

**STRATEGY EVALUATION AND CONTROL AT KENYA WILDLIFE
SERVICE**

BENARD M. SIRO

University of NAIROBI Library



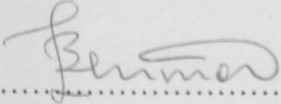
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**A MANAGEMENT RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS OF THE DEGREE OF MASTER OF
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Declaration

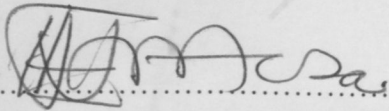
This management project is my original work and has not been submitted for a degree in any other University.

Signed..........Date.....16/11/2009.....

Benard M. Siro

Reg. No. D61/P/7256/2004

This management report has been submitted for examination with my approval as the university supervisor.

Signed..........Date.....16/11/2009.....

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Dedication

To my parents, my wife, Nyanduko and son Ryan, you have been the source of my encouragement and discipline and to my aunt, late Sister Damian for encouraging me to further my education.

I would like to acknowledge the comments and critiques from the following friends and colleagues. I want to thank Felix Obonsi and Hilda Mogira Obonsi for the pressure they put on me to order to complete this project. Their comments and critiques were valuable in refining this research. Roseline Chiri deserves special mention for her constructive review and making sure that I handed in my project in good time.

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Finally, I want to thank my family in my own way. I would not have started this project without the loving support of my wife, Maureen Nyanduko, who took care of the family's life so that I could concentrate on writing without distractions. My son Ryan who accepted an advance father role so that you now have the love and attention he deserves. My brothers and sisters who have been my source of energy and support and deserve a special thank you.

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Finally I want to thank my family in my own way. I would not have written this project without the loving support of my wife, Maureen Nyanduko, she took care of the family's life so that I could concentrate on writing without distraction and Ryan who accepted an absentee father for so long, can now have the time and attention he deserves. My brothers and sisters who have been my source of energy and support also deserve a special thank you.

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Abstract

As demands for greater accountability and real results have increased, there is an attendant need for enhanced results based monitoring, evaluation and control of policies, programs and projects. Evaluation and control is a powerful management tool that can be used to improve the way organizations and in particular parastatals achieve results. Just as institutions need financial, human resources and accountability systems, parastatals also need good performance feedback systems.

Organizations may successfully implement programs or policies but the big question is, "have they produced the actual, intended results? Have they truly delivered the promises made to their stakeholders? It is not enough to implement a strategic plan and assume that successful implementation is equivalent to actual achievement of the vision and mission. One must examine outcomes and impacts. The introduction of evaluation and control system takes decision makers a step further in assessing whether and how goals are being achieved over time.

This study sought to investigate the process of strategy evaluation and control at Kenya Wildlife Service (KWS). A case study approach was used in order to get an in-depth insight of the process of strategy evaluation and control at KWS. Primary data and secondary data were used. Five respondents drawn mainly from the top management provided the required data collected through pre-prepared interview guide comprising of open ended questions. Secondary data was sourced mainly from annual financial reports, seminal presentations and KWS Strategic Plan 2005-2010.

The research findings indicate that KWS had a well thought out strategic plan that included all aspects of formulation, implementation, performance indicators, evaluation and control. A number of staff from key departments were involved in the formulation of the strategic plan. KWS had a formal process of strategy evaluation and control through monthly meetings, quarterly meetings and annual meetings. There were also interdepartmental reports filed with the Deputy Directors and CEO. However, it was realized that the feedback and action was not continuous as there was no specific unit responsible for evaluation and control. It was noted that most of the evaluation and control was in the form of budget and budget reallocations. It was realized that the organization was in the process of developing another

strategic plan for growth and sustainability whereby some of the shortcomings were to be remedied for instance the establishment of an independent unit tasked with evaluation and control.

The study relied solely on a few employees of KWS to establish the process of strategy evaluation and control. There is the risk that the employees may have portrayed the organization as doing better than the reality on the ground. The CEO and some deputy directors were not easy to interview as a result of their constant travel and busy schedule. It was not possible to access some reports which are normally filed with management to find out what action is normally taken on them. This may have limited the findings of the study. I would recommend a study to be undertaken especially on the new strategic plan being implemented on growth and sustainability to find out how the new independent unit for monitoring, evaluation and control is assisting the organization on undertaking evaluation and control.

Finally it should be noted that constructing an evaluation and control system takes time, there will be many twists and turns along the road, but the journey and rewards are worth it. This is because, evaluation and control is a continuous work in progress for institutions for it provides them with a continuous flow of information which can help guide policy makers toward achieving the desired results

Abbreviations

ASK	Agricultural Society of Kenya
BoTs	Board of Trustees
CEO	Chief Executive Officer
COYA	Company of the Year Award
CWS	Community Wildlife Service
GOK	Government of Kenya
ICT	Information Communication Technology
ISO	International Standardizations Organization
KWS	Kenya Wildlife Service
MTEF	Medium Term Expenditure Framework
OECD	Organization for Economic Co-operation and Development
PAO	Protected Areas Outreach
PAs	Protected Areas
PCs	Performance Contracting
PAWS	Protected Area and Wildlife Service
ROI	Return on Investment
TQM	Total Quality Management
UNESCO	United Nations Educational, Scientific and Cultural Organization
VSAT	Very Small Aperture Terminal
WCMD	Wildlife Conservation and Management Act

CHAPTER ONE: INTRODUCTION

1.1 Background

The term strategy has been so widely used for different purposes that it has lost any clearly defined meaning. Rumelt (2000) has defined strategy as a set of objectives, policies, and plans that, taken together, define the scope of an enterprise and its approach to survival and success. Alternatively, it can be said that particular policies, plans, and objectives of a business express its strategy for coping with a complex competitive environment. Johnson and Scholes (2002), define strategy as the direction and scope of an organization over the long term, which achieves advantage for the organization through the configuration of resources within a changing environment to meet and fulfill stakeholder expectations. In other words, strategy is about competitive sustainability in the long term.

Moore (1995) argues that the concept of corporate strategy is applicable to public sector executives as it is to private sector executives. Public sector organizations have been plagued by a myriad of problems, ranging from Government interference and internal malaise, to budgetary constraints (Aseto and Okello, 1997). Consequently, they have had to develop corporate plans outlining their strategies for ensuring that they achieve their stated objectives. In order that parastatals' strategic plans become achievable, it is important that the process is done by considering the likelihood of success or failure.

Many authors agree that when the external environment changes, fundamental strategy and structural changes may be necessary (Chandler, 1962; Ansoff and McDonnell, 1990). It is in this realization that the government of Kenya has insisted on rapid results for Kenya through effective management of organizations. Strategic planning in Kenyan organizations has become a panacea for growth and development. In the parastatal sector, strategic planning has been occasioned by performance contracting that was initiated by the government for the provision of rapid results for the citizenry. The increased interest in performance contracts coincide with demands for greater accountability.

Performance contracts (PCs) have their origins in the general perceptions that the performance of the public sector in general and government agencies in particular has consistently fallen below the expectations of the public (Larbi, 2001).

According to Choke (2006), the public sector in Kenya is faced with the challenge of poor and declining performance, which in turn inhibits realization of sustainable economic growth.

According to OECD (2002), evaluation and control is the systematic and objective assessment of an on-going or completed project, program, or policy including its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability.

1.1.1 Strategic Control

Mintzberg and Quinn (1991) states that ninety percent (90%) of well formulated strategies fail at implementation stage while David (1997), claims that only ten percent (10%) of formulated strategies are successfully implemented. The reason advanced for the failure or the success of the strategies revolve around the fit between the structure and strategy, the allocation of resources, the organization culture, leadership, rewards as well as the nature of the strategy itself.

According to Kazmi (2002), strategic management consists of different phases which are sequential in nature. These phases include: establishing the hierarchy of strategic intent, formulation of strategies, implementation of strategies and performing strategic evaluation and control. It is to be noted here that the division of strategic management into different phases is only for purpose of orderly study. In real life, the formulation and implementation process are intertwined (Andrews, 1971).

Effective strategy implementation begins during strategy formulation when questions of 'how to do it?' should be considered in parallel with 'what to do?' Effective implementation results when organization resources and actions are tied to strategic priorities, when key success factors are identified and performance measures and reporting are aligned (Deloitte and Touche, 2003). According to Kazmi (2002), the last phase in strategic management is strategic evaluation and control. This is the systematic and objective assessment of an on-going or completed project, program, or policy including its design, implementation, and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact, and sustainability (OECD, 2002).

A firm's successive strategies are greatly affected by its past history and often take shape through experimentation and ad hoc refinement of current plans, a process James Quinn (1980)

has termed “*logical incrementalism*”. Therefore the reexaminations of past assumptions, the comparison of actual results with earlier hypotheses have become common features of strategic management. Rumelt (2000) notes that, the basic premise of strategic management is that the chosen strategy will achieve the organizations’ mission and objectives. He further argues that strategy can neither be formulated nor adjusted to changing circumstances without the process of strategy evaluation. Whether performed by an individual or as part of an organization review procedure, strategy evaluation forms an essential step in the process of guiding an enterprise.

Evaluation is a mechanism for identifying and acting upon opportunities to improve the organizations’ overall effectiveness by improving management systems and processes. It is the basic element in the organizations’ learning processes (Thompson and Strickland 1995). As performance results or outcomes are realized at any level of the organization, companies must assess the implication and adjust the strategies as needed in a continuous process of improving the business through an evaluation and control mechanism in an effort to succeed and reach company goals (Coulter, 2005)

Kaplan and Norton (1996), advance the view that organizational performance measures should go beyond financial ratios. They consider the balance score card beneficial to organizations for: it focuses the whole organization on few key things needed to create breakthrough performance; it helps to integrate various corporate programs such as quality, re-engineering, and customer service initiatives; it breaks down strategic measures to local levels so that unit managers, operators and employees can see what is required at their level to roll into excellent overall performance.

According to Barnat (1998), management control is a systematic effort to set performance standards with planning objectives, to design information feedback systems, to compare actual performance with these predetermined standards, to determine whether there are any deviations and to measure their significance, and to take any action required to assure that all corporate resources are being used in the most effective and efficient way possible in achieving corporate objectives. Management can implement controls before an activity commences, while an activity is going on, or after the activity has been completed. The three respective types of control based on timing are feed-forward, concurrent, and feedback.

Feed-forward control focuses on the regulation of inputs (human, material, and financial resources that flow into the organization) to ensure that they meet the standards necessary for

the transformation process. Feed-forward controls are desirable because they allow management to prevent problems rather than having to cure them later. Unfortunately, these controls require timely and accurate information that is often difficult to develop.

Concurrent control takes place while an activity is in progress. It involves the regulation of ongoing activities that are part of a transformation process to ensure that they conform to organizational standards. Concurrent control is designed to ensure that employee work activities produce the correct results.

Since concurrent control involves regulating ongoing tasks, it requires a thorough understanding of the specific tasks involved and their relationship to the desired product. Concurrent control sometimes is called screening or yes-no control, because it often involves checkpoints at which determinations are made about whether to continue progress, take corrective action, or stop work altogether on products or services (Barnat, 1998)

Feedback control focuses on the outputs of the organization after transformation is complete. It is often used when feed-forward and concurrent controls are not feasible or are too costly. Sometimes, feedback is the only viable type of control available. Moreover, feedback has two advantages over feed-forward and concurrent control. First, feedback provides managers with meaningful information on how effective its planning effort was. If feedback indicates little variance between standard and actual performance, this is evidence that planning was generally on target. If the deviation is great, a manager can use this information when formulating new plans to make them more effective. Second, feedback control can enhance employee's motivation.

1.1.2 State Corporations in Kenya

In Kenya, parastatals are established under the state corporations Act (Cap 446), which gives them substantive autonomy, as is the case with private sector organizations established under the companies Act (Cap 486). However, the goals of parastatals are usually of a wider scale concerning both the organization and the country as a whole and their operations call for accountability to varied stakeholders (Grosh, 1991; and Bavon, 1999).

There have been a number of efforts over the past ten years to reform the public service. Some of these include: the Civil Service Reform initiative, Local Government Reforms, introduction of the 'Dream Team', Public Expenditure Reform, Parastatal Reform, Judiciary and legal sector reforms and economic governance reforms among others (GoK, 2006).

Efforts at reforming the public sector have not succeeded as expected in the past mainly due to two reasons; the first is the inability to see through the implementation of the reform initiatives and the second is lack of wide sense of ownership of the various reform strategies in the Public Service. Other past challenges in implementing public service reforms include: An unresponsive organization structure including: institutional involvement in non-core business, unclear separation of policy, regulatory and service delivery as well as engagement in activities not aligned to national priorities; Inadequate corporate discipline including a weak performance management system to spearhead implementation of agreed upon national priorities, development goals and strategic plans; a poor program cycle management regime, including related budget allocations, leading to a series of “stalled projects”; and failure to embed a public service values and ethics driven culture which reinforces integrity and hard work in the public service (GoK, 2006).

