

**CHALLENGES FACING THE IMPLEMENTATION OF  
STRATEGY FOR REVITALIZING AGRICULTURE (SRA)**

**BY  
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**A Management Research Project submitted in partial fulfillment of the  
requirements for the award of the Degree of Master of Business  
Administration (MBA), School of Business, University of Nairobi.**

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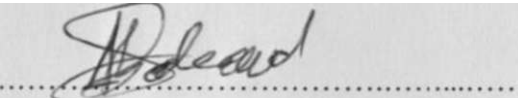
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**DECLARATION**

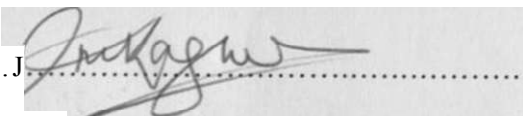
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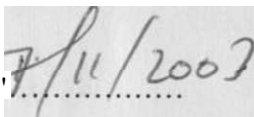
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## ***DEDICATION***

*On behalf of my siblings, / would like to dedicate this work to my parents for the love, guidance and sacrifice they made in ensuring that we get good education. May God bless them. I would also like to dedicate this work to my children, Raya and Mohammed. May this work inspire them to put more effort in their studies.*

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## **ABSTRACT**

Agricultural Sector Programmes are an important vehicle for ensuring food security and increasing incomes for the rural poor. The government launched the Strategy for Revitalizing Agriculture (SRA) in March 2004 to address the poor performance of the agricultural sector. The strategy outlines the vision and development objectives to be pursued in order to realize the goals for sustainable development in Kenya. However sector wide reforms are complex in nature due to a large number of commodities involved and stakeholders. This study therefore sought to identify the challenges facing the implementation of SRA.

To achieve this objective a self administered questionnaire was used and distributed to a sample of the employees of the various Ministries involved in the implementation of SRA. A combination of purposive sampling (for senior management) and stratified random sampling (for other officers) was used. Out of a sample of 317 that was targeted 197 (62.1%) responded. The data obtained was analyzed using descriptive statistics.

The research analysis revealed that the challenges of implementation of SRA in order of ranking are; awareness and ownership of strategy (mean 2.629); performance management (mean 2.730); resource mobilization (mean 3.006); and leadership and organizational culture (mean 3.239). From the research findings it can be concluded that there are significant challenges affecting the implementation of SRA which need to be addressed especially on awareness and ownership of the strategy.

The government is currently implementing various sectoral programmes through several government ministries and departments. As the current study has focused on the Strategy for Revitalizing Agriculture, it has been recommended that detailed research be done on sectoral strategies of other sectors and focus on both formulation and implementation of their respective strategies.

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## LIST OF ABBREVIATIONS AND ACRONYMS

ASCU	Agricultural Sector Coordination Unit
ASDS	Agricultural Sector Development Strategy
ASIP	Agricultural Sector Investment Programme
ASS	Agricultural Sector Strategy
ASSP	Agricultural Sector Support Programme
CBOs	Community Based Organizations
ERS	Economic Recovery Strategy for Wealth and Employment Creation
GDP	Gross Domestic Product
GOK	Government of Kenya
HCDA	Horticultural Crops Development Authority
ICT	Information and Communication Technology
KARI	Kenya Agricultural Research Institute
KAPP	Kenya Agricultural Productivity Project
KEPHIS	Kenya Plant Health Inspectorate Service
KRDS	Kenya Rural Development Strategy
KSB	Kenya Sugar Board
KTDA	Kenya Tea Development Agency
MOA	Ministry of Agriculture
MOALD	Ministry of Agriculture and Livestock Development
MOALFD	Ministry of Agriculture, Livestock and Fisheries Development
<b>MTEF</b>	Medium Term Expenditure Framework
NCPB	National Cereals and Produce Board
NGOs	Non-Governmental Organizations
PMA	Plan for Modernization of Agriculture
PRSP	Poverty Reduction Strategy Paper
ROM	Results Oriented Management
SIDA	Swedish International Development Agency
SPSS	Statistical Package for Social Sciences
SRA	Strategy for Revitalizing Agriculture
TQM	Total Quality Management

# CHAPTER ONE: INTRODUCTION

## 1.1 Background

The concept of strategy is multi-dimensional and has been defined by strategic management scholars in different ways. Chandler (1962) defined strategy as, the determination of the basic long-term goals and objectives of an enterprise and the adoption of the courses of action and allocation of resources necessary for carrying out these goals. Pearce and Robison (1997) define strategy as the "game plan" which results in future oriented plans interacting with competitive environment to achieve company's objectives. This definition of strategy is important as it reflects competitiveness in the environment and the game plan aspects, which organizations put into place to be able to compete effectively. With increased environmental turbulence, business managers have been forced to be more entrepreneurial and proactive in transforming their companies and re-inventing their industries.

Strategies are a critical element in organizational functioning. Although most organizations have good strategies, successful implementation remains a major challenge. The notion of strategy implementation might seem quite straightforward; a strategy is formulated and then implemented. To the contrary transforming strategies into action is a far more complex, difficult and challenging undertaking and therefore not as straight forward as one would assume (Aaltonen and Ikavalko, 2001). Organizations today face major unpredictable challenges that make strategy implementation more difficult and complex than in the past. Harvey, (1988) and Holman (1999), writing on the importance of strategy implementation point out that 80%, of organization directors believe that they have good strategies but only 14% believe they implement them well. Recent studies have shown that between 70% and 90% of organizations that have formulated strategies failed to execute them (Parkinson, 2005).

