in that the Governor diverts the money to projects that he has interest after the Central Bank has wired the money to the imprest account which he has control over. Sometimes being forced to mislead Central Bank on the exact use of the money.

Technological Failure: According to the respondent, the employed payment system, that is, the Integrated Financial Management System (IFMS) has proved to be a failure. This had resulted into delayed funds and subsequently failure of projects in the strategic plan. According to Obala (2017), a reporter for standard newspapers "Frequent collapsing of IFMS is a serious problem that the Ministry of Finance needs to address to avoid the constant back-and-forth with governors". This needs to be addressed to streamline the flow of funds to counties. Many Governors in Kenya have blamed IFMIS failure for delayed cash.

Delayed Resources: Delay of resources from the National Government which include materials, equipment and essential inputs as per the strategic plan have negatively resulted into incomplete work and plan failure. Delay of these resources made the implementation of planned projects difficult. This results into incomplete projects or poorly finished works at the end of the planned period. Ngicho (2012) while studying strategy implementation in the Office of the Vice President and

Ministry of Home Affairs observed delays in the disbursement of funds from the Ministry of Finance to the OVP&MOHA and aggravated by too much bureaucracy in funds release within the Ministry itself to various AIE (Authority to Incur Expenditure) holders was an impediment to strategy implementation. The limited funds available were not fully utilized on priority activities meant for service delivery as captured in the performance contracting.

Threats of closure of imprest accounts: The study revealed that there is a threat by the National Bank to close down all the imprest accounts held by the County Governments across the country. When such threats exist project quality is compromised and imprest holders resort to all forms of shortcuts, and corruption is rife. The implication of closing an imprest would deny the imprest holder the opportunity of completing projected activities and where such activities are completed, their quality is low since they are being hurried so they can be completed before the account is closed.

Lack of participation by some departments: As pointed out strategy implementation requires full participation of all concerned departments and as such non-participation affected the effectiveness of the planned strategy. According to Food and Agriculture Organization (2012), participation is instrumental to ensure that planning will work towards reflecting the priorities and interests of all major groups and that they will be committed to playing their role in translating planning into action. Most public agencies agree with the principle of inviting citizens and interest groups to participate in strategic planning. Therefore, lack of participation by the Department of Education negatively affected the strategy planning and implementation process at the County. It is likely to bring about resistance to the process.

Political influence especially from the MCAs: Politicization of strategy implementation had an effect of compromising projects' quality and slowing down the whole process of implementation. Members of County Assembly are too influential in strategy implementation and they only allow the 'politically correct projects' to be implemented at Nakuru County. If a project does not serve their political interest, chances of its implementation are very low. Papadakis, Thanos, and Barwise, (2010) observed that political influence was one of the chief factors responsible for project failure. In addition a study by Gesare (2006) reported that political influence was one of the major challenges affecting the implementation of strategic plans in the public sector.

Public sabotage: The strategy's success is at the mercy of stakeholders and as such the public can be a huge obstacle to strategy implementation. From the respondents, it emerged that one of the factors contributing to public sabotage was incongruence of goals among stakeholders. Heracleous (2000) argues that if such stakeholders do not think the strategy is the right one, or do not feel that it is worth, then they are likely to sabotage its implementation by deliberate actions or inactions. Members of public in Nakuru County are also involved in sabotage of plans that they do not deem important to them. This is catalyzed by incitement from politicians who have vested interest in some of the projects in the County more so the MCAs.

Poor inter-governmental coordination: The study established that both the National and County leadership had failed to direct the efforts of their work units toward conforming to the new strategy. There is incongruence of goals and priorities between the two levels of government. Leadership styles and tactics undermine employee enthusiasm about the strategy. This ultimately leads to strategy failure. Wanjuku, Kahuthia and Mwangi (2010) in Nakuru County established that

organizational coordination was one of the factors requisite for strategy execution in the entire public health sector and therefore this challenge needs to be addressed.