In an effort of reforming the public sector and parastatals, the government through the Public Service Reforms initiative has required all ministries/departments to develop strategic plans to guide them in the utilization of resources in the delivery of services. The strategic plans are meant to form the basis on which ministries/departments will bid for resources under the medium term expenditure framework (MTEF) budgetary process, implement results based management and place senior staff on performance contracts. A policy unit to provide the Presidency with up to date analysis and information in his role in reform initiatives in the country has also been set up within the Office of the President. Improved coordination particularly at the policy level is viewed as a strategy of linking up the public sector reforms to other national initiatives/reforms including the United Nations Development Programme Country Programme Action Plan of the Government of Kenya 2006 and Annual Work Plan implementation of the Economic Recovery Strategy and the realization of the Millennium Development Goals (GoK, 2006)

1.1.3 Kenya Wildlife Service

The Kenya Wildlife Service (KWS) conserves and manages Kenya’s wildlife for the Kenyan people and the world. It is a state corporation established by an Act of Parliament Cap 376 with the mandate to conserve and manage wildlife in Kenya, and to enforce related laws and regulations. The challenges facing wildlife and biodiversity conservation in Kenya are many and varied. They include climate change, habitat degradation and loss, forest depletion, tourism

market volatility, human wildlife conflict brought on by population growth and changing land use habits of communities that co-exist with wildlife as well as wildlife crime.

To tackle these issues, KWS employs a multi-pronged approach and strategies and engage different interest groups, stakeholders and partners. KWS undertakes conservation and management of wildlife resources outside protected areas in collaboration with stakeholders. It is KWS goal to work with others to conserve, protect and sustainably manage wildlife resources. The community wildlife program of KWS in collaboration with others encourages biodiversity conservation by communities living on land essential to wildlife, such as wildlife corridors and dispersal lands outside parks and reserves. The premise is that "if people benefit from wildlife and other natural resources, then they will take care of these resources." (KWS, 2009)

Sindiga (1999) notes that Kenya is one of the most developed wildlife-based tourism destinations in Sub-Saharan Africa. He further notes that, searching for a sustainable approach to managing wildlife traces back to the 1970's post independent wildlife policy that gave emphasis to preservation of land occupied by wildlife leading to the creation of numerous National Parks and Reserves. Currently, Kenya has 27 National Parks and 32 National Reserves and 4 Sanctuaries which occupy 44000 km². This territory is about 8% of Kenya and harbours about 25% of the total wildlife populations (Watson, 1999; KWS, 2005). About 75% of wildlife animals therefore live in privately owned lands, which are adjacent to these protected areas. The majority of the protected areas are situated in the savannah grasslands and semi-arid lands (Mburu, 2004).

Under the 1970 wildlife policy strategy, hunting was disallowed and tourism activities were limited to land within the protected areas. Although this policy contributed towards reduction of wildlife losses in protected areas (Norton Griffiths, 2000), it led to the local communities being evicted from their ancestral land. According to Mburu (2004), the local communities being evicted never participated in the establishment of the protected areas. This then meant that the policy neither provided for their interest nor gave them access to wildlife benefits. Moreover, with seventy percent of wildlife living outside protected areas either on permanent or seasonal basis, greater wildlife losses arose from outside the parks and reserves and therefore this strategy failed to support the objective of total protection.

The enactment of the wildlife Act (also called the Wildlife Conservation and Management Act) by the Kenyan Parliament in 1977 (Western, 1994) led to a major overhaul of the conservation policy. Sessional Paper 3 of 1975 (GoK, 1975), created a new policy that called for direct negotiations on the future of wildlife in dispersal areas between the newly created Wildlife Conservation and Management Department (WCMD) and the local communities.

The WCMD was formed by combining the National Parks Board and Game Department. Though the National Parks Board had professional staff, those of the Game Department were corrupt and had been politically been misused. Also, WCMD was made a department under the Ministry of Tourism and Wildlife and therefore wildlife management continued being guided by top down policy decisions (Republic of Kenya, 1975)

However, due to an inadequate legal framework, political and bureaucratic interference, and corruption, the (WCMD) did not succeed in tackling the increased levels of human-wildlife conflicts and loss of biodiversity, which were two major wildlife management problems it had been created to deal with as per Mburu, 2004 article. Further the local communities, who bore both direct and indirect costs of living together with seventy per cent of wildlife, remained excluded from direct cash benefits that could be derived from wildlife in their privately owned lands as cited by Mburu, 2003.

In an attempt to improve the relationship between the state and landowners in the wildlife dispersal areas, and curb the biodiversity losses of the 1970s and 1980s, the Wildlife Act was amended in 1989 by amendment no. 16 and WCMD was replaced with Kenya Wildlife Service (Mburu, 2003). As a semi-autonomous parastatal, Kenya Wildlife Service (KWS) could raise and manage its own funds, hire its own staff and run its operations independently of the Ministry of Tourism and Wildlife, and hence, it had the incentives that its precursor (WCMD) lacked. During the first two years of operation, KWS drew up a new policy framework and development program (also known as the Zebra Book) for the period 1991 to 1996 (Mburu, 2004). Through this framework, Community Wildlife Service (CWS) was created to forge co-management initiatives or partnership with communities outside the parks and reserves and hence enable them to derive direct cash benefits from the presence of wildlife in their land.

By 1999, KWS had implemented such projects in the wildlife dispersal areas of Amboseli-Tsavo National Parks, South Coast and Laikipia-Samburu region. From the perspectives of Kenyan conservationists these projects are considered as a major breakthrough in wildlife management since they have contributed towards increased populations and reduction of

human-wildlife conflicts (Mburu, 2003). The above shows that the external environment especially the political framework and government policies are a great influence on parastatal performance and operations.

Under Kenya Vision 2030 (GoK, 2007), tourism has been identified to be the leading sector in achieving the visions' goals. This is qualified by the fact that, Kenya aims to be among the top 10 long-haul tourist destinations in the world offering a high-end, diverse, and distinctive visitor experience that few of her competitors can offer.

According to Lesiyampe, (2006) KWS faces growing, globally common threats to wildlife, namely human population growth, dwindling resources, land pressure and antipathy to wildlife among landowners adversely affected by it especially for the wildlife outside the parks and reserves.

1.2 Statement of the Research Problem

Rumelt (2002) argues that strategy can neither be formulated nor adjusted without a process of strategy evaluation. Evaluation and control is supposed to be an integral part of an organization's process of planning, review and control. However, in some organizations evaluation is, informal, only occasional, brief and cursory (Simons, 1994). KWS, being a semi-autonomous parastatal organization is in a very complex environment. This environment is resulting from very large socio political context in which it operates in. Parastatals like KWS' objectives fluctuate in their supposed order of priority almost from day to day at the whim of the public and parliamentary opinion. KWS has had a high turnover of senior management as a result of the appointing authority, which is the government of Kenya.

In 2005, KWS was able for the first time to formulate and implement a strategic plan (2005-2010) in an effort of focusing the organization on its core mandate of sustainable wildlife conservation. Past strategic plan efforts were made through The Zebra books (1990-1996), The Price Waterhouse study (1996-2000), The Draft Strategic Plan (2000) and The Draft Strategic Plan (2001) Other than the Zebra Books policies and strategies of 1996, which provided for the platform for implementation of PAWS programme, the others were never implemented because the top management and the BoTs did not take ownership of the formulation and implementation process (KWS Strategic plan, 2005-2010). In an effort of achieving its mission, KWS is expected to be guided by the strategic plan in its operations, strategic focus and long term goals. In the execution of its mandate, KWS is expected to have a

formal/informal process of strategy evaluation and control as a result of its complex environment. Research has been carried out on KWS (Lesiyampe (2006); Musokwa, 1982; Oroni, 2006; Sumta, 1982, Western, 1994; Sindiga, 1999; Mburu, 2004 and Watson, 1999).

Most of the research that has been conducted is on the area of wildlife conservation, labour turnover and strategic response. However, none of these studies have looked into the process of strategy evaluation and control at KWS. This then means that little or no research has been done on the process of strategy evaluation and control at KWS. Therefore, this study seeks to establish, what is the process of strategy evaluation and control at KWS?

1.3 Objective of the Study

The study had one objective. This was to establish the process of strategy evaluation and control at KWS.

1.4 Importance of the Study

The findings of this study will be of benefit to a number of scholars and practitioners. For academicians, the research will act as a reference to the process of strategy evaluation and control in parastatals in particular and to businesses in general.

The study will also be useful to the management and staff of KWS; for it will make them appreciative of the concept of strategy evaluation and control; and how it can help them to be more adaptive to the environment and enable them to take corrective action before it is too late. The study will be of use to the body of knowledge in strategic management as it will form a framework for further research in order to fill existing gaps in the field of strategic management.

CHAPTER TWO: LITERATURE REVIEW

2.1 Overview of Strategic Management

The link between an environment and an organization is a strategy. Strategy is twofold for it involves formulation and implementation. The formulation stage involves the conceptualization and visualization of what is to be achieved, while the implementation, which in most cases is the critical one is a process of realizing the intended or emergent strategy.

Strategic management is an ongoing process that assesses the business and the industries in which a company is involved; assesses its competitors and sets goals and strategies to meet all existing and potential competitors; and then reassesses each strategy annually i.e. regularly to determine how it has been implemented and whether it has succeeded or needs replacement by a new strategy to meet changed circumstances, new technology, new competitors, a new economic environment., or a new social, financial, or political environment (Lamb, 1984).

Authors like Hamel and Prahalad (2006), consider the traditional strategic fit approach as ill defined, historical and limiting. These authors strongly emphasize for a paradigm shift where companies move beyond resource view strategy, envision their desired future leadership position, disengage themselves from past successes and democratize management.

Strategy has been defined as the establishment of the long term goals and objectives of an organization including the taking of actions and allocation of resources for achieving these goals (Chandler, 1962). Johnson and Scholes (2002) define strategy as the direction and scope of an organization over the long term, which achieves advantage for the organization through its configuration of resources within a changing environment to meet and fulfill stakeholder expectations. In other words, sustainability of organizations involves the blend between deliberate and purposeful actions through the configuration of resources to match the environment in which organizations operate in. For Quinn (1992), a well formulated strategy enables an organization to marshal and allocate its resources in a unique way on the basis of its relative internal competencies and limitations, expected changes in the environment and contingent actions by competitors.

From the above perspectives, it can be said that strategy is about winning not a battle but a war. Strategy is a unifying theme in an organization that gives coherence and direction to the actions and decisions of an individual or an organization.

Grant (1998) argues that, strategies that are conducive exhibit four characteristics: goals that are simple, consistent and long term; profound understanding of the competitive environment; objective appraisal of resources; and effective implementation. David (2001) noted that 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 objectives. These definitions imply that strategic management focuses on integrating management, marketing, finance, production, research and development and information communication technologies to achieve organizational success.

Hunger and Wheelen (1999) define strategic management as a set of managerial decisions and actions that determine the long run performance of a corporation. These include environmental scanning, strategy formulation, strategy implementation, evaluation and control. They lay emphasis on monitoring and evaluation of external opportunities and threats in light of a company's strengths and weaknesses in an effort of making timely changes in responding to changes in the environment

Kazmi (2002) observes that leadership plays a critical role in the success and failure of an enterprise. For Sziglayi (1980), leadership is the focus of an activity through which the goals and objectives of the organization are accomplished. Gluck (1984) argues that the chief executive role of developing motivational systems and management values is critical to the success of a company.

It has been postulated by Chandler that structure should follow strategy. When an organization changes its strategy, the existing organizational structure may become ineffective (Wendy, 1997). Symptoms of an ineffective organizational structure include too many levels of management, too many meetings attended by too many people, too much attention being directed toward solving interdepartmental conflicts, too large a span of control; and too many unachieved objectives (David, 1997).

2.2 Strategy Evaluation and Control

Strategy evaluation involves “examining how the strategy has been implemented as well as the outcomes of the strategy” (Coulter, 2005, p.8). According to Mankins and Steele (2005), seasoned executives know almost instinctively whether a business has asked for too much, too little, or just enough resources to deliver the goods. They develop this capability over time -essentially through trial and error. High performing companies use real time performance tracking to help accelerate this trial and error process. They continuously monitor their resource deployment patterns and their results against plan, using continuous feedback to reset planning assumption and re-allocate resources. This real time information allows management to spot and remedy flaws in the plan and shortfalls in execution- and to avoid confusing one with the other.