Strategy implementation is therefore not as well structured and controlled activity as strategy formulation. It involves managing tangible as well as intangible variables. Intangible variables include motivation and commitment of people, values and culture, organizational behaviour, and power relationships. While tangible variables include development of functional policies, determining the organization's structure and designing reward structures.

## **1.2 Strategy Development and Management in the Agricultural sector**

Organizations and institutions whether for profit or non-profit have found it necessary to engage in strategic management process in order to achieve their organizational objectives. Public sector institutions, just like in the private sector, operate within an environment. As such they are equally affected by the dynamism, complexity and speed of change. To survive in such an environment, these institutions need to formulate and implement their strategies in line with the environmental changes (Nyamache, 2003).

The agricultural sector is a strategic sector of the economy that contributes to food security for the nation, preservation of the environment and the generation of employment opportunities. Many countries are in the process of restructuring and refocusing their efforts and programmes in the agricultural sector in order to cope with the new challenges of the global trade environment, increased public- private sector partnership and the need for the agricultural sector to be efficient and competitive in conditions of reduced budgetary allocations.

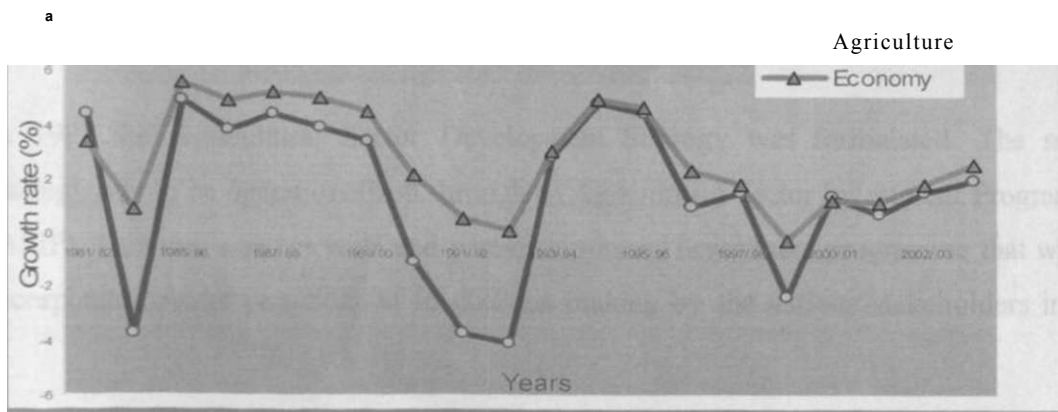
Agricultural Sector Strategy (ASS) must be anchored on and be developed within a coherent sector framework. A coherent sector framework involves a broad and clear long-term (15-20 years) vision of the future of the sector, includes guiding principles which shape all subsequent decision making, and provides a strategic direction that brings together the actors in the sector (Nwanze, 1998). Managers in the Agricultural sector therefore face the same challenges faced by their private sector counterparts. For their organization to remain relevant and offer services for which they were established to offer, the managers must rise to the occasion and formulate strategies that position their organization competitively in the environment.

### 1.3 Importance of Agriculture to the Economy

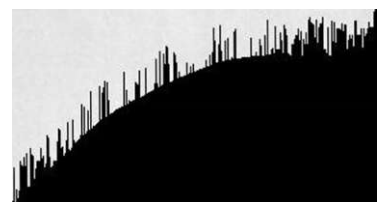
Agriculture plays a dominant role in Kenya's economy as reflected by its contribution to income generation, employment creation, food security and raw materials for industrial development. The government in its Economic Recovery Strategy (ERS) paper has identified agriculture as an important vehicle for the realization of its employment creation and poverty eradication objectives (GoK. 2003). The sector contributes directly to 26% of GDP and 60% of the export earnings. Moreover, through linkages with manufacturing, distribution and service-related sectors, agriculture indirectly contributes a further 27% of the country's GDP. In addition 80% of the Kenyan population is rural based and many living in these areas derive their livelihoods from agriculture (MoA & MoLFD, 2004).

Figure I below shows the relationship between Agricultural Sector and Economic growth rates. During the first two decades after independence, Kenya's economy grew on average by about 6% per year. This robust growth was associated largely with the high growth registered in agriculture. In the last two decades, however, the overall economy barely grew, following sharp decline in agricultural growth. From a growth of 4.4% in 1996, the sector declined to 1.5% in 1999 and to an all time low of negative 2.4% in 2000. The sector picked up in 2002, rising to 1.8% in 2004. There is therefore a strong positive correlation between the Agricultural growth rate and the overall economic growth rate (MoA & MoLFD. 2004).

Fig. 1- Relationship between Agriculture Sector and Economy growth rates



Source: Tegemeo and (IBS (Adapted from Economic Review of Agriculture, 2006)



#### **1.4 Past Agricultural Strategies in Kenya**

Some of the specific measures and strategies for agricultural development have clearly been defined in various policy documents such as the Sessional Paper No. 1 of 1986 (Economic Management for Renewed Growth) and the National Development Plans (various issues). The main focus of these policies was to address constraints to agricultural growth associated with inadequate rural infrastructure, high dependence on rain fed agriculture, inadequate coordination of major agricultural stakeholders, poor access to farm inputs and inadequate credit.

In spite of high and stable agricultural growth up to 1986, various problems relating to rigid policies, high control of the sector, and changes in the external economic environment began to impact on agricultural sector performance and thus, the need for structural change. This change was initiated by the Structural Adjustment Programme outlined in Sessional Paper No. 1 of 1986 (Economic Management for Renewed Growth). Major policy changes brought about by the policy included price and market liberalization; beneficiary participation and cost-sharing; parastatal reforms and restructuring; rationalization of the public sector and the need to reorient policies to make the economy export driven in response to changes in the international economy. This was supported by the National Policy Reform Paper on Public Enterprise Reform and Privatisation (Gok,1992), which focused on improving the productivity of state enterprises by privatising commercial enterprises classified as non-strategic, restructuring commercial enterprises classified as strategic; and strengthening and streamlining the governance of those enterprises that were to remain under public ownership (MoA, 2005).