Low technical capacity among local contractors/suppliers: It was found that this is a sensitive issue because the technical capacity or experience criteria are essential for project success. Many projects fail because the successful bidder lacks the skills and experience required to manage the challenges and complexities of the particular infrastructure project. This is a serious challenge of strategy implementation in Nakuru County since most of the contractors who are awarded the contracts are awarded on the bases of other considerations and not merit. This is a fact that Gachie (2014) established in his revelation that major construction works in Kenya have been undertaken by foreign firms due to lack of adequate local capacity in the industry. This means local contractors lacked the capacity to execute available contracts.

Legal constraints: Another challenge pointed out by the respondents was legal constraints, and this stem from the ongoing process of legislating laws to fully anchor devolution in the country coupled with soured arrangements and relationships between the National and County Governments. There is still no legal framework of some projects in the County. This finding corroborates with that of Ogolla (2016) where it was found that one of the challenges facing budget / plan implementation in Kenya was lack of adequate legal framework to manage the devolution process and delays in passing of relevant bills.

Emergencies and Natural Calamities: Another challenge was that of emergencies and natural calamities. The example cited was that of floods in Solai that killed very many people, and subsequently affecting Nakuru County Strategic Plan implementation as finances meant for other projects had to be divert to address this

calamity. Alexander (2015) points out that emergencies and natural calamities can negatively affect the implementation of a strategic plan. The scholar argues that this is possible in the absence of emergency and disaster planning in an organization, and apparently there is no such plan in place in Nakuru County.

Lack of team work: The findings show that the challenge of lack of teamwork is brought about by incongruous goals, opinions, and policies among upper-level leadership which have the effect of obstructing the cross-system cooperation required by the strategy. Nakuru County leadership also faced this kind of push and pull and this resulted in failure of strategy implementation. Sedmak (2017) argues that by including the team in the process early on, they will better understand the organization's vision, mission and goals. Team buy-in will increase, and the team can effectively execute the strategy.

Lack of Transparency: There were cases of corruption throughout the implementation process and this not only slowed down the process but also affected the quality of implementation. The leadership was reportedly not transparent and some top managers are facing integrity issues hence making employees lack faith in them. Transparent leadership is the key to fostering a culture of trust between leaders and their employees. The study shows that there is lack of transparent leadership to push ahead implementation, and follow-up procedures.

The negative effect of supplementary budgets: The problem here is that resources meant for strategy implementation is diverted through supplementary budgets to other activities in the County. This inhibited the process of strategy implementation. The misallocation of the funds is done to achieve political goals by the administration. They do supplementary budget to divert finances since they know that Central Bank will refuse to approve some of the projects that the administration wants to undertake.

4.3   How these Challenges were addressed in Nakuru County

The suggestion provided by the respondents from most of the departments implied that the respondents had given up on the possibility of arriving at mechanisms to solve the challenges. The respondent felt that the challenges were beyond possible solutions. The voice appeared to tilt towards an overwhelming interference from the political class whose excesses needed to be checked.

The respondent said that no matter what measures are put in place, the situation remains *"status quo."* Most of the respondents had decided to make the correct decision and then leave the implementation or sabotage of the decision to the management. In reality no practical solutions have been reinforced even though they have been captured by the CIDP (2018-2022) as part of lesson learnt. They decided to incorporate the challenges in the next County Integrated Development plan.

In some instances, departments had made suggestions such as increasing the capacity of their staff, increasing coordination between two levels of government, and there should be reduced participation of MCAs in the strategy implementation process but task them to do oversight. The findings in this section show that all the departments had not done much to address the challenges impeding strategy implementation in Nakuru County.

They also raised the challenges with top management during the regular meetings on strategy implementation and suggested increased budgetary allocation to enable departments implement their specific strategies. There was also an attempt to encourage public participation and ensuring that all the departments participated in the making of the strategies to increase ownership.