Organizations are most vulnerable when they are at the peak of their success. This means that for organizations to be sustainable in the long run, they have to continuously adapt to the environment and innovate. For Quinn (1992), a firm’s successive strategy is greatly affected by its past history and often takes shape through experimentation and ad hoc refinement of current plans-a process that he has termed as “logical incrementalism”. Therefore, the re-examination of past assumption, the comparison of actual results with earlier hypotheses have become common features of strategic management.

Rumelt (2002) argues that strategy can neither be formulated nor adjusted without a process of strategy evaluation. Whether performed by an individual or as part of an organization review procedure, strategy evaluation forms an essential step in the process of guiding an enterprise. He further states that, for many executives, strategy evaluation is simply an appraisal of how well a business performs. Has it grown? Is the profit rate normal or better? If the answers to these questions are affirmative, it is argued that the firm’s strategy must be sound. Despite its unassailable simplicity, this line of reasoning misses the whole point of strategy-that the critical factors determining the quality of long term results are often not directly observable or simply measured, and that by the time strategic opportunities or threats do directly affect operating results, it may be too late for an effective response. For him, strategy evaluation is an attempt to look beyond the obvious facts regarding the short-term health of a business and appraise instead those more fundamental factors and trends that govern success in the chosen field of endeavour.

He further argues that, the products of a business strategy evaluation are answers to these three questions:

- a. Are the objectives of the business appropriate?
- b. Are major policies and plans appropriate?
- c. Do the results obtained to date confirm or refute critical assumption on which the strategy rests.

Strategic evaluation is difficult because, each business strategy is unique and strategy is centrally concerned with the selection of goals and objectives. Majority of people find it much easier to set or try to achieve goals than to evaluate them; formal systems of strategic review, while appealing in principal, can create explosive conflict situations. In other words, the whole idea of strategy evaluation implies management by “much more than results” and runs counter too much of currently popular management philosophy (Rumelt, 2002)

Rumelt (2002), further argues that of the many tests which could be justifiably applied to business strategy, most will fit within one of these broad criteria: Consistency - that is the strategy must not present mutually inconsistent goals and policies; Consonance-the strategy must represent an adaptive response to the external environment and to the critical changes occurring within it; Advantage-the strategy must provide for the creation and/or maintenance of a competitive advantage in the selected area of activity; and Feasibility-the strategy must neither overtax available resources nor create unsolvable sub problems.

For Schendel and Hofer (1984), strategic control focuses on the dual questions of whether: the strategy is being implemented as planned; and the results produced by the strategy are those intended. For them, strategy evaluations is concerned primarily with traditional controls processes which involves the review and feedback of performance to determine if plans, strategies, and objectives are being achieved, with the resulting information being used to solve problems or take corrective actions

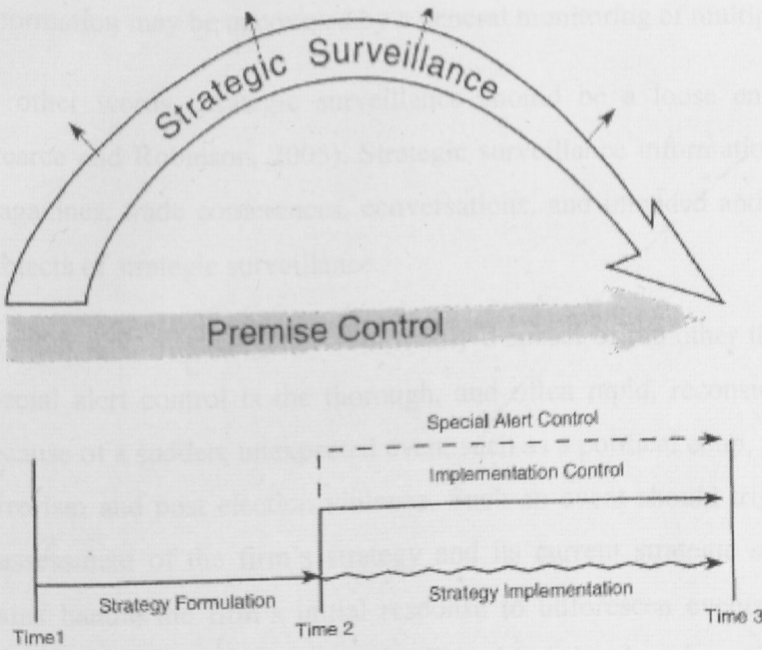
Recent conceptual contributors to the strategic control literature have argued for anticipatory feed-forward controls that recognize a rapidly changing and uncertain external environment. Schreyogg and Steinmann (1987) have made a preliminary effort, in developing new system to operate on a continuous basis, checking and critically evaluating assumptions, strategies and results. They refer to strategic control as, the critical evaluation of plans, activities, and results, thereby providing information for the future action.

Pearce and Robinson (2005), argue that, the control of strategy can be characterized as a form of "steering control". Because of changes taking place in both the environmental situation and the firm's internal situation, strategic control is necessary to a firm through these events.

Schreyogg and Steinmann (1987) criticize feed-back control on two premises; (a) feedback control is post-action control and (b) standards are taken for granted. They propose an alternative to the classical feedback model of control: a 3-step model of strategic control which includes premise control, implementation control, and strategic surveillance. Pearce and Robinson extend this model by adding a component "special alert control" to deal specifically with low probability, high impact threatening events.

The nature of these four strategic controls is summarized in Figure 1. Time 1 marks the point where strategy formulation starts. Premise control is established at the point in time of initial premising, Time1. From here on premise control accompanies all further selective steps of premising in planning and implementing the strategy. The strategic surveillance of emerging events parallels the strategic management process and runs continuously from Time1 through Time3. When strategy implementation begins, Time2, the third control device, implementation control is put into action and run through the end of the planning cycle, Time3. Special alert controls are conducted over the entire planning cycle.

Figure 1: Four Types of Strategic Control



Source: Pearce and Robinson.,(2005) *Formulation, Implementation, and Control of Competitive Strategy*, 9th Edition, McGraw-Hill

According to Pearce and Robinson (2005), every strategy is based on certain planning premises-assumptions or predictions. Premise control is designed to check systematically and continuously whether the premises on which the strategy is based are still valid. If a vital premise is no longer valid, the strategy may have to be change. The sooner an invalid premise can be recognized and rejected, the better are the chances that an acceptable shift in strategy can be devised. Planning premises are primarily concerned with environmental (for example, inflation, technology, interest rates, regulation, and demographic/social changes) and industry (for example, competitors, suppliers, substitutes, and barriers to entry) factors.

It should however be noted that all premises may not require the same amount of control. Therefore, managers must select those premises and variables that: are likely to change; and would have a major impact on the company and its strategy if the did occur.

Schreyogg and Steinmann (1987) argue that by their nature, premise controls are focused controls; strategic surveillance, however, is unfocused. Strategic surveillance is designed to monitor a broad range of events inside and outside the firm that are likely to affect the course

of its strategy. The basic idea behind strategic surveillance is that important yet unanticipated information may be uncovered by a general monitoring of multiple information sources.

In other words, strategic surveillance should be a loose environmental scanning activity (Pearce and Robinson, 2005). Strategic surveillance information may be obtained from trade magazines, trade conferences, conversations, and intended and unintended observation of all subjects of strategic surveillance.

Another type of strategic control, really a subset of the other three, is special alert control. A special alert control is the thorough, and often rapid, reconsideration of the firm's strategy because of a sudden, unexpected event such as a political coup, product poisoning, plane crash, terrorism and post election violence. Such an event should trigger an immediate and intense reassessment of the firm's strategy and its current strategic situation. In many firms, crisis teams handle the firm's initial response to unforeseen events that may have an immediate effect on its strategy. Increasingly, firms have developed contingency plans along with crisis teams to respond to circumstances (Pearce and Robinson, 2005).

According to Senge (1990), crisis management deals with three things: what can go wrong, what is the probability of it going wrong, what impact is it likely to have. This then means that managers must invest in proactive prevention mechanism such as contingency planning that also involves stakeholder analysis. Lastly, there is implementation control. Strategy implementation takes place as a series of steps, programs, investments, and moves that occur over an extended time. Special programs are undertaken, functional areas initiate strategy related activities, key people are added or re-assigned and resources are mobilized. In other words, managers implement strategy by converting broad plans into concrete, incremental actions and results of specific units and individuals. However be noted that all premises may not require the same amount of control. Therefore, managers must select those premises and variables that: are likely to change; and would have a major impact on the company and its strategy if the did occur.

Implementation control is the type of strategic control that must be exercised as those events unfold. Implementation control is designed to assess whether the overall strategy should be changed in light of the results associated with the incremental actions that implement the overall strategy. The two basic types of implementation control are, monitoring strategic thrusts and milestone reviews (Pearce and Robinson, 2005). Strategic thrusts provide managers

with information that helps them determine whether the overall strategy is progressing as planned or needs to be adjusted. This is accomplished early in the planning process by considering which thrusts or which phases of thrusts are critical factors in the success of the strategy. Milestone reviews include critical events, major resource allocations, or simply the passage of a certain amount of time. Milestone reviews usually involve a full-scale reassessment of the strategy and of the advisability of continuing or refocusing the firm's direction (Pearce and Robinson, 2005).

Implementation control is enabled through operational control systems like budgets, schedules and key success factors. While strategic controls attempt to steer the company over an extended period (usually five years or more), operational controls provide a post action evaluation and control over shorter periods-usually from one month to one year. To be effective, operational control systems must take four steps common to all post action controls: set standards of performance; measure actual performance; identify deviations from standards set and initiate corrective action. Hamel and Prahalad (2002) consider strategic intent, strategic stretch and leverage more important than strategy. The authors believe that the goal of strategic management should not be to beat competition and have a strategic fit with the environment but to try to imagine a future made possible by changes in technology, lifestyle, work style, regulation, global geopolitics and the like.

According to Senge (1990), managers responsible for the success of a strategy are concerned with these questions; are we moving in the proper direction? Are key things falling into place? Are we doing the critical things that need to be done? Should we adjust or abort the strategy; how are we performing? Are objectives and schedules being met? Are costs, revenues and cash flows matching projections? Do we need to make operational changes?

According to Mintzberg (1994), strategy evaluation measures whether a strategy is effective and whether the organization is efficient in achieving its objectives. When evaluating effectiveness of a strategy, success implies a strategic perspective that is right for today and developing in line with future needs, linked to a clear mission or purpose that is communicated and understood and leads to the provision of quality products and high level of services. Measures of effectiveness may include a number of new products, harnessing ICT, and use of capital for competitive success. When evaluating efficiency, success implies that the organization is well managed, administered and supported by sound budgeting and control systems underpinned by a good ICT system. These measures include; sales growth, market

share and return on investment (ROI), cash-flow among others (Simons, 1994; Senge, 1990). Norton and Kaplan (1996), qualifies the above measures by pointing out that, establishing such evaluation and control measures requires a genuine attempt to reconcile the different expectations of stakeholders. This is because; there is always a danger of efficiency measures that are possible and often straightforward becoming elevated in significance.

According to Waterman (1982) and Simons (1994), strategy evaluation can take place as an abstract analytical task, perhaps performed by consultants. But most often it is an integral part of an organization's processes of planning, review and control. In some organizations evaluation is informal, only occasional, brief and cursory. Others have created elaborate systems containing formal periodic strategy review sessions. In either case the quality of strategy evaluation and ultimately the quality of corporate performance will be determined more by the organization's capacity for self appraisal and learning than by the particular analytic technique employed (Simons, 1994). It should be noted that in most firms, comprehensive strategy evaluation is infrequent and is normally triggered by change of leadership or poor financial performance yet organizations need to be continually informed of how well or how badly they are performing in reference to their strategic directions.

According to Lesiyampe, (2006), KWS Board of Trustees has been changed more than six times in ten years since 1989. Similarly, KWS has had about ten directors in the same period. Senior management turnover has also been at the same rate in that period (Oroni, 2006). Lesiyampe (2006) further argues that the above change in management and Board of trustees leads to different boards giving different orientations in terms of wildlife conservation policy as well as facilitating KWS to strategically position itself in the face of competition from other players in the tourism industry. He finds that, the different directors assuming office occasionally dismantle previous organizational structures and redeploy staff at their own whim. He says that, organizational structures have been changing at the same rate the Board of trustees has changed.

Lesiyampe (2006), in his analysis finds out that the following has been the focus of the board. In 1994-1997 the focus of the board was marketing of KWS products (wildlife); and competing with other players in the tourism industry. In 1999-2003, the focus was to manage and conserve the parks, manage human wildlife conflict and security matters. In the period 1999-2003, KWS scrapped the marketing department contending that the Kenya Tourist Board was up to the task.