In 1997 the Agricultural Sector Development Strategy was formulated. The sector strategy was to be operationalized through an Agricultural Sector Investment Programme (ASIP). This was a sector wide and partnership-based investment programme that was to incorporate greater participation in decision making by the various stakeholders in the

sector such as farmers, farmers' organizations, input suppliers, agro-processors, financial organizations, government, donors and NGO's (MoALD. 1997)

In September 2001 the Kenya Rural Development Strategy (KRDS) was formulated. The strategy provided a framework for achieving sustainable and equitable growth and rural development. The strategy was developed for a 15-year period and was guided by shorter-term planning and implementation documents including Poverty Reduction Strategy Paper (PRSP), the National Development plans and relevant Sessional Papers. The strategy intended to act as a road map for the actions of government, private sector, religious groups, non-governmental organizations, local communities, community-based organizations, and other development partners. The KRDS recognized that rural development has a critical role to play in achieving poverty reduction, reducing risk and vulnerability, promoting widely shared growth and reversing environmental degradation and thus promote economic growth (GoK, 2001).

The most recent and significant initiative in respect to the agricultural sector, in response to the challenges posed by the Economic Recovery Strategy (ERS), is the Strategy for Revitalising Agriculture (SRA). The SRA identifies and charts the necessary interventions for the sector's revival.

### **1.5 Strategy for Revitalizing Agriculture (SRA)**

The Strategy for Revitalizing Agriculture (SRA) was launched in March 2004 by His Excellency President Mwai Kibaki. The SRA is linked to the Economic Recovery Strategy for Wealth and Employment Creation (ERS), which gives high priority to the development of the agricultural sector as the basis of economic recovery and increased growth. SRA aims at reversing declining trends in agricultural performance by introducing a new approach in the management of agricultural sector. This approach constitutes a *paradigm shift* involving drastic changes in the way the agricultural sector ministries operate and interact with key stakeholders. The vision of the strategy is a shift in ministerial culture to emphasize private public partnership that will facilitate

competition, enhance markets, and raise efficiency in resource utilization and improve profitability of agricultural enterprises. (MoA & MoLFD, 2004).

To hasten the implementation of SRA, six fast-track intervention areas were identified for immediate implementation. These were to: review and harmonize the legal, regulator) and institutional framework; restructure and privatize non-core functions of parastatals and ministries; improve the delivery of research, extension and advisory support; improve access to quality inputs and financial services; improve access to both domestic and external markets; and formulate food security policy and programs. (MoA & MoLFD, 2004).

In order to facilitate the implementation of SRA and to coordinate the efforts of the sector ministries and other stakeholders in agriculture, the Agricultural Sector Coordination Unit (ASCU) was formed and an implementation framework set up (Appendix I). ASCU is an inter ministerial coordinating committee whose role was envisaged to be the principle change agent, spearheading the agricultural reform agenda; a referral center for reforms; an influencer of resource allocation to areas of highest impact; an initiator of major studies and policy developments within the agricultural sector; a center for capacity building for all stakeholders involved by the agricultural reform sector; and to monitor implementation of SRA activities. (MoA & MoLFD, 2004).

The government has recognized that in the past many well intended plans and development programmes have failed to make an impact on reducing poverty because they were partially implemented or were not implemented at all (MoA & MoLFD, 2004). This is more so for sectoral strategies. This study therefore aims at looking at the challenges facing the implementation of SRA. The findings might generate interest in replicating studies in other sectoral strategies and hasten their implementation.

## 1.6 Problem Statement

Strategy implementation and its challenges has attracted wide attention, (for example: Aosa, 1992; Koske, 2003; Muthuiya, 2004; Karuri, 2006; Obare, 2006). These researches have revealed a number of problems in strategy implementation. These include weak management roles, lack of communication, lack of commitment to strategy, lack of ownership and unawareness or misunderstanding of the strategy. Other problems are unaligned organization systems, structures, resources, poor coordination and sharing of responsibilities, inadequate capabilities, competing activities and uncontrollable factors in the external environment (Muthuiya 2004).

Recent research (Mintzberg and Quins, 1991; David 1997; Wang 2000) indicate that over 65% of organizational strategies fail to get implemented effectively. A Fortune magazine study has shown that 7 out of 10 CEO's who fail, do so not because of bad strategy, but because of bad execution and one in three companies were achieving significant strategic success (Parkinson, 2005). This is a clear indication that effective strategy realization is key for achieving strategic success.

Sector wide reforms are complex in nature due to a large number of commodities and various stakeholders involved. The Ugandan government in the mid 1990s came and borrowed from the Kenyan ASIP process and formulated their Plan for Modernization of Agriculture (PMA). With the appropriate institutional structures and strong political will, the PMA was launched in 2000 and is being successfully implemented. In 2001 Tanzania formulated its Agricultural Sector Development Strategy (ASDS) and started its implementation in 2004. Both countries have put strong coordinative and monitoring mechanisms up to the village level and their Presidents have taken personal interest in the formulation and implementation of the strategies (Kariuki et al, 2006)

In Kenya, a few research studies have been carried out in strategy implementation in the agricultural sector. Kithinji (2005) examined the factors affecting implementation of government strategies in agriculture to reduce poverty specifically in Meru Central



District. Mbeche (1993) looked at the strategic management of Kenyan agricultural development projects with emphasis on the options for the effective involvement of operational research/management science methodology. Kariuki et al (2006) wrote a report on the functional analysis of Agricultural Sector Coordination Unit (ASCU) and the skills required for ASCU to carry out its mandate. The above studies did not focus on strategy implementation of the previous sectoral strategies namely Agricultural Sector Investment Programme and the Kenya Rural Development Strategy which were partially implemented as pointed out by Kariuki et al (2006). My study focused on the challenges of strategy implementation of a particular sector programme, namely the Strategy for Revitalizing Agriculture (SRA) and sought to answer the following question: What are the challenges of implementation of SRA?