4.4   Discussions of the Findings

The study found that strategy implementation in Nakuru County was faced a myriad of challenges which are summarized as insufficient funds, lack of competence among employees, political interference, bureaucratic bottlenecks, signatory challenge, technological failure, delayed resources, threats of closure of imprest accounts, lack of participation by some departments, political influence especially from the MCAs, public sabotage, poor inter-governmental coordination, low technical capacity of local contractors/suppliers, legal constraints, emergencies and natural calamities, lack of team work, lack of transparency, and the negative effect of supplementary budgets.

The findings are in agreement with studies by Amuti (2017), Brinkschroder (2014), Ndonga (2010) and Keitany (2014) who established that these challenges were a hindrance to the effective implementation of strategies in public corporations. Earlier, Gesare (2006) also singled out lack of financial resources as a key factor impeding strategy implementation in the public sector. Furthermore, according Bono and Barnes (2010), the fundamental success of a strategy depends on a realistic internal view of its core competencies.

The findings are also in agreement with the dynamic capability theory by Prahald and Garry (1991) and Stakeholder theory of strategic management by Freeman (1984). The latter theory was clearly seen in this study through public participation conducted by the department of Finance and Economics to collect information from the public on the process of formulation, implementation and evaluation of the strategic plan. This helped resistance to strategy implementation. The former theory, was seen applicable in the context where the county government came up with alternative measures of raising revenue to supplement the already existing resource allocation

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from the national government to enable it overcome the challenges mentioned above. However, the study is not in tandem with the resource based theory since the theory assumes that the resources were available. This was not the reality at Nakuru County. The county is struggling with resources and in fact the major contribution to the above challenges is resource unavailability.

This study found out the following measures to address these challenges; making the right decisions and leaving the rest to the management to either implement or sabotage; sharing the challenges with the county top management during regular meetings; putting in place measures that enables all the departments make and own their strategic plans; capturing the challenges in the forthcoming strategic plans as part of lessons learnt; making suggestions to the County Government to allocate budgets for increasing staff capacity and increasing coordination between the two level of government, finally, trying to reduce the participation of MCAs in strategy implementation, and encouraging public participation.

These findings are in agreement with a study by Rowley and Sherman (2001) which have cited strategic implementation problems and further suggested means of mitigating them. This is also in line with Brinkschroder (2014) which suggested clear communication, resource allocation and commitment to responsibilities. More so Amuti (2017) and Ndonga (2010) proposed improvement of governance structure, staff development to enhance communication, coordination and participation. These measures also agree with the Stakeholder theory by Freeman (1984), which suggests public participation as a way of achieving successful strategy implementation. The measures are also in line with dynamic capability and resource based theories which suggest improvement and allocation of organizational resources to achieve competitive advantage.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This Chapter presents the summary, conclusions and recommendations of the study. The objective of the study included establishing challenges affecting strategy implementation at Nakuru County; and establishing how those challenges were addressed. The Chapter contains a summary of the study findings, the conclusion, recommendations, limitations of the study and suggestions for further studies.

5.2 Summary of the Findings

5.2.1 Challenges of Strategy Implementation in Nakuru County

In Nakuru County the main challenges experienced were insufficient funds, lack of competence and awareness among employees on the implementation of a strategic plan or even how it is prepared, bureaucratic bottlenecks, signatory challenge, technical failure, delayed resources, threats of closure of imprest accounts, lack of participation by some departments, Political influence especially from the MCAs, Public sabotage, Poor inter-governmental coordination, Low technical capacity of local contractors/suppliers, legal constraints, emergencies and natural calamities, lack of team work, lack of transparency, and the negative effect of supplementary budgets.