It also ignored employee welfare, training and personal development which are key ingredients in organization performance in the tourism industry. Lesiyampe further finds out that up to 1994, KWS had no stable organization structure and had been in deficit from 1994 to 2006 except 2001 when it had a surplus. From his findings, one is confronted with incidences of low staff morale, lack of organizational cohesiveness and identity in the institution. More challenges are in the areas of mainstreaming of projects, a bloated support staff, lack of proper established standards and policies and procedures, salary disparities, general financial inadequacy and reduced effectiveness in KWS supervisory and regulatory roles.

For effective strategy evaluation and control, strategic audits may be necessary. A strategic audit is an examination and evaluation of areas affected by the operation of a strategic management process within an organization. A strategy audit may be needed under the following conditions: Performance indicators show that a strategy is not working or is producing negative side effects; High-priority items in the strategic plan are not being accomplished; A shift or change occurs in the external environment; Management wishes: to fine-tune a successful strategy; and to ensure that a strategy that has worked in the past continues to be in tune with subtle internal or external changes that may have occurred.

To aid in control, firms will occasionally perform audits to ensure that certain aspects of their operations are in order. Such audit may include operational audits (assessing the firm's operating health) and strategic audits (assessing the firm's strategic health). Strategic audit measurement may be undertaken by the use of qualitative and quantitative methods in the structuring of questions in order to obtain information.

2.3 Pitfalls of Strategy Evaluation and Control

In strategy evaluation and control, it is important to look ahead in order to consider the current match between products, services, business units and their respective environments. However, future prospects do not necessarily rely on past performance. There is also a tendency of sub-optimization whereby, managers focus interest on their areas of responsibility rather than on the overall organization and as such synergy may be lost.

Sometimes taking corrective action raises employee's anxieties which may lead to resistance to change.

It might therefore be imperative to engage the participation of employees in strategy evaluation as one way of mitigating resistance. This is because employees accept change when they have a cognitive understanding of the changes, a sense of control over the situation and awareness that necessary actions are going to be taken to implement the changes.

Too much emphasis on evaluating strategies can be expensive and counterproductive. Yet too little or no evaluation can create worse problems. An effective strategy evaluation system should include challenging metrics and timetables that are achievable. If it is impossible to achieve the metrics and timetables, then the expectations are unrealistic and the strategy is certain to fail. Kaplan and Norton (2006) note that employees should not consider controls as an imposition of autocracy but as the benign checks and balances that allow them to be creative and free. When people know where the control limits are, they have the freedom to operate within the limits. In other words, if strategy evaluation is not properly implemented, it has the ingredient of demoralizing employees and therefore the need to rally employees behind the importance of strategy evaluation.

2.4 Tools for evaluating successful management systems

The tools include: a balanced scorecard; Total quality management; and ISO 9004 certification standards. A balanced scorecard is a set of measures directly linked to the company's strategy. It was developed by Kaplan and Norton. According to Kaplan and Norton (1996), a balanced score card directs a company to link its own long-term strategy with tangible goals and actions. It allows managers to evaluate the company from four perspectives: Financial performance, customer knowledge, internal business processes, and learning and growth. Kaplan and Norton describe the innovation of the balanced score card as follows:

The balanced scorecard retains traditional financial measures. But financial measures tell the story of past events, an adequate story for industrial age companies for which investments in long-term capabilities and customer relationship were not critical for success. The financial measures are inadequate, however, for guiding and evaluating the journey that information age companies must make to create future value through investment in customers, suppliers, employees, processes, technology and innovation.

A balanced scorecard helps to achieve this by: Clarifying and translating vision and strategy by highlighting those processes that are critical for achieving breakthrough performance for

customers and shareholders. Often this identification reveals entirely new internal processes that the organization must excel at for its strategy to be successful. Communicating and linking strategic objectives and measures by communicating them throughout an organization via company newsletters, bulletin boards, videos and even electronically through groupware and networked personal computers. Through this the scorecard provides a basis for communicating and gaining commitment to a business unit's strategy with corporate level executives and board of directors. This means that the dialogue between corporate executives, board members and business units leads to breakthrough performance for the future in strategy formulation and implementation.

Kaplan and Norton (1996), say that, managers in organization today do not have a procedure to receive feedback about their strategy and to test the hypotheses on which the strategy is based. They further argue that, organizations operate in turbulent environments, and senior managers need feedback about more complicated strategies. The planned strategy, though initiated with the best of intentions and with the best available information and knowledge, may no longer be appropriate or valid for contemporary conditions. The Japanese concept of continuous improvement to build customer value is gaining currency among many organizations. One of the ways of achieving continuous improvement is through total quality management. Total quality management (TQM), is viewed as virtually a new organizational culture and way of thinking. It is built around an intense focus on customer satisfaction; on accurate measurement of every critical variable in a business's operations; on continuous improvement of products, services, and processes; and on work relationship based on trust and teamwork.

In an effort of improving global continuous improvement in organization, standards such as ISO 9004 have been developed. The standard focuses on achieving customer satisfaction through continuous measurement, documentation, assessment and adjustment. The standard specifies requirements for a quality management system where an organization; needs to demonstrate its ability to consistently provide product and service that meet customer requirements; and aims to enhance customer satisfaction through effective application of the system, including processes for continual improvement of the system and the ensurance of conformity to customer requirements.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

This study utilized a case study. In conducting the case study, the study used a descriptive approach. Descriptive studies are based on some previous understanding of the research problem (Cooper and Schindler, 2003). A case study was deemed appropriate as the study involved an in-depth investigation of an aspect of strategy evaluation at KWS.

The study made a detailed examination of a single subject, strategy evaluation and control. Young (1960) and Kothari (1990) concur that a case study is a powerful method of qualitative analysis that involves a careful and complete observation of a social unit: be it a person, a family, an institution, a cultural group or even an entire community. It is a method that drills down rather than casts wide. This design was preferred over other designs because; it enhanced an independent understanding of strategy evaluation and control at KWS. Other studies (Koske, 2003; Lesiyambe, 2006; Oroni, 2006 and Sumta, 1982) have successfully adopted a similar research design.

3.2 Data Collection

The study used both primary and secondary data in strategy evaluation and control. Primary data was obtained through personal interviews that were guided by an interview guide while secondary data was obtained from existing records. The interview guide was an adopted modification of Barnat (1998) sample questions to be asked for qualitative organization measurement. The guide was used to interview five management team members; that is the assistant to the deputy Director, Research and Bio-diversity, the head Information telecommunication technology, the head of administration, the Financial Controller and the head of marketing. Their responses were recorded on tape and also in writing.

The above interviewees were chosen because they are tasked with strategy implementation, monitoring and control. These are the people who have been tasked with the successive implementation, evaluation and control of KWS strategic plan. It was not possible to interview the CEO and the Deputy Director for finance and administration because of their many engagements and travel schedules. The above respondents were chosen for they were better placed in responding to the issues raised for the purpose of this research.

3.3 Data Analysis

Data was analyzed using content analysis. Content analysis was used since the data obtained was qualitative in nature and hence narration was used to present the findings of the objective of the study. The responses were checked for validity and consistency by comparing the responses. Analysis on content was based on the meanings and implications emanating from respondents information and documented data on strategy evaluation and control.

Content analysis is the systematic qualitative description of the composition of the objects or materials of the study. Content analysis was used to objectively identify specific characteristics of messages. The researcher tried as much as possible to check for consistency and alignment of the respondents answers to the strategic plan.

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.1 Organizational strategies and execution activities

From the literature review undertaken, the researcher expected KWS to have made greater strides in the achievement of the strategic plan. This was because, the strategic plan was very well conceptualized with very well thought out goals, objectives, outcomes, performance indicators, resource allocation and responsible units. The researcher found out that KWS current board and management were committed to the successful implementation of the strategic plan. Previous implementation of other plans (The Zebra Books, The Price Waterhouse Study, The Draft strategic plans) had failed because of a lack of ownership between the board and management (KWS, 2005). In the formulation of the (2005-2010) strategic plan, a number of key staff from all departments and stations were involved at various workshops.

The strategic plan was all encompassing and did; an organizational overview; a SWOT and PESTLE analysis; a stakeholder expectation analysis; a vision, mission and value statement definition; definition of strategic goals, objectives, results, indicators and activities log frame; incorporation of an implementation, monitoring and evaluation strategy and finally a resource mobilization strategy. The plan finally summarized all this in a detailed strategic implementation matrix (appendix 5). In order to ensure proper implementation of the new strategic plan, KWS overhauled its earlier organization structure and replaced it with a new organization structure (appendix 6 and 7), thereby fulfilling the saying that 'structure follows strategy'.

The vision of KWS is to be a world leader in wildlife conservation. Its mission is to sustainably conserve and manage Kenya's wildlife and its habitats in collaboration with stakeholders for posterity by conserving and managing Kenya's wildlife in a scientifically, responsively and professional manner with integrity, recognizing and encouraging staff creativity and continuous learning and teamwork in partnership with communities and stakeholders.

In an effort of fulfilling the above vision, mission and goals, KWS developed a number of strategic objectives, execution strategies and verifiable indicators and summarized this in a logical framework (appendix 4). The strategic objectives were: first, to achieve policy, legal

and regulatory framework and stability to effectively discharge KWS mandate; Second, to enhance wildlife conservation, protection, and management; Third, to strengthen institutional capacity; Fourth, to improve KWS's recognition, linkages, and relationship with stakeholders and finally to ensure full implementation of the strategic plan.

KWS set out evaluation and control mechanisms in the achievement of some of the above strategic objectives through a pre-planning process by defining each set of strategic objectives and the activities for achieving them. For the strategic objective of achieving operational, legal and fiscal stability to effectively discharge its mandate, KWS wanted to influence the revision of the KWS Act so as to respond to the current operational challenges. The reason for this was that the legislative framework through which it was operating had not kept pace with the changes in the operating environment hence curtailing the fulfillment of its mandate. This therefore meant that KWS needed to be at the forefront in proactively developing and enacting a new conservation policy so as to consolidate its position as the principal conservation institution in Kenya. It planned to do this through consultation on the proposed wildlife policy and amendments to the KWS Act (Cap 376).

The researcher found out that this has not been achieved even though so much effort had been put into the process. The researcher found out that a draft policy and bill is before cabinet for approval and subsequent debate in parliament. The reason for this was that the Act together with its attendant amendments was a political process that encompassed a lot of community, political and vested interest that had led enactors viewing the Act through their own narrow prism of vested interest. Even though KWS had done the paper work, parliament has not been able to pass it as of today. The management is still consulting widely to ensure that this is done. This shows that for parastatals, the political-legal environment is a very strong contributor to the achievement of strategic objectives even though the strategies and activities for achieving them might be right.

On the strategic objective of enhancing wildlife conservation, protection, and management, the researcher found out that a pre-planning process that incorporated strategy evaluation, success factor indicators and expected outcomes was very well articulated. However, the objectives had not properly enumerated what the reports produced were to be used for.

For the first time ever the organization was able to hold a scientific wildlife conference in April 2007 even though it had not yet produced or published the conference report. The organization had also signed a number of MOUs with several universities and other conservation organizations. The organization had not been able to come up with a bio-prospecting strategy, policy and guidelines. There was enhanced work in progress in the area of the development of a multi-purpose library for the provision of information for research, conservation and management.

The organization had not been able to develop a research strategic plan even though within the ranks of senior officers it was felt that this might be a duplication of the strategic plan. On the front of improving management of protected areas, other important wildlife areas and endangered species, the organization had plans of making Lake Elementaita and the Rift Valley being declared a Ramsar, on this perspective, the organization had not achieved much for there was a lot of technical expertise and other requirements that needed to be fulfilled before the UNESCO could declare the sites to have achieved Ramsar status. On the front of updating and preparing ecosystem management plans and documentation of conservation hotspots in collaboration with relevant institutions for their protection, it was noted that this had not been done according to plan for after the post election violence; this was not regarded as a priority. It was noted that KWS was at the forefront of providing oversight in the support of other management authorities to prudently manage wildlife in their areas (local and regional authorities and private ranchers) even though there was a lack of legal backing in this area.

On the area of the development of community wildlife benefit programmes, it was noted that not much had been done on this front for there was little communal land available currently that could be turned into eco-tourism. On the same scale, the land policy that is currently being developed has hindered the securing of wildlife corridors and migratory routes. It is hoped that once it is passed into law, it will catalyze this aspect. It was noted that that on the development of conservation education programmes for communities and other collaborative institutions, the organization had done very well for organized school visits to the parks, ASK shows attended and number of organizations supporting conservation had increased. On the front of wildlife restoration and consolidation of ecological monitoring and assessment systems, the organization had done very well in re-stocking and de-stocking parks through targeted animal translocations. There were also research study reports and monitoring of animal species that was continuously being done.