### **1.7 Objective of the Study**

The objective of the study was to identify the challenges facing the implementation of the SRA.

### **1.8 Importance of the Study**

This study is expected to be of use to policy makers and various stakeholders in the agricultural sector as it will shed light on the challenges facing the implementation of SRA hence enable them make informed decisions on ways of hastening the implementation of the strategy.

The study is also expected to contribute to the frontiers of knowledge by assessing the various factors that affect implementation of sectoral strategies hence aid other ministries and parastatals to critically assess the factors affecting the implementation of their respective strategies.

Researchers might also be stimulated to make a follow up on some of the issues affecting strategy implementation in the public sector.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Strategic Management Process**

Strategic management can be defined as the process of formulating, implementing and evaluating business strategies to achieve future objectives. Strategic management provides the basic direction and framework within which all organizations activities take place. It enables companies to implement changes that lead to improvement? in performance (Pearce & Robinson, 1997).

Different authors have looked at strategy from various perspectives. Mintzberg and Quinn (1991) have suggested that there are three strategy-making modes: Entrepreneurial, adaptive and planning modes. According to Whittington (1993), there are four generic approaches to strategy formulation, namely, the classical, evolutionary, processual and systemic approaches. The four approaches differ fundamentally along two dimensions, the outcomes of strategy and the process by which it is made. Johnson, Scholes and Whittington (2005), look at strategy from three different lenses: the design, experience and idea lenses. The design lens views strategy as systematic thinking and reasoning. The experience lens views strategy as an outcome of collective experience and assumptions represented by cultural influences. While the idea lens sees strategy from the variety and diversity, which exist in and around the organization.

For an organization to come up with an effective strategy, it has to take into consideration all the three lenses and also address the limitations affecting the lenses such as organizational and individual paradigms. Strategy is one of the most significant concepts to emerge in the subject of management. It has emerged as a critical input to organizational success and has come in handy as a tool to deal with uncertainties that organizations face. As strategy development is context based, strategic priorities need to be understood in terms of the particular context of the organization.

## 2.2 Concept of Strategy Implementation

Strategy implementation is one of the components of strategic management and refers to a set of decisions and actions that result in the formulation and implementation of long-term plans designed to achieve organizational objectives (Pearce & Robinson, 1997). Its purpose is to complete the transition from strategic planning to strategic management by incorporating adopted strategies throughout the relevant system (Bryson, 1995). Strategy implementation is concerned with both planning on how the choice of strategy can be put into effect, and managing the changes required (Wang, 2000).

Aosa (1992) observed that strategy implementation is likely to be successful when congruence is achieved between several elements, particularly organization structure, culture, resource allocation systems and leadership. Without this congruence, major challenges are bound to arise in the process of strategy implementation. Organizations effective at strategy implementation successfully manage six strategy-supporting factors: action planning, organization structure, human resources, annual business plans, monitoring and control, and linkage (Birnbaum, 2006). According to Parkinson (2005), the three strategy realization essential elements are motivational leadership, turning strategy into action and performance management.

However, Mintzberg and Quins (1996) note that 90% of well formulated strategies fail at implementation stage, while according to David (1997), only 10% of formulated strategies are successfully implemented. The reasons that have been advanced for success or failure of the strategies revolve around the fit between the structure and strategy, the allocation of resources, the organizational culture, leadership, reward as well as the nature of strategy itself (Kithinji, 2005). According to Aosa (1992), once strategies have been developed, they need to be implemented; they are of no value unless they are effectively translated into action. A brilliant strategy that cannot be implemented creates no value to the organization. Effective implementation begins during strategy formulation. Strategy implementation results when organization, resource and actions are

tied to strategic priorities. Key success factors should then be identified and aligned to performance measures and reporting (Koskei, 2003).

An excellent implementation plan will not only cause the success of an appropriate strategy, but can also rescue an inappropriate strategy (Hunger and Wheelen, 1994). Aaltonen and Ikavalko (2001) argue that transforming strategies into action is a far more complex and difficult task. Implementation of strategy does not therefore automatically follow strategy formulation; it exhibits its own resistance, which can invalidate the planning efforts (Ansoff & McDonnel, 1990).

Hrebiniak (2005) asserts that top executives are skilled at developing strategy, but setting plans in motion is where they fall down. Strategy implementation is therefore crucial to effective management (McCarthy et al. 1996). The problems of strategy implementation relate to situation or processes that are unique to a particular organization even though some problems are common to all organizations. The key decision makers should therefore pay regular attention to the implementation process in order to focus attention on any difficulties and on how to address them (Muthuiya, 2004)

### **2.3 Challenges of Strategy Implementation**

Thomson & Strickland (1989) state that strategy implementation challenge is to create a series of tight fits between strategy and the organization's competences; capabilities and structure, between strategy and budgetary allocation, between strategy and policy, between strategy and internal support system, between strategy and reward structure, and between strategy and corporate culture. The four 'soft' S (staff, style, shared values and skills) are considered key to business success. Some of the main implementation challenges include managing resources, managing information, managing technology, managing change and analysis by paralysis where managers do not know when to stop analysis and start implementation.