5.2.2 How these Challenges were addressed in Nakuru County

In all the departments, the respondents felt that the challenges were beyond possible solutions due to some systemic problems. However, they attempted to address the challenges through capturing them in the CIDP (2018-2022) as part of lessons learnt, suggesting increasing staff capacity through enhanced budgetary allocation, increasing coordination between two levels of government, sharing the challenges with the County top management during regular strategy implementation meetings, suggesting reduction of the role of MCAs in strategy implementation to only oversight and suggesting increased budgetary allocation for the overall strategy formulation, implementation and evaluation process.

5.3   Conclusion

The study concludes that there is lack of awareness among the employees of Nakuru County on strategy implementation. The study also concludes that strategy implementation is not procedurally carried out and is poorly done. The employees are not involved in the process. Strategy implementation is marred with numerous systemic challenges which have crippled the process. Despite this, no genuine effort has been made to address these challenges. The findings also show that even though there is a monitoring and evaluation unit, it is not functional. The strategic plan is done by the Governor through his manifesto and the CIPD is just a formality.

5.4   Recommendations

The study recommends as follows:

The County Government should consider strengthening the monitoring and evaluation department as it is moribund and thus not useful in the implementation of the strategic plan. This will help reduce sabotage by interested parties in the County Government key among them politicians.

The County Government needs to consider improvement on public finances management to seal the loopholes to avoid misallocation and fraud. The County Government should also consider reviewing the resource mobilization strategies so as to increase revenue collection which will help bridge the gap that is currently being experienced.

The powers of the Members of County Assembly (MCAs) should be limited to oversight only in the strategy implementation process. This will reduce politicization of the implementation process by politicians. Currently, they run the show and as a result, strategy implementation is not achieved.

All employees of the Counties should be hired by the Public Service Commission and then sent to Counties. This will allay the challenge of cronyism, tribalism, favouritism and ethnicity which is being perpetrated by County Assembly Service Board. These issues has delayed strategy implementation process.

The County Government should consider allocating resources for building capacity of employees in matters related to strategy development and implementation. The County Government should further consider developing and implementing employee

motivation strategies so as to enhance their level of commitment to strategy implementation. For instance, recognitions and wage related incentives.

Both the National Government and the County Government need to revise operational guidelines and procedures factoring in, delinking politicians from strategic planning and implementation, and instead engage more professionals in these processes, as well as ensure participation from all key stakeholders. The National Government also needs to expedite the funds disbursement process so as to avoid the reported delays in the strategic plan implementation

5.5   Limitations of the Study

One of the major limitations of the study was time constraint. Getting the respondents for the interview was difficult as most of them were held up in meetings during the time scheduled for the interview and waiting was the order of the day. Some of the respondents appeared to be in a hurry and this limited the information they gave.

There was also mistrust by some of the targeted respondents. They were bit unwilling to participate in the research as they feared victimization. The researcher had to really persuade them to take part in the study by assuring them that the information obtained was strictly for academic purposes only and would be treated with utmost confidentiality. Financial constrain was also a major impediment to the research.

5.6   Suggestions for Further Research

Devolution being a new concept in Kenya, further researches should be conducted in other counties across the country. This will help bring into the limelight challenges affecting strategy implementation at the County level and as a result, enable comparison which will lead to crafting of a single approach that can be used to surmount the challenges in all the 47 counties.

There are still many Counties across the Country which do not understand the challenges of strategy implementation in their governments and there is need for thorough research to expose such challenges. This research can therefore be used as a basis for such studies in such Counties. The findings of the studies will go a long way in changing how strategy implementation is done.

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APPENDICES

Appendix I: Interview Guide

Ensure all questions are provided for.

1. Position/Department

   …………………………..

2. Describe how the Nakuru County strategic plan is developed.

   …………………………………………………………………………………

3. Who are involved in implementing strategic plans in Nakuru County?

   …………………………………………………………………………………

4. To what extent are they involved?

   …………………………………………………………………………………

5. Who is responsible for monitoring the strategy implementation process and

   how is it done?

   …………………………………………………………………………………

6. Comment on the extent of implementation of the 2013-2018 Nakuru County

   strategic plan.