On the strategic objective of strengthening institutional capacity so as to attain operational and fiscal stability, the researcher found out that the organization had charted a comprehensive listing of what it planned to do to have the requisite human and physical resources; to transform and devolve management; to safeguard assets; to motivate and develop staff, to improve efficiency and effectiveness within the organization and to provide for staff houses and offices. To a great degree this had been achieved for recruitment of new staff and retraining of old staff had been done, documentation of operational policies, procedures and governance systems had been done, new revenue streams had been developed and implemented, information technology infrastructural needs assessment and implementation had successfully been conducted, improvement of financial management system had also been done. This was attested by increased revenues unlike in the past where the vulnerable smartcard system for loading park entrance charges had been abused to the organization's detriment for it led to revenue leakages. Early indicators on this include; a rise in the salary bill from Kshs 985 million in 2004/5 to 1.7 billion in 2007/08, a rise in housing maintenance cost from Kshs 10 million to Ksh 70 million and construction costs from zero to Kshs 317 million in the same period. There has also been a sound financial base from Kshs 1.066 billion in 2002 to Kshs 2.55 billion in 2006/7 (KWS, 2008)

This has led to the organization fast tracking its strategic plan and also devising another one for growth and sustainability. However, since the mandate of KWS is wide, some of the activities it had intended to do have not been fully implemented due to resource constraints that were occasioned by external factors such as the post election violence in earlier 2008 and adverse travel advisories by foreign countries that led to dwindling of visitation to the parks and thereby denying the organization the much needed revenues.

Some of the programs that have not been fully achieved are those of commercialization of the air- wing of the organization that could have been a revenue generating stream, fast tracking of development of housing, office and other utilities, the replacement of analogue high frequency radios and the provision of VSAT and other connectivity to all the parks. However the researcher found out that the visitation to the parks had gradually picked up and the granting of a commercial air license to operate planes is about to be granted which if better put to use will accelerate the achievement of the strategic plan. The researcher also found out that the commercialization of the training institute was at advanced stages of implementation. The researcher also found out that the organization had implemented systems and processes to

enhance service delivery. Some of the process and systems that are in place or are in progress include ISO 9000, ICT, a balanced score card and image building through avenues like re-branding and positive media reporting.

On the objective of improving linkages, recognition, and relationship with stakeholders, the researcher found out that a lot of consultation had been done with stakeholders, exhibitions had been held, media collaboration and media monitoring and evaluation had been thought out, media positive reporting of parks and reserves and media featuring of parks and reserves had been achieved to a great extent. KWS through devolution of its management to eight conservation areas (appendix 3) has been able to empower field staff, enhance its presence closer to communities and stakeholders and has been able to increase its influence beyond the parks.

The researcher found out that KWS profile had been enhanced through the development and implementation of a media and communication strategy. KWS had also undertaken a deliberate rebranding of its premium parks and is in the process of rebranding other parks. The researcher found out that KWS was engaging in corporate social responsibility of forest and water catchment protection especially the Mau complex; which is a strategic water catchment for the greater southern and northern Africa as well as the protection of reserves and compensation of human wildlife conflicts that are outside the protected areas. This then means that KWS need to take a proactive role in the wildlife sector by offering visionary leadership and taking charge of the conservation of water catchment areas and flora and fauna.

On the area of corporate branding, the researcher found out that there was work in progress to develop and standardize the KWS logo, stationery, colours, signage, symbols and flags. It was noted that KWS had developed very strong collaboration linkages between private conservancy, community reserves and the general public. This has had a very strong impact in the reduction of poaching, restocking of parks and reserves and community policing as well as visitation to the parks.

KWS has also been at the forefront of campaigning for the ban on trade of game products which to some extent it has been able to achieve as can be attested by the ban on e-bay, one of the premier internet trading site for all products especially prized game trophies. Through its campaigning, it has also been able to be consulted by other countries like Sudan in the

development of a wildlife policy. It has also been widely consulted in areas of conservation and bio-prospecting for it has a large skill base of well known scientists in the area of wildlife conservancy which sometimes acts as an income generating stream. Through its effort it has been able to win awards such as the 2008 COYA awards.

The researcher found out that the organization has been faced with some challenges in the achievement of some of its strategies, for instance the 1998 bombing of the American embassy, the adverse travel advisories that are continuously being issued by foreign countries, the post election violence and the gradual drying of some of the rivers and lakes and the 2009 drought that has led to the dying of wildlife. From the research carried, it was realized that the organization has tried to market the parks and reserves as safe since they are protected by armed wardens. The researcher also found out that the organization has tried to use celebrities and other key government officials to market the parks and reserves to the public and the world in an effort of strengthening awareness. From the interviews, it was noted that the organization has used key figures like Dr. Kofi Anan, President Kibaki, the minister for tourism, celebrities like Serena Williams who is a world renowned tennis player and Usain Bolt who is a world splinter record holder for both one hundred and two hundred meters.

The researcher found out that KWS is leasing its hotels to interested investors to put up environmentally friendly lodges and hotels as one way of increasing its revenue stream. This strategy is beneficial on two fronts, one, it generates revenue through the lease rentals and two, the visitors to the parks and the hotels and lodges pay gate entrance fees to KWS to spend at the hotels and lodges as well as when they are taking game drives.

The researcher found out that the strategy has not properly taken advantage of opportunities that might exist with speed such as the marketing of the parks to the major conferences that take place within Nairobi, Mombasa, Kisumu and other areas so that the participants may take an opportunity to visit the parks. KWS has also not taken advantage of transit visitors at the airports to have an opportunity of visiting the parks. However, this was clarified that it may be addressed through proper coordination with the relevant ministry of immigration to grant temporary tourist visas at a fee or at no cost to allow visitation to the parks.

4.2 Strategy Evaluation at KWS

KWS Strategy development was well thought out for it had incorporated some key ingredients in its development. For instance, KWS had done a readiness assessment whereby the Board of Trustees and the CEO were the main drivers toward the design and building of a strategic plan. It was also realized that the Board of Trustees, the CEO and other directors had started championing the development of a strategic plan. Further, the reform initiatives that were being proposed such as the decentralization of parks acted as incentives for the development implementation, monitoring and evaluating the strategic plan.

For a strategic plan to be effectively implemented, monitored, evaluated and controlled, it should provide accessible, understandable, relevant, and timely information and data, (Kusek and Rist, 2004). These criteria drive the need for a careful readiness assessment prior to designing systems particularly with reference to such factors as ownership of the system, and benefits and utility to key stakeholders. This then means that issues surrounding collection and analysis of data, production of reports, management and maintenance of monitoring and evaluation systems and the use of information produced need to be given the weight they deserve. From the research carried, it was apparent that the above was not properly thought out in the case of KWS for the reports were not being consolidated and coordinated from one central unit for recommendation for action.

From the research, it was realized that the organization had linked its strategic plan with other public sector reform initiative such as vision 2030, the need for parliament to revise the KWS Act in order to respond to the current operational challenges and the need to have consultation with other stakeholders. These linkages are crucial for they create interdependence and reinforce the overall sustainability of the systems to be put in place.

For a strategic plan to be properly monitored and controlled, it is important that information flows freely between levels for it to be truly useful. Each level must help inform the next level to achieve the desired results. It is also important to ensure that within a level, there is a commitment to horizontal use and sharing of information from the collection and analysis of data. From the research, it was apparent that this was being done at KWS for there were senior management meetings being conducted to inform management of key decisions that needed to

be undertaken. However the feedback for some of these decisions was not being undertaken and monitored from one designated unit.

For a strategic plan to be successful and sustainable there must be a 'buy in' that is a sense of ownership from the implementers and commitment from senior management in the organization. From the research carried, there was a lot of energy and enthusiasm from staff towards the implementation of the strategic plan. This may be explained by the involvement of key staff from various departments in its design. This means that staff of KWS is prepared to take ownership of the effort to systematically implement, monitor and control the strategic plan.

Success in the monitoring, evaluation and control of a strategic plan requires clear links between the budget and other resource allocations decisions. For the case of KWS this was well thought out (appendix 5) with the exception that being dependent on government, donors and park visitation, its revenue generation sources can be impaired by factors beyond the control of the organization.

The goals and outcome statements of KWS were properly formulated (appendix 4) for the outcome problems identified were properly translated into statements of possible outcome improvements, which were an incentive for implementers to identify the road and destination ahead. Postive statements to which stakeholders can aspire legitimize the implementation process for they easily build consensus to the desired outcomes of an organization (Kusek and Rist, 2004).

From the review of the strategic plan, it was found out that KWS had indicators to monitor progress with respect to inputs, activities, outputs, outcomes and goals. For good monitoring, evaluation and control systems, progress needs to be monitored at all levels of the system to provide feedback on areas of success and areas in which improvement may be required (Kusek and Rist, 2004). For the case of KWS, it was not apparent on the area translating outcomes into outcome indicators that proper thought had been given for outcome measurement mean much more than measuring inputs and outputs. This is because outcome indicators require the translation of outcomes into a set of key measurable performance indicators, which when regularly measured can determine if outcomes are being achieved.

For properly monitoring and evaluation, it is important that baselines are established. A baseline is the first measurement of an indicator. It sets the current condition against which future changes can be tracked. For KWS it was apparent that some baselines had been established such as the one for revising the KWS Act and strengthening of institutional capacity. However for the others, the targets were set before establishing the baseline such as those of improving KWS linkages, recognition and relationship with stakeholders.

In setting targets, it is crucial that consideration is given to the expected funding and resource levels such as existing capacity, budgets, personnel, facilities among others. Targets should be feasible given all of the resource considerations as well as organizational capacity to deliver activities and outputs, targets should also be set as to the number, time and location of that which is to be achieved (Kusek and Rist, 2004). Furthermore, flexibility must be ensured in target setting because of unknown circumstances. For KWS targets were well thought out even though they were too many. However the numbers and timelines of what was to be achieved were not properly stipulated. It was found out that flexibility was ensured especially during the post election crisis of 2008.

Through the interviews, the researcher found out that there is a process of strategy evaluation and control even though it is formal and structured through quarterly meetings, submission of management reports to management by heads of departments and strategic review meetings by senior management and directors. The researcher found out that there is an executive meeting held every Wednesday to make management decisions. It was however noted that there is no proper process of continuous feedback so as to have a real-time adjustment of strategic objectives. It was also noted that there is no proper coordination between departments since there was the general feeling that each department only knew much of the strategies of its unit and less of the other departments. In this case there is the risk of sub-optimization happening within the organization.

On another scale the researcher found out that there is no proper unit that is tasked with the process of strategy evaluation and control, since the unit is within the department of corporate communication. The unit is more tailored towards the monitoring of budgets and annual work plans. It was also felt that the unit serves more on the fulfillment of reporting on performance contracting to the government rather than providing monitoring and evaluation on the overall

strategic plan. In this case there is the risk that the unit might rely on the submission of the reports it receives rather than its independent audit it undertakes of the strategy vis a viz the actual outcome and progress of the strategic objectives. The researcher was made aware that in the new strategy for growth and sustainability that is being developed this anomaly will be corrected by the incorporation of an independent unit of strategy and change that will be tasked with strategy evaluation and control.

4.3 Organizational strategic challenges

From the research it was noted that the organization is a labour intensive outfit for seventy percent of the staff are wardens who provide security to the wild animals so as to protect them from poachers and other threats. Previously the wardens used to be employed whenever the government recruited the military and the police force.

At some point there was a freeze on the employment of disciplined forces. As a result of a combination of the above there is the danger of high attrition levels of the game wardens through retirement and other hazards that might not be quickly filled.

The organization relies to a greater extent on the visitation to the parks by foreign tourists for its revenue. The visitation is a seasonal aspect that is tied to the seasonality of tourism. As a result of the global financial crisis and meltdown as well as terrorist threats and adverse financial advisories, the organization risks a great deal from diminishing revenue generation that might impact on the implementation of its strategy. The organization is trying to mitigate this through the promotion of local tourism and organized school visits to the parks and through additional allocation from the exchequer.

The organization is faced with global threats of poaching and human wildlife conflicts. This is made worse by the recent lifting of the global ban on the trade of game trophies and game products. This then calls for greater protection of the parks and reserves by the wardens and a more concerted effort on the campaign front for the ban on the trade of game products. KWS has been able to make greater strides on the front of minimizing poaching through the collaboration of Interpol, Uganda, Zambia and Ghana through an operation dubbed 'operation Baba' in honour of a Ghanian who was killed by poachers. This operation is becoming fruitful

because no one country is able to police on the trade of game products. However, through concerted efforts by countries and Interpol, this exercise is achievable.