### **2.3.1 Ownership of Strategy'**

One of the main problems experienced in strategy implementation is the lack of sufficient communication (Muthuiya, 2004). Aaltonen & Ikavalko (2001) state that lack of understanding of a strategy is one of the obstacles of strategy implementation. They point out that many organization members typically recognize strategic issues as important. However, problems in understanding arise when it comes to applying the strategic issues in the day-to-day decision-making. Before any strategy can be implemented, it must be clearly understood. Clear understanding of a strategy gives purpose to the activities of each employee and allows them to link whatever task is at hand to the overall organization direction (Byars et al, 1996).

One way of judging whether the strategy process is working is by looking for signs that the staff really have the corporate message and have taken it to heart. The following story illustrated the point: A group of US Senators was visiting National Aeronautics and Space Administration (NASA) offices at the time when funding was under threat. One senator asked a man cleaning the floor "So what are you doing here?" The man answered. 'I'm here putting a man on the Moon!' (Parkinson, 2005)

Unfortunately, in many organizations the vast majority of staff do not understand the corporate aims, let alone see themselves as an integral part of the effort. The "Man on the Moon" statement is a real benchmark of the process quality for turning any strategy into action-whether for a team, a department or a corporation. It is therefore important for every single person to know *what* they are doing, and *why* and to be *emotionally committed* to it. Then the process of turning strategy into action would probably be working.

### **2.3.2 Establishing Appropriate Structures**

According to Chandler's research on strategy and structure (Chandler, 1962), organizational structure follows from the growth strategy scrutiny by the firm and organizations do not change their structures until they are provoked by inefficiency to do

so. Chandler therefore suggests that as organizations change their growth strategy, new administrative problems arise that are solved when the organization structure is refashioned to fix the new strategy. Organizational structure plays a crucial role in defining how people relate to each other and in influencing the momentum of change (Clarke, 1994). The structure of an organization helps people pull together in their activities that promote effective strategy implementation. The structure of an organization should be compatible with the chosen strategy and if there is congruence, adjustments will be necessary either for the structure or for the strategy itself (Koskei, 2003).

Successful strategy execution therefore depends greatly on good internal organization and competent personnel. Building a capable organization is thus always a top strategy implementation priority. Three organizational issues stand out as dominant. Developing an internal organization structure that is responsive to the needs of strategy; building and nurturing the skills and distinctive competences in which the strategy is grounded; and to see that the organization has the managerial talents, technical know how and competitive capabilities it needs for selecting people in key positions (Thompson and Strickland, 1989).

While strategy should be chosen in a way that it fits the organization structure, the process of matching structure to strategy is complex (Byars et al, 1996). The current structures may as well distort and dilute the intended strategy to the point where no discernable change takes place. According to McCarthy et al (1996), creating the structure and attendance behaviour changes is a formidable challenge. The fundamental challenge for managers is the selection of the organization structure and controls that will implement the chosen strategies effectively. 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 inter-departmental conflicts, too large a span of control and too many, unachieved objectives (David. 1997).

### **2.3.3 Creating a Strategy Supportive Culture**

Organizational culture is the set of important assumptions that members of an organization share in common (Pearce and Robinson, 1997). According to Thompson and Strickland (1989), every organization is a unique culture. It has its own climate, folklore, and organization personality. Organization culture is the DNA of an organization, not always visible, but it controls the form and functions of what the organization ends up being. Organizations' culture affects the employees, customer behaviour as well as community relationship. The organization's culture has a powerful impact on the members' morale and productivity. Organizations' culture is also influenced by leadership practices, policies, and structures.

Culture affects not only the way managers behave within the organization but also decisions that they make about the organizations relationships with its environment and its strategy (McCarthy et al. 1986). According to Thompson and Strickland (1989), it is the strategy implementer's task to bring the corporate culture into alignment with the strategy and keep it there once a strategy is chosen.

Culture can be either a strength or a weakness. As strength, culture can facilitate communication, decision making and control and can create cooperation and commitment. As a weakness, culture may obstruct the smooth implementation of strategy by creating resistance to change (Pearce & Robinson, 1997). Aosa (1992) stated that it is important that the culture of an organization be compatible with the strategy being implemented because where there is incompatibility between strategy and culture, it can lead to high organizational resistance to change and de-motivation which in turn can frustrate the strategy implementation effort. However, when culture influences the actions of the employees to support current strategy, implementation is strengthened.

A major role of leadership within an organization is to create an appropriate strategy-structure fit (Kazmi, 2002). Therefore anything as fundamental as implementing and executing a chosen strategic plan involves moving the whole organizational culture into alignment with strategy. It is the strategy-makers responsibility to choose a strategy that

is compatible with the "sacred" or unchangeable parts of the prevailing corporate culture. It is the strategy implementers' task, once strategy is chosen, to bring the corporate culture into alignment with strategy and keep it there.

Thompson and Strickland (1989), further argue that creating a fit between strategy and culture usually offers a strong challenge to the strategy-implementer's administrative leadership abilities. One has to diagnose which facets of the present culture are in line with strategy and which are not; develop ways to make the needed changes in culture; use available opportunities to make incremental changes that improve alignment of culture and strategy; insist that subordinate managers take actions of their own; and to proactively build and nurture the emotional commitment that managers and employees have to the strategy.