   …………………………………………………………………………………

7. What are the challenges to strategy implementation in Nakuru County?

   ....

8. What was done to address these challenges?

   …………………………………………………………………………………

Appendix II: Introductory Letter from the University

UNIVERSITY OF NAIROBI
COLLEGE OF HUMANITIES & SOCIAL SCIENCES
SCHOOL OF BUSINESS

Telephone: 4184160-5 Ext 215
Telegrams: "Varsity"' Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, KENYA

19 October 2018

**TO WHOM IT MAY CONCERN**

Dear Sir/Madam,

INTRODUCTORY LETTER FOR RESEARCH
MUGO GEORGE KANYAGO – REGISTRATION NO.D61/67715/2013

This is to confirm that the above named is a bona fide student in the Master of Business Administration degree program in this University. He is conducting research on *"Challenges of Strategy Implementation in Nakuru County"*.

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the research project. The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.

Thank you

19 OCT 2018
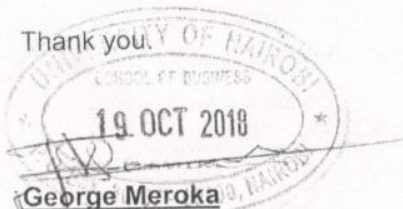
George Meroka
For: MBA Co-Ordinator,
School of Business

LJ/gmo

Appendix III: NACOSTI – Research Authorization

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone:+254-20-2213471,
2241349,3310571,2219420
Fax:+254-20-318245,318249
Email: dg@nacosti.go.ke
Website : www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No. **NACOSTI/P/18/32109/26591**

ate: **16ᵗʰ November, 2018**

George Kanyago Mugo
University of Nairobi
P.O. Box 30197-00100
NAIROBI

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on **"Challenges of strategy implementation in Nakuru County"** I am pleased to inform you that you have been authorized to undertake research in **Nakuru County** for the period ending **15ᵗʰ November, 2019.**

You are advised to report to **the County Commissioner and the County Director of Education, Nakuru County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nakuru County.

The County Director of Education
Nakuru County.

Appendix IV: Research Permit

THIS IS TO CERTIFY THAT:
MR. GEORGE KANYAGO MUGO
of UNIVERSITY OF NAIROBI, 1689-20100
NAKURU,has been permitted to conduct
research in *Nakuru   County*

on the topic: *CHALLENGES OF
STRATEGY IMPLEMENTATION IN
NAKURU COUNTY*

for the period ending:
15th November,2019

Permit No : NACOSTI/P/18/32109/26591
Date Of Issue : 16th November,2018
Fee Recieved :Ksh 1000

....
**Applicant's
Signature**

....
**Director General
National Commission for Science,
Technology & Innovation**

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

The Grant of Research Licenses is guided by the Science,
Technology and Innovation (Research Licensing) Regulations, 2014.

CONDITIONS

. The License is valid for the proposed research, location and
specified period.

. The License and any rights thereunder are non-transferable.

. The Licensee shall inform the County Governor before
commencement of the research.

. Excavation, filming and collection of specimens are subject to
further necessary clearance from relevant Government Agencies.

. The License does not give authority to transfer research materials.

. NACOSTI may monitor and evaluate the licensed research project.

. The Licensee shall submit one hard copy and upload a soft copy
of their final report within one year of completion of the research.

. NACOSTI reserves the right to modify the conditions of the
License including cancellation without prior notice.

National Commission for Science, Technology and innovation
P.O. Box 30623 - 00100, Nairobi, Kenya
TEL: 020 400 7000, 0713 788787, 0735 404245
Email: dg@nacosti.go.ke, registry@nacosti.go.ke
Website: www.nacosti.go.ke

REPUBLIC OF KENYA

**National Commission for Science,
Technology and Innovation**

RESEARCH LICENSE

Serial No.A 21917
CONDITIONS: see back page

Appendix V: List of Counties in Kenya

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