The population pressure is putting a strain on the migratory routes of the wildlife as well as increasing human wildlife conflicts. KWS is trying to address this through the documentation of all its land and the processing of title deeds to its land so as to safeguard its property and the encroachment of its land by communities and land grabbers. KWS is also at the forefront of proactively contributing to the proposed land policy that if not well managed may impact it negatively. All this coupled with projected diminishing revenues as a result of inflation, a global meltdown may affect the successful implementation of the strategic plan and thus its evaluation and monitoring.

The organization is also an infrastructural intensive establishment; many resources are needed for infrastructural maintenance and upgrading. The dependency on government for budgetary allocation for some resources which sometimes are below KWS budgets hinder the achievement of the strategies set out.

The degradation of habitats coupled with climate change may lead to the extinction of some species of wildlife. This then calls for concerted efforts from the forest officers and all the concerned parties and government to ensure that flora and fauna is protected as well as the regeneration of forests and the protection of water catchment areas.

There is a general feeling that the separation of the ministry of tourism from the earlier ministry of tourism and wildlife to the new ministries of tourism and that one of wildlife and forestry may hinder the realization of some of the strategies for the ministry of tourism markets a product i.e. wildlife that is not within their mandate. Also the ministry through its marketing department also promotes a product i.e. wildlife abroad that it does not understand very well instead of leaving it to KWS or incorporating staff from KWS in this activity. It is my considered opinion that the separation of the ministries needs to be re-looked into and merged into the ministries of tourism, wildlife and forestry.

4.4 Discussion

The evaluation of the strategy of KWS shows that some key ingredients of the theory on strategy evaluation and control were incorporated in the development of the strategic plan such strategic champions, involvement of stakeholders, setting baseline and setting goals, outcomes

activities and inputs. However the strategy was lacking in outcomes for the performance indicators were more tuned to output indicators rather than outcome indicators.

On another note, it was realized that proper monitoring, evaluation and control systems had not been properly instituted for monitoring and control was more attuned to budgets and outputs. Theory suggests that evaluation and control be more attuned to outcome indicators rather than output indicators. For this function to be properly undertaken, it requires that an independent unit for monitoring and evaluation with the requisite technical capacity be incorporated within an organization to collect, analyse and present data that can aid in managerial decision making and control.

Kusek and Rist, (2004), argue that the challenges of designing and building a monitoring and evaluation systems are not to be underestimated. They argue that the construction of monitoring and evaluation systems is a serious undertaking that will not happen overnight. They further argue that it is not to be dismissed as too complicated, demanding, or sophisticated for a developing country or for an organization in a developing country to initiate. All organization need good information systems so as to monitor their own performance-developing country no less than others. Consequently, assisting organization to develop capacity to develop these systems merits the time and attention of CEO's and senior managers of organizations.

In studies done by Kusek and Rist, (2004), it is apparent that different countries and organizations have been able to monitor and control their strategies differently. Developed countries have incorporated most of the key ingredients of effective monitoring, evaluation and control systems while developing countries and organizations are at different levels in incorporating these systems in their organizational management. For KWS, I would say it is a good start for an organization that did not have a strategic plan in the first place. However for the strategic plan for growth that they are about to implement, I would recommend that they strongly adopt good theoretical practice in order to have continuous feedback for strategic implementation, monitoring, evaluation and control.

CHAPTER FIVE: SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.1 Summary

5.1.1 Strategy planning, implementation, evaluation and control at KWS

From the research that was carried it was clear that KWS had a very well thought out strategic plan, the plan incorporated a pre-planning process and an implementation process. In the implementation process, an implementation matrix with clear timelines and milestones was annexed. The plan also included a resource mobilization strategy.

From the interviews that the researcher conducted, it was clear that management and staff were committed to the successful implementation of the strategic plan. It was noted that the management were in the second phase of devising another strategy for growth and sustainability that is more ambitious, aggressive and incorporating vision 2030 having achieved a majority of objectives that they had set out to achieve.

5.1.2 Strategy evaluation and control

The researcher found out that there is a formal process of strategy monitoring and control. It was however realized that the evaluation and control is not continuous as feedback is done through monthly, quarterly, mid-term and end of year reports. This then means that the organization is not very well prepared to deal with sudden events in the environment. For instance it was realized that the organization was very much affected by the post election violence for its revenues were drastically reduced by a margin of about seventy percent. The organization was able to mitigate this somehow through the cutting down of administrative costs and being responsive and creative in postponing some of the planned activities like staff housing, fleet modernization and a review of budgets which was more of a reactionary approach. This then means that the organization did not have proper crisis management before hand to adequately and effectively deal with any crisis that would arise.

The organization also lacks a proper independent monitoring, evaluation and control unit for the unit is housed within the corporate and communication unit and relies heavily through reports from departments that might not adequately report on progress made for they might report their departments in a very positive manner when the contrary is true for fear of being

reprimanded. This then might affect the successful evaluation and control of the strategy at the organization.

In the formulation of the strategic plan, management involved key staff from each department as a result of the many staff at the organization. There is the danger of the strategy implementation not being cascaded to the lower cadre of staff as they might feel that they were not part of its formulation. This lack of ownership might derail its successful implementation.

The organization has embarked on the designing of another strategy for growth so as to keep momentum and avoid complacency. It is hoped that some of the mistakes that were made in the early strategy won't be repeated. The researcher was made aware that in the new strategy being designed, there will be an independent unit that will be tasked with change evaluation and control. The organization also intends to incorporate a balance scorecard in the new strategy in the evaluation of the impact of its strategy on the various stakeholders.

5.1.3 Limitations of the study

The case study relied solely on a few employees of KWS to obtain the process of strategy evaluation and control. There was the risk that they may have portrayed the organization as doing exceptionally well than the reality on the ground. There is also the danger that they may not also have had all the necessary information about the organization for my interpretation of the findings.

Additionally, some of the senior members were on constant travel and had so many engagements. It was not possible to interview some senior officials who are more likely to have a strategic view of the process of strategy evaluation and control. It was also not possible to obtain some of the reports that are normally filed to management to assess the progress being made in the process of strategy evaluation and control.

5.2 Recommendations for further study

A study on the implementation, evaluation and control of the new strategy for growth is recommended after some time to have a proper understanding of how the organization will have incorporated an independent unit as well as the balanced score card. A study also needs to be undertaken to find out how organization measure their performance, whether it is based on output indicators or outcome indicators.

Additionally an empirical study of strategy evaluation and control of parastatals is highly recommended in order to understand the process that parastatals use for their strategy evaluation and control. This is especially necessary after the clamour for performance contracting by the government of Kenya has led to most parastatal developing strategic plans.

5.3 Conclusion

Organization need to be proactive in managing the external environment in an effort of successfully implementing their strategies. For parastatals, the task is more onerous for the process is a political one and the successfulness depends on the whims of politicians and parliament. However, with strong leadership, consultation and proper monitoring, evaluation and control of strategies that organizations set out to achieve, it is possible to successfully accomplish these tasks.

The pressure of parastatals to perform through the legal and economic reforms that are being implemented by the government, mean that parastatals are faced even with more pressure than before to perform, which then calls for well thought out strategies for evaluation and control of the strategic plans that organizations set out to achieve. KWS needs to have a strong and independent unit for strategy evaluation and control that continuously monitors the strategy implementation in a real time manner in an effort of transforming the parastatal from good to great.

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APPENDICES

Appendix 1: Interview Guide

Strategy Evaluation and Control

1. Are the standards appropriate for the stated objectives and strategies?
2. Are objectives still appropriate in light of the current environment situation?
3. Are the strategies for achieving the objectives still appropriate in light of the current environmental situation?
4. Are the firm's organizational structure, systems (e.g., information), and resource support adequate for successfully implementing the strategies and therefore achieving the objectives?
5. Are the activities being executed appropriate for achieving standard?
6. Are the financial policies with respect to investment and financing consistent with opportunities likely to be available?
7. Has the company defined the key regions in which it intends to operate sufficiently specifically with respect to product lines and regional segments? Has it clearly defined the key capabilities needed for success?
8. Are the management, financial, technical and other resources of the company really adequate to justify an expectation of maintaining sustainability in the key areas of capability?
9. To the extent that the operations are diversified, has the company recognized and provided for the special management and control systems required?
10. Does the strategy involve an acceptable degree of risk?
11. Does the strategy have an appropriate time horizon?
12. Is the strategy appropriate to the personal values and aspirations of key managers?
13. Are there early indications of the responsiveness of markets and market segments to the strategy?
14. Does the strategy rely on weakness or do anything to reduce them?
15. Does the strategy exploit major opportunities?
16. Does your organization engage in environmental scanning/
17. Has your organization ever been faced with a sudden internal/external crisis?
If yes, how was it handled?

18. To what extent do you think the current strategy evaluation and control supports continuous improvement and organizational learning?
19. Has your organization achieved all its documented strategies?
If No, what are the reasons for not achieving them?
20. Has your organization ever changed its strategy? If yes, when and why?
21. In your opinion, how would you rate the level of commitment of your organization towards ensuring an effective strategy evaluation system?
22. Any other comments?

Dear Respondent,

I'm a postgraduate student in the School of Business Studies, University of Nairobi. I'm conducting a management research on Strategy Evaluation and Control at KWS.

In order to undertake the research, you have been selected to form part of the study. This letter is therefore to request your assistance regarding yourself for the interview. The information will be treated with strict confidentiality and is needed purely for academic purposes.

A copy of the final report will be available to you upon request.

Your assistance and cooperation will be highly appreciated.

Yours Sincerely,

Benard Siro
Student

Francis Juma
Supervisor
Professor in the School of Business Studies,
University of Nairobi.

Appendix 2: Letter of Introduction

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS

September 15, 2008

MBA RESEARCH PROJECT

Dear Respondent,

I'm a postgraduate student in the School of business studies, University of Nairobi. I'm conducting a management research on Strategy Evaluation and Control at KWS.

In order to undertake the research, you have been selected to form part of the study. This letter is therefore to request your assistance availing yourself for the interview. The information will be treated with strict confidentiality and is needed purely for academic purposes.

A copy of the final report will be available to you upon request.

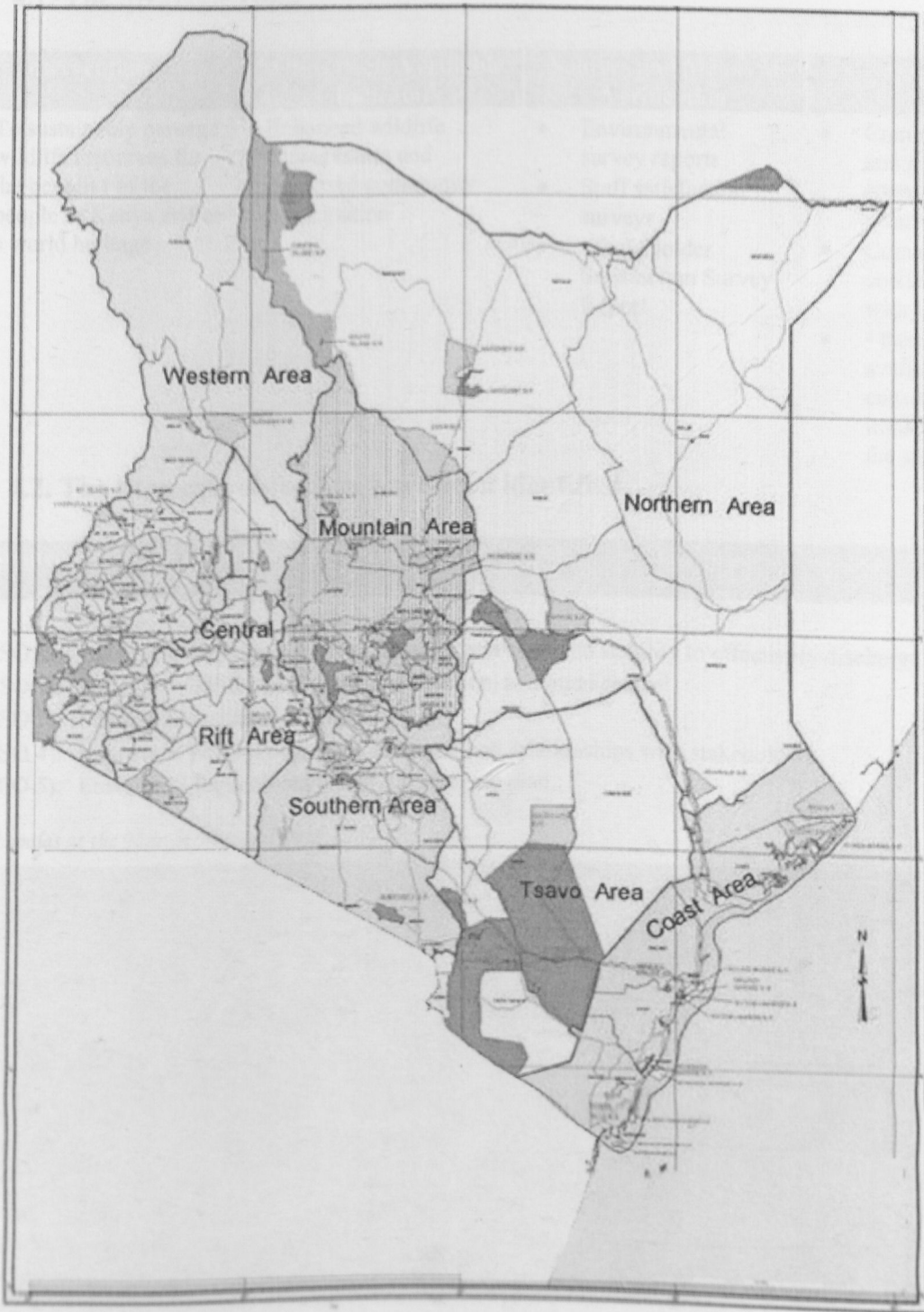
Your assistance and co-operation will be highly appreciated.