**Table 1: Managing the Strategy - Culture Relationship**

<b>Changes in key organizational factors that are necessary to implement the new strategy</b>	Many	Link changes to basic mission and fundamental organizational norms	Reformulate strategy or prepare carefully for long term difficult cultural change
	Few	Synergistic focus of reinforcing culture	Manage around the culture
		High	Low
		Potential compatibility of changes with existing culture	

*Source: Pearce, J.A. and J.B. Robinson (1997): Strategic Management: Formulation, Implementation and Control. 6<sup>th</sup> Edition. Irwin, Boston Page 359*



There are four types of unhealthy cultures; those that are highly political and characterized by empire building; those that are change resistant; those that are insular and inwardly focused; and those that are ethically unprincipled and are driven by greed. (Thompson et al 2007). Thompson continues to argue that changing a company's culture, especially a strong one with traits that don't fit a new strategy's requirements, is a tough and often time-consuming challenge. Changing a culture requires competent leadership at the top. Changing the organization's culture to fit the new strategy is usually more effective than changing a strategy to fit existing culture (David, 1997).

Measurement of culture can enable someone to identify and understand any one organization's unique culture (Clement, 1994). According to a research done by Hofstede and his associates, differences among organization cultures can be described by focusing on individualism versus collectivism, power distance, uncertainty avoidance, activity orientation, focus of responsibility, and employee versus job orientation (Hofstede et al .1990). However being able to measure culture does not mean that we can change it quickly as a prelude to transforming and improving an organization. What is more important here is that in studying an organization's culture we can focus on practices (behaviors and performance) rather than on values which are much harder to measure.

Top managers wishing to transform an organization should work through, rather than around, the corporate culture. Managers must recognize cultures do not change directly or quickly since cultures are broad and resistant to change. The key to successful change is leadership that communicates openly and can use power and politics in positive ways (Clement, 1994).

### **2.3.4 Managing Resource Allocation**

Organizations have at least four types of resources that can be used to achieve desired objectives, namely financial resources, physical resources, human resources and technological resources (David, 2003). Once a strategic option has been settled upon,

management attention turns to evaluating the resource implications of the Strategy (Campbell et al. 2002). Knight (1993) states that to achieve a strategy, resources are required and need to be allocated. David (2003) has argued that allocating resources to particular divisions and departments does not mean that strategies will be successfully implemented. The resources must be adequate and be in line with the expected performance targets.

Resource allocation is central management activity that allows for strategy execution. It is not possible to implement a strategy that requires more resources than can be made available by the organization. Budgetary allocation indicates that management is committed to the strategic plan. This requires that each organization unit has the budget to carry out its part of the strategic plan and ensuring that resources are used efficiently so as to have the greatest impact.

Companies can create more realistic forecasts and more executable plans if they discuss up front the level and timing of critical resource deployments (Mankins and Steel. 2005). Putting together a talented management team with the right mix of experiences, skills and abilities to get things done is one of the first strategy implementation steps (Thompson. Strickland. & Gamble. 2007). Thompson et al continue to argue that good strategy execution requires a team effort. All managers have strategy-executing responsibility in their areas of authority, and all employees are participants in the strategy execution process.

Bryson (1995) observes that people's intellect, creativity, skills, experience and commitment are necessary in creating order, culture, systems and structures that focuses and channels efforts towards effective implementation. Unfortunately, selecting able people for key positions remains a challenge to many organizations. Training and retraining are important when a company shifts to a strategy requiring different skills, competitive capabilities, managerial approaches, and operating methods. Successful strategy implementers see to it that the training function is both adequately funded and effective (Thompson. Strickland & Gamble, 2007).

How well a strategy implementer ties the organizations budget directly to the needs of strategy can, quite clearly, either promote or impede the process of strategy implementation and execution. Too little funding deprives subunits off the capability to carry out their pieces of the strategic plan. Too much funding is a waste of organizational resources and reduces financial performance. A fluid, flexible approach to reorganization and reallocation of people and budgets is characteristic of implementing strategic change successfully (Thompson & Strickland, 1989).

### **2.3.5 Leadership**

Just as our cultural conditioning affects our attitudes toward the phenomenon of change, so too does it influence our concept of leadership. Many managers mistakenly assume that leadership style is a function of personality rather than strategic choice. Instead of choosing the one style that suits their temperament, they should ask which style best addresses the demands of a particular situation. According to Parkinson (2005), leadership is the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members. Leadership style is situational. That it is appropriate to time, place, culture and people involved.

The role of appropriate leadership in strategic success is highly significant. It has been observed that leadership plays a critical role in the success or failure of an enterprise (Kazmi, 2002). Research has shown that the most successful leaders have strengths in the following emotional intelligence competencies: self awareness, self regulation, motivation, empathy and social skill (Goleman, 2000). In his article 'Leadership That Gets Results', Goleman further identifies six basic styles of leadership: coercive, authoritative, afflictive, democratic, pace setting and coaching styles. However, Goleman emphasizes that best leaders do not know just one style of leadership- they are skilled at several and have the flexibility to switch between styles as circumstances dictate.

Leadership is the common thread, which runs through the entire process of translating strategy into results and is key to engaging the hearts and minds of the people. Whether one is distilling strategy to achieve clarity of intent or engaging people to drive the strategy into action process, effective leadership makes the difference. Goleman (2000) argues that visionary leadership increases efficiency by moving decision-making responsibility to the frontline. Efficiency is achieved with limited supervision. To make frontline staff responsibility effective, leadership must give workers opportunity to develop quality decision-making skills and learn to trust them. On the other hand, standard leadership assumes employee to be robots and do as they are told. This is based on man's natural instinct that only leadership is capable of making quality decisions. Low efficiency is caused by the disconnect between management and the frontline. Frontline problems are only dealt with when they explode into a major problem.

**Table 2: Emotional intelligence capabilities and traits**

Self Awareness	Self-Management	Social Awareness	Social Skill
<ul style="list-style-type: none"> <li>• Emotional self-awareness: the ability to read and understand your emotions as well as recognize their impact on work performance, relationships and the like.</li> <li>• Accurate self-assessment: a realistic evaluation of your strengths and limitations.</li> <li>• Self-confidence: a strong and positive sense of self-worth.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Self-control</i>: the ability to keep disruptive emotions and impulses under control.</li> <li>• <i>Trustworthiness</i>: a consistent display of honesty and integrity.</li> <li>• <i>Conscientiousness</i>: the ability to manage yourself and your responsibilities.</li> <li>• <i>Adaptability</i>: skill at adjusting to changing situations and overcoming obstacles.</li> <li>• <i>Achievement orientation</i>: The drive to meet an internal standard of excellence.</li> <li>• <i>Initiative</i>: a readiness to seize opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Empathy</i>, skill at sensing other people's emotions, understanding their perspective, and taking an active interest in their concerns.</li> <li>• <i>Organizational awareness</i>: the ability to read the currents of organizational life, build decision networks, and navigate politics.</li> <li>• <i>Service orientation</i>: the ability to recognize and meet customers' needs.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Visionary leadership</i>: the ability to take charge and inspire with a compelling vision.</li> <li>• <i>Influence</i>: the ability to wield a range of persuasive tactics.</li> <li>• <i>Developing others</i>: the propensity to bolster the abilities of others through feedback and guidance.</li> <li>• <i>Communication</i>: skill at listening and at sending clear, convincing, and well-tuned messages.</li> <li>• <i>Change catalyst</i>: proficiency in initiating new ideas and leading people in a new direction.</li> <li>• <i>Conflict management</i>: the ability to de-escalate disagreements and orchestrate resolutions.</li> <li>• <i>Building bonds</i>: proficiency at cultivating and maintaining a web of relationships.</li> <li>• <i>Teamwork and collaboration</i>: competence at promoting cooperation and building teams.</li> </ul>

*Adapted from 'Leadership That Gets Results' (Goleman, 2000)*

### **2.3.6 Instituting Policies and Procedures That Facilitate Strategy- Execution**

A company's policies and procedures can either assist the cause of good strategy execution or be a barrier. Strategy execution generally requires some changes in work practices and behaviour of company personnel. Thompson et al (2007) suggest that enough policies should be prescribed to give organization members clear direction in implementing strategy and place desirable boundaries on their actions, then empower them to act within these boundaries. Managerial efforts to identify and adopt best practices are a powerful tool for promoting operating excellence and better strategy execution.

### **2.3.7 Tying Rewards and Incentives to Good Strategy Execution**

Pearce and Robinson (1997) observe that motivating and rewarding good performance by individual and organizational units are key ingredients in effective strategy implementation. If strategy accomplishment is a top priority, then the reward system must be clearly and tightly linked to strategic performance. One of the most important components of organization is the mechanism by which performance is measured evaluated and rewarded. The actual reward systems of the firm do focus and influence individual behaviour. The reward mechanism can be in terms of compensation, raises, bonuses, incentives, recognition, praise, criticism and performance appraisal. These mechanisms can be positive and negative, short run and long run.

A properly designed reward structure is management's most powerful tool for mobilizing organizational commitment to successful strategy execution. One of management's biggest strategy executing challenge is to employ motivational techniques that build wholehearted commitment to operating excellence and winning attitudes among employees (Thompson et al 2007). According to Pearce and Robinson (1997), no strategy is implemented without capable, motivated people from the key decision makers of the firm down through those at operational and technical levels of the organization whose specific actions move the firm toward attaining its goals.

Most incentives programmes are designed only for top management and lower level management and operative employee do not normally participate (Byars, et al, 1996). A properly designed reward system aligns the well-being of organization members with their contributions to competent strategy execution and the achievement of performance targets (Thompson et al, 2007). McCarthy et al, (1996) argue that in many companies, much effort has been put into both strategy formulation and resource allocation process as a way to improve implementation. Unfortunately, efforts have not been wholly effective because the necessary measurement and reward systems that complete the cycle is lacking.

### **2.3.8 Management of Information System**

Having good information systems and operating data are integral to competent strategy execution. Accurate and timely information about daily operations is essential if managers are to gauge how well the strategy execution process is proceeding (Thompson et al 2007). This might call for state of the art support systems which facilitate inter and intra communication in the organization.

On gathering strategy critical information, Thompson et al (2007) suggest that managers need to develop a broad network of contacts and sources of information, both formal and informal. The regular channels include talking with key subordinates, reading written reports, getting feedback from customers, listening to what is on the minds of rank and file employees, and firsthand observations. Strategy managers need to guard against major surprises by making sure that they have accurate information and a "feel" for the existing situation. One way of doing this is by regular visits to the field and talking with many different people at many levels. This technique is known as Managing By Wondering Around (MBWA). When executives stay in their offices, they tend to become isolated and often surround themselves with people who are not likely to offer criticisms and different perspectives; then prompt, flexible, and timely solutions to problems go by the wayside.

### **2.3.9 Management of Change**

Strategy is all about managing change and resistance to change can be considered the single greatest threat to successful strategy implementation (Muthuiya, 2004). The behaviour of individuals ultimately determine the success or failure of organizational endeavours and top management concerned with strategy and its implementation must realize this (Mc Carthy et al, 1996). Change may result to conflict and resistance. People working in organizations sometimes resist such proposals and make strategy difficult to implement. Management of strategic change is context dependent. Managers need to be able to help create the sort of organizational context, which will facilitate change (Johnson & Scholes, 2002).

The culture of an organization can act as a bottleneck in strategic change management, while on the other hand it can help achieve success in implementation. Dawson (1994) suggests that attempts to realign internal behaviors with external conditions require change strategies that are culturally sensitive. He points out that organizations must be aware that the process is lengthy, potentially dangerous and demands considerable reinforcement if culture change is to be sustained against the inevitable tendency to regress to old behaviors.