Yours Sincerely

Benard Siro
Student

Evans Aosa
Supervisor.
Professor in the School of Business Studies,
University of Nairobi.

Appendix 3: Kenya Wildlife Service Conservation Areas



Appendix 4: Strategic Goal, Objectives, Results, Indicators and Activities

4.1. The Strategic Goal

Intervention Logic	Objectively Verifiable Indicators	Sources and Means of Verification	Assumptions
To sustainably manage wildlife resources for the benefit of the people of Kenya and as a world heritage	Enhanced wildlife conservation and increased community participation	<ul style="list-style-type: none"> • Environmental survey reports • Staff satisfaction surveys • Stakeholder Satisfaction Survey Report 	<ul style="list-style-type: none"> • Communities, GoK, and staff accept and appreciate wildlife as a heritage • Communities will continue to co-exist with wildlife • Resources will be available for conservation and implementation of the strategic plan

4.2. The Strategic objectives have been identified.

Strategic Objectives (SO)

- (SO 1): Achieve policy, legal and regulatory framework and stability to effectively discharge the mandate
- (SO 2): Enhance wildlife conservation, protection, and management
- (SO 3): Strengthen institutional capacity
- (SO 4): Improve KWS's recognition, linkages, and relationships with stakeholders
- (SO 5): Ensure full implementation of the strategic plan

Impalas at the Nairobi National Park



4.3. Results/Outputs and Indicators

Results/Outputs Objectively Verifiable Indicators	
Strategic Objective 1. Achieve policy, legal and regulatory framework and stability to effectively discharge its mandate	
Output/Result 1.1. KWS Act revised to respond to current operational challenges	<ul style="list-style-type: none"> • New policy document • New Wildlife Act
Strategic Objective 2. Enhance wildlife conservation, protection, and management	
Output/Result 2.1. The position of KWS as the leader in wildlife conservation, protection and management consolidated	<ul style="list-style-type: none"> • Global recognition of KWS as a centre of excellence on wildlife research and management • Conservation and management models and standards • Biodiversity inventories • Intellectual property and bio-prospecting standards • Research outputs/documents • Domesticated and institutionalized international protocols and other local legislation • Adoption of KWS's conservation models by communities and/or private wildlife conservationists and local authorities
Strategic Objective 3. Strengthen institutional capacity	
Output/Result 3.1. KWS's operational and fiscal stability attained	<ul style="list-style-type: none"> • New revenue streams developed (including new and expanded tourism and non-tourism facilities/products) • Organization-wide policies and procedures manuals
Output/Result 3.2. Rationalised organizational structure and comprehensive human resources policy developed and implemented	<ul style="list-style-type: none"> • Job evaluation exercise performed and clearer functional jurisdictions outlined • Approved and implemented new organizational structure • Human resources and administration procedures manual • Environment, health and safety policies • Rationalised and improved salary structure and incentive scheme • Trained, well-equipped and functional staff • Succession planning and training programme document • Trained change champions and number of staff trained on change management • Performance management framework introduced and performance contracts signed • Ethics and integrity policy defined and implemented • Organizational culture and cohesiveness plan
Output/Result 3.3. Devolution of operations to parks and stations	<ul style="list-style-type: none"> • Categorization of parks and stations on objectively established and developed criteria • Improved responsiveness to operational and community-wildlife issues

<p>Output/Result 3.4. KWS physical facilities and operational equipment purchased and/or improved and codified</p>	<ul style="list-style-type: none"> • Houses and offices with services for wardens, rangers and staff • New fleet of vehicles, plant, aircraft and other equipment, refurbished fleet (lories, graders, and heavy machinery), size of transport fleet (roads and air-wing) rationalized • Gate, roads, airstrips, fences, water points and physical infrastructure constructed and renovated • Rationalised office space at KWS Headquarters • Title deeds and ownership documents obtained • Comprehensive assets register • Improved signage
<p>Output/Result 3.5. ICT requirements and needs defined and improved</p>	<ul style="list-style-type: none"> • MIS needs assessment, specifications and integration report • Smartcard or alternative revenue collection system document • Fully implemented systems with staff trained on use of systems • Establish MIS support services • Communication equipment and system
<p>Strategic Objective 4. Improve KWS's recognition, linkages, and relationships with stakeholders</p>	
<p>Output/Result 4.1. KWS's linkages improved</p>	<ul style="list-style-type: none"> • Database of stakeholders and key organizations put in place • Number of consultations and sharing of information between stakeholders, GoK, and KWS • Collaboration with communities, local authorities, private game ranchers and cross-border/regional collaborations
<p>Output/Result 4.2. KWS's profile enhanced</p>	<ul style="list-style-type: none"> • Number of MOUs and PPP agreements signed • Agreed and approved designed logos for the various parks in KWS • Agreed brand and image colours, as well as agreed typeface to be used in all publications and letters • Standards for stationery • Increased awareness by the public on KWS activities • Number of press releases and feature articles written and distributed to the media • Number of seminars and briefings held with opinion leaders • An effective and interactive website for KWS
<p>Strategic Objective 5. Ensure full implementation of the strategic plan</p>	
<p>Output/Result 5.1. Implementation of KWS operational policies monitored and evaluated</p>	<ul style="list-style-type: none"> • Implementation and monitoring programme document with responsibilities, specific tasks, milestones and budgets assigned to individuals and or consultants • Performance contracts signed with heads of departments • Performance management system implemented • Number of activities outlined in the strategic plan implemented in time and within the budget

4.4. Strategies and Activities

Strategies Activities	
Strategic Objective 1. Achieve operational, legal and fiscal stability to effectively discharge the mandate	
<p>The policy and legislative framework under which KWS operates has not kept pace with the changes in the operating environment. The organization's capacity to fulfil its mandate has therefore been curtailed. KWS will need to be pro-active in policy and legislative reviews and enforcement. To ensure the sustainability of KWS and the restructuring being undertaken, a new wildlife (conservation) policy will need to be developed and a new law which shall rationalize the roles of KWS and consolidate its position as the principal conservation institution in Kenya will need to be enacted.</p>	
Output/Result 1.1. KWS Act revised to respond to current operational challenges	
1.1.1. Re-definition of KWS mandate and operational framework	1.1.1.1. Review of the Wildlife Policy and the KWS Act (Cap 376), legal provisions and regulations that impact on operations of KWS
	1.1.1.2. Consultations on proposed wildlife policy and amendments to the act
Strategic Objective 2. Enhance wildlife conservation, protection, and management	
<p>KWS needs to assume leadership in conservation and natural resource management. This calls for raising the profile of science in the operations of the organization and improving the effectiveness and adaptability of management and security functions.</p> <p>Consultations and collaboration with actors in this and related sectors will be a key ingredient in the implementation of the identified activities. A holistic management approach complemented by appropriate structures will ensure that KWS reclaims and consolidates its position as the leader in the conservation and management of wildlife.</p>	
Output/Result 2.1. The position of KWS as the leader in wildlife conservation, protection and management consolidated	
2.1.1. Generate scientific information for decision making	2.1.1.1. Link research activities and reporting with field and community conservation needs
	2.1.1.2. Conduct resource inventories, surveys, and assessments
	2.1.1.3. Develop collaboration mechanisms with research institutions
	2.1.1.4. Develop biotechnology and enhance bio-prospecting
	2.1.1.5. Develop a multipurpose library to provide information for research, conservation, and management
	2.1.1.6. Develop a research strategic plan

2.1.2. Improve management of protected areas, important wildlife areas and endangered species	2.1.2.1. Maintain the integrity and diversity of ecosystems and species
	2.1.2.2. Manage wildlife-livestock interface
	2.1.2.3. Adopt and domesticate relevant international conventions, treaties, and agreements.
	2.1.2.4. Develop and maintain scientific databases, Geographic Information Services (GIS), and Meta databases to support management
	2.1.2.5. Update and prepare ecosystem management plans
	2.1.2.6. For their protection document conservation hotspots, in collaboration with relevant institutions
	2.1.2.7. Support other management Authorities to prudently manage wildlife in their areas—local and regional authorities, and private ranchers
	2.1.2.8. Strengthen the capability of management in animal problem approaches
	2.1.2.9. Develop community wildlife benefit programmes
	2.1.2.10. Secure wildlife corridors and migratory routes
	2.1.2.11. Develop conservation education programmes for communities and collaborative institutions
	2.1.2.12. Develop wildlife management charter and tourism development guidelines
2.1.3. Wildlife Restoration	2.1.3.1. Translocate wildlife for restocking and de-stocking
2.1.4. Consolidate the development of ecological monitoring and assessment systems	2.1.4.1. Monitor wildlife population trends and health status
	2.1.4.2. Conduct EIA's and environmental audits in protected areas
2.1.5. Protect the national wildlife ecosystem	2.1.5.1. Improve security of boundaries of wildlife areas (access points, dispersal zones and migration routes), service assets and static security at tourism facilities
2.1.6. Enhance wildlife protection, visitors security and safeguard KWS assets	2.1.6.1. Eliminate poaching and combat illegal trade in wildlife species and their products

Strategic Objective 3. Strengthen institutional capacity	
The capacity of KWS needs to be enhanced all round in order to equip it sufficiently to deliver its mandate. Financial sustainability will be addressed through strategies aimed at revenue maximisation and growth. Capacity improvements will focus on human resource policies, the organizational structure and culture, compensation and benefits, policies, procedures and risk management, devolution, infrastructure, marketing and information management. Appropriate change management activities will be identified and included in the strategic plan to focus and control the envisaged changes.	
Output/Result 3.1. KWS's operational and fiscal stability attained	
3.1.1. Define and implement operational policies, procedures and governance systems	<ul style="list-style-type: none"> 3.1.1.1. Document all procedures, guidelines, and operational processes 3.1.1.2. Develop a risk-management strategy 3.1.1.3. Review BoT committees' ToRs and related structures 3.1.1.4. Formation and operationalisation of an anti-corruption committee
3.1.2. Develop current and alternative income sources	3.1.2.1. Develop tourism facilities and diversify tourism products
	3.1.2.2. Review tariffs
	3.1.2.3. Institutionalize service charges for access to research facilities
	3.1.2.4. Enhance domestic and international marketing and promotion
	3.1.2.5. Identify and outsource all non-core activities
	3.1.2.6. Commercialize activities of the Airwing and KWSTI and other facilities with redundant capacity
3.1.3. Mobilize resources to support conservation	3.1.3.1. Identify and categorize local and external development partners
	3.1.3.2. Develop and maintain a database of key local and external development partners
3.1.4. Improve financial management	3.1.4.1. Assess current revenue collection and accounting systems
	3.1.4.2. Design, identify and acquire appropriate systems
	3.1.4.3. Review and design an appropriate budget development, administration and control system

Output/Result 3.2. Rationalized organizational structure and comprehensive human resources policy developed and implemented	
3.2.1. Design and implement an appropriate organizational structure	3.2.1.1. Re-examine functional jurisdictions and relationship
3.2.2. Develop career progression guidelines	3.2.2.1. Appropriately re-deploy and grade staff
	3.2.2.2. Implement new schemes of service and job descriptions
3.2.3. Develop the corporate skills base	3.2.3.1. Undertake a skills inventory and training needs assessment and develop a training policy
	3.2.3.2. Develop and implement Training schedule
3.2.4. Rationalized and improved salary structure and staff incentives scheme	3.2.4.1. Rationalize and review salary structure
	3.2.4.2. Develop and implement staff incentive scheme
3.2.5. Performance standards	3.2.5.1. Develop work and performance standards
Output/Result 3.3. Devolution of operations to parks and stations	
3.3.1. Decentralization of activities and resources to parks and stations	3.3.1.1. Categorization of parks and stations
	3.3.1.2. Implement and operationalize area management centres