According to Barker (1989), we get trapped in the past because our "paradigms" limit our awareness of events and opportunities. Barker defines paradigm as "...a set of rules and regulations that defines boundaries." We all have paradigms about the way things are or the way things work. We hold staff meetings according to a set of rules and regulations (most are not written). When new workers challenge these rules, they are often told, "After you're here a while, you'll understand how and why we hold these kind of meetings." Paradigms shift when the old gives way to the new. This shift is often a surprising, abrupt, unprecedented, rules-altering change. Examples of societal paradigm shifts in the last 20 years include a redefinition of roles for minorities and women in society and the emergence of the personal computer. These changes broke rules that we assumed were the only way to do things (Barker, 1989).



On the other hand, paradigms can be useful. They can help us solve problems by making it easier to focus on information relevant to our needs. Paradigms make life a little more predictable. Changes in paradigms make us uncomfortable, at least for awhile, and some of us resist change. Barker observes that people who create new paradigms in an organization tend to be new members of the organization or outsiders who have no investment in the old paradigm. His observation suggests that we should carefully consider how we treat new workers.

## **2.4 Organizational Politics**

Organization politics are tactics that strategic managers engage to obtain and use power to influence organizational goals and change strategy and structure to further their own interest (Hill & Jones, 1999). The role of organizational politics was found to be significant in stifling strategy implementation. Wang (2000), states that it is important to overcome the resistance of powerful groups because they may regard the change caused by new strategy as a threat to their own power. Top-level managers constantly come into conflict over what the correct policy decisions would be, and power struggles and coalition building is a major part of strategic decision making.

Several researchers have examined the management organizational politics in the change process. Cobb (1986) suggests that in an organizational change effort, the analysis of politics must be performed at three levels: individual, coalition and network. At the individual level, management needs to identify people who hold powerful positions and have developed reputations for power, perhaps through their influence on important decisions. Cobb continues to suggest that powerful networks (of both individuals and coalitions) can be identified by studying key linkages among individuals and coalitions. Decades of research in individual and group behavior show that we socialize with those who are similar to us, support us, and share our goals.

As change always threatens the existing balance of power in an organization, politics will always be used to maintain balance. Therefore not only must advocates of change watch

out for political and power plays, they must also use power and politics themselves (Clement, 1994). It is important to look at interest groups that control key resources or have held together for a long time; powerful coalitions are rarely temporary. That's why top management teams, and not just a couple of top managers, are often removed in a change effort. Merely eliminating a couple of managers will not prevent the remainder of the team from blocking the change. (Kumar and Thibodeaux, 1990)

## **2.5 Performance Management**

Armstrong (1999) defines performance management as a strategic and integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors. Graham and Bennett (1998) define performance management as the integration of employee development with results-based assessment. It encompasses performance appraisal, objective setting for individuals and departments, appropriate training programmes and performance related pay. Pennington and Edwards (2000) state that there are four essential elements of performance management. The first one being setting individual objectives which support achieving the business strategy; the second being performance appraisal; the third element is the review of pay and rewards including performance related pay; and lastly organizational capability reviews- the performance management system must influence the business strategy.

According to a research carried out by Marakon Associates and Economic Intelligence Unit of the United States of America on Senior Executive form 197 companies worldwide in 2004, only less than 15 percent of companies make it regular practice to go back and compare the business results with the performance forecast for each unit in its prior years' strategic plans. As a result, top managers can't easily know whether the projections that underlie their capital investment and portfolio-strategy decisions are in any way predictive of actual performance (Mankins & Steele, 2005).

Performance management is therefore a key factor in getting the whole organization aligned and mobilized to reach higher and work collaborative together to deliver results. The characteristics of an effective performance management system include: it communicates strategy; it measures performance in real time; it offers an integrated project management capability; and it must acknowledge and enable emotional contracting with all staff, which is so vital for linking individual commitment and activity to the attainment of organizational plans.

This emotional contracting element is commonly overlooked by organizations and then they wonder why the people have "failed" to do what the organization expected and asked them to do. Emotional contracting is the crucial and powerful link between the organization intent, motivations, values and aspirations of the people. In striving for operating excellence, many companies have come to rely on three potent management tools, business process reengineering, six sigma quality control techniques, and Total Quality Management (TQM). The purpose of using these operational improvement programs is to improve the performance of strategy-critical activities and enhance strategy execution (Thompson et al 2007).

## **2.6 Strategy Implementation in the Agricultural Sector**

Agricultural Sector Strategy (ASS) implementation is likely to be affected by the quality and capacity of management at all levels, from district to national. It is important to build capacity to plan and implement the programme from the very beginning of program preparations. Governments need to institutionalize mechanisms for getting feed back from different client groups as opportunities in the sector change, and from farmers on the quality, affordability and relevance of service provided. There are a number of options for generating such feedback, including beneficiary assessment, participatory rural appraisal, systematic client consultation, and participatory monitoring and evaluation. Both sound management and stakeholders participation in ASS implementation can be achieved by: involving the stakeholders in ASS management in an

advisory role: appointment of competent managers with demonstrated abilities to manage personnel and budgets: and holding training sessions for staff (Nwanze, 1998)

Attempts in agriculture sector reform in Africa over the last 30 years have proven difficult and the results have been disappointing. Structural adjustments in the 80s can be judged as having failed to achieve the desired poverty reduction and food security. Contemporary literature highlights how agricultural policy has subsequently failed to reflect the complex, environment-specific, and temporal dynamics of input and output markets, and has not captured