Output/Result 3.4. KWS physical facilities and operational equipment purchased and/or improved and codified	
3.4.1. Staff houses and offices	3.4.1.1. Carry out a condition and needs assessment for housing, offices, and utilities
	3.4.1.2. Design and construct new houses, offices, and utility networks 1.1.1.1.
	3.4.1.3. Rehabilitate and maintain existing houses, offices, and utility networks
3.4.2. Gates, roads, airstrips, fences, water-points, signage, and other physical infrastructure constructed and maintained	3.4.2.1. Assess the condition of roads, airstrips, fences, barriers, gates, signage, and other infrastructure
	3.4.2.2. Rehabilitate and maintain roads and airstrips and maintain and construct new fences, barriers, gates, signage, and other infrastructure
3.4.3. Compilation of a comprehensive assets register	3.4.3.1. Identify and codify all assets belonging to KWS
	3.4.3.2. Develop an asset register and asset management system.
	3.4.3.3. Undertake a professional valuation of all assets
3.4.4. Title Deeds and ownership documents	3.4.4.1. Carry out land surveys and process documents for acquiring title deeds
3.4.5. Rationalized fleet established	3.4.5.1. Carry out needs assessment for equipment, plant, aircraft and vehicles.
	3.4.5.2. Procure and maintain the fleet
3.4.6. Improve office and field operational equipment and their utilization	3.4.6.1. Assess office/space equipment requirements
	3.4.6.2. Establish office equipment entitlement standards and specifications
	3.4.6.3. Acquire and deploy new equipment

Output/Result 3.5. ICT requirements and needs defined and improved	
3.5.1. MIS needs assessment undertaken for Parks and support functions	3.5.1.1. Corporate Management Information Systems (MIS) needs identified and policy developed.
	3.5.1.2. Design and develop an integrated MIS networks, Wide Area Network (WAN) and Local Area Network (LAN) in pilot parks and operational areas
3.5.2. Introduce electronic ticketing system (ETS) in non-park areas	3.5.2.1. Develop needs assessment for non-ETS parks
	3.5.2.2. Integration of all external parks
3.5.3. Undertake an MIS and connectivity needs assessment (such as radios and email)	3.5.3.1. Replace analogue High Frequency(HF) radios
	3.5.3.2. Provide email to all operations.
	3.5.3.3. Provide VSAT and other connectivity to all parks
3.5.4. Establish MIS support services	3.5.4.1. Upgrade all outdated computers, network components, applications and operating software
3.5.5. Other institutional operational costs	3.5.5.1. Operational costs identified and documented
Strategic Objective 4. Improve KWS's linkages, recognition, and relationship with Stakeholders	
Well-structured linkages and relationships are critical to the attainment of the organization's mandate. As a public corporation involved in a unique industry KWS attracts sustained interest and coverage from local and international media and public. Accordingly, formalisation and improved management of relationships with communities, the private sector, NGOs, GoK and its agencies, and the scientific community will be effected. The profile (image) of KWS will be enhanced and general organizational cohesiveness issues addressed.	
Output/Result 4.1. KWS's Linkages improved	
4.1.1. Improve linkages between KWS and external stakeholders	4.1.1.1. Identify stakeholders and maintain a database of key organizations
	4.1.1.2. Define/clarify respective roles and develop a strategy for linkages between KWS and key external stakeholders

Output/Result 4.2. KWS's profile enhanced	
4.2.1. Enhance and improve KWS's recognition and image	4.2.1.1. Develop and implement a media and communication strategy
	4.2.1.2. Develop/standardize the KWS logo, stationery, colours, signage, symbols and flags
	4.2.1.3. Develop brand image for national parks
	4.2.1.4. Re-design and carry out regular updates of the KWS website
	4.2.1.5. Improve KWS's internal and external newsletters staff news
	4.2.1.6. Compose a KWS (conservation) anthem and form a KWS band
4.2.2. Enhance and improve media relations and public awareness	4.2.2.1. Develop a media database
	4.2.2.2. Media monitoring and evaluation
	4.2.2.3. Organize media receptions, briefings, and visits
	4.2.2.4. Corporate event organization and management
4.2.3. Improve community relations and support	4.2.3.1. Identify and develop programmes for corporate social responsibility
Strategic Objective 5. Ensure full implementation of the strategic plan	
It is important to ensure that a strategic plan is fully implemented; this necessitates close M&E over the set period. KWS will employ strategies, undertake the identified tasks and activities in order to attain the outputs mentioned hereunder.	
Output/Result 5.1. Implementation of KWS operational policies monitored and evaluated	
5.1.1. Define and document an M&E Strategy	5.1.1.1. Sensitise staff and stakeholders on the strategic plan
	5.1.1.2. Develop and review strategic plans, annual work plans and budgets for departments and field stations
	5.1.1.3. Develop and operationalize an M&E instruments
	5.1.1.4. Review the strategic plan
	5.1.1.5. Sign performance contracts with senior managers and designated officers
5.1.2. Commission strategic plan	5.1.2.1. Prepare the launch programme and materials

Appendix 5: Detailed Strategic Plan Implementation Matrix

Strategies Activities	Tasks	Performed by	Performance Indicators	Budget (Development Partners)	Budget (GoK/KWS)	IMPLEMENTATION SCHEDULE											
						Q1 Q											
						Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Strategic Objective 1, Achieve operational, legal and fiscal stability to effectively discharge the mandate																	
Output/Result 1.1. KWS Act revised to respond to current operational challenges																	
1.1.1. Re-definition of KWS mandate and operational framework	1.1.1.1. Review of the Wildlife Policy and the KWS Act (Cap 376) and legal provisions and regulations that impact on operations of KW	MTW/KWS		41m (USaid)	4.5m						▲	▲	▲	▲	▲	▲	
	1.1.1.2. Consultations on proposed wildlife policy and amendments to the act	MTW/KWS													▲	▲	▲

Strategic Objective 2. Enhance wildlife conservation, protection, and management

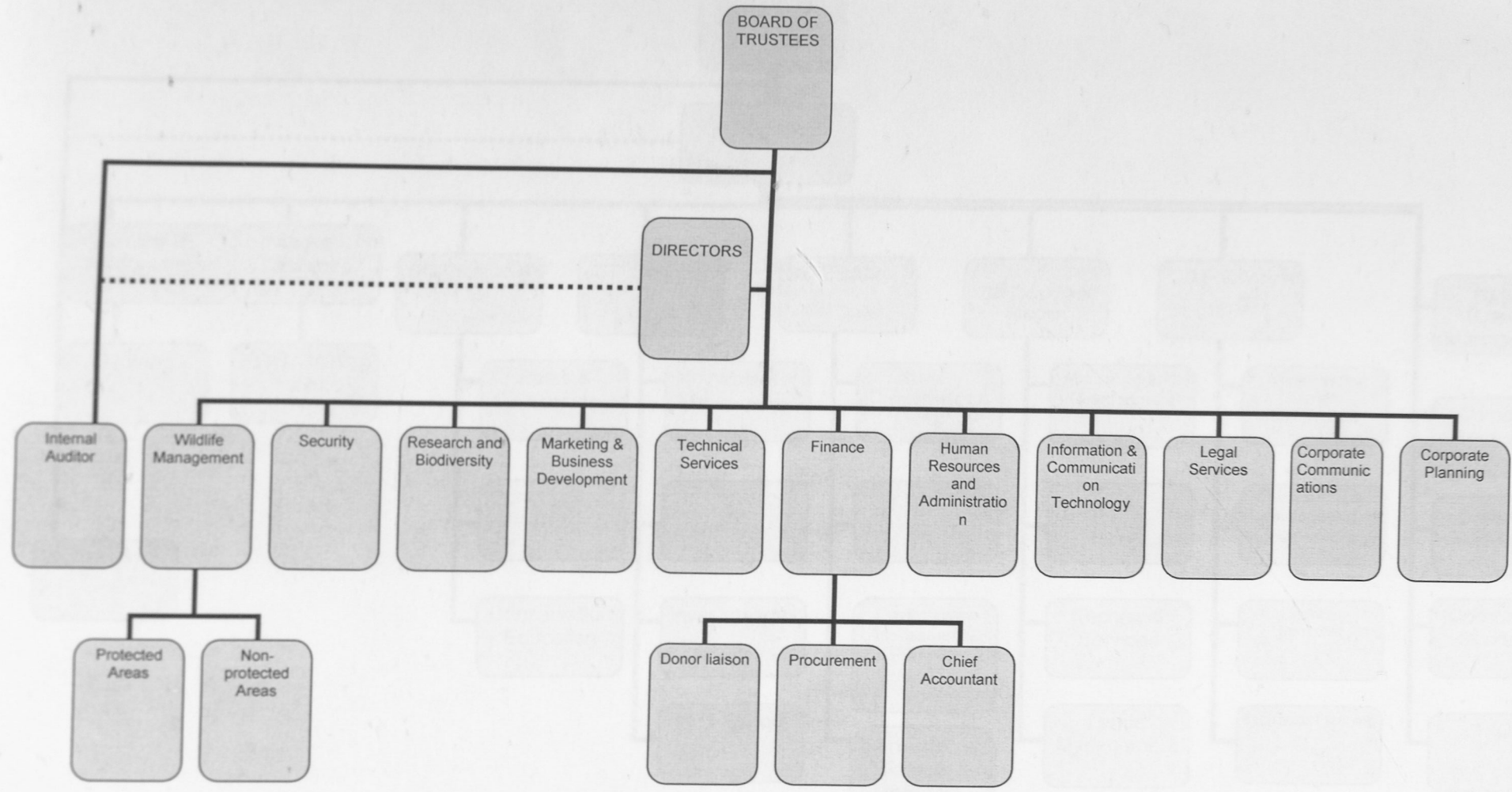
Output/Result 2.1. The position of KWS as the leader in wildlife conservation, protection and management consolidated

2.1.1. Generate scientific information for decision making	2.1.1.1. Link research activities and reporting with field and community conservation needs	R&B	• Number of research reports, innovations, and tools	20m (USAID)	14m	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲
	2.1.1.2 Conduct resource inventories, surveys and assessments	R&B	• Inventory records, survey and assessment reports for key ecosystems and species	30m (USAID)	20m					▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲
	2.1.1.3. Develop collaboration mechanisms with other research institutions	R&B	• Scientific conferences and symposiums		20m						▲								▲					
			• Number of publications/ journals. • MOUs signed		5m	▲	▲			▲	▲			▲	▲			▲	▲			▲	▲	
	2.1.1.4. Developing biotechnology and enhancing bio-prospecting	R&B	• Bio-prospecting strategy, policy and guidelines	5m (ICIPE)	9.32m	▲	▲			▲	▲			▲	▲			▲	▲			▲	▲	
	2.1.1.5. Develop a multipurpose library to provide information for research, conservation and management	R&B	• Percentage increase in subscription • Electronic catalogue • Number of books and publications		30m			▲	▲	▲			▲	▲			▲	▲			▲	▲		
	2.1.1.6. Develop a research strategic plan	R&B	• Strategic plan document		5m							▲	▲	▲	▲	▲								

2.1.2.8. Strengthen problem animal management capability	CWS	<ul style="list-style-type: none"> • Number of Problem Animal Control (PAC) cases managed • Number of wildlife barriers applied 	4m (USAID)	150m	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲
2.1.2.9. Develop community wildlife-benefit programmes	CWS	<ul style="list-style-type: none"> • Number of community conservancies established • Acreage land set aside by community for conservation • Number of wildlife farms • Number of social projects supported • Number of enterprise projects supported 		250m	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲
2.1.2.10. Secure wildlife corridors and migratory routes	CWS/Lands	<ul style="list-style-type: none"> • Number of corridors and migratory routes secured 		100m	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲

	2.1.4.2. Conduct EIA's and environmental audits in conservation areas	R&B	<ul style="list-style-type: none"> • Number of audits and reports • Number of projects assessed 		50m	▲	▲																		
2.1.5 Protect the National Wildlife Ecosystems	2.1.5.1 Improve security of conservation areas (access points, dispersal zones and migration routes), service assets and static security at tourism facilities	Security/WS	<ul style="list-style-type: none"> • Number of arrests • Controlled livestock incursion in the parks • Reduced revenue leakage • Habitat regeneration • Number of joint operations with other security agencies 		1754m	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲
	2.1.6.1. Eliminate poaching in and combat illegal trade in wildlife species and their products	Security/WS	<ul style="list-style-type: none"> • Reduced poaching • Improved security for visitors • Number of informants recruited • Number. of arrests • Increase in wildlife numbers • Number of trophies recovered • Reduced illegal trade in wildlife products 			▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲

Appendix 6: KWS Organization Structure Prior to 2005



Appendix 7: KWS Organizational Structure After 2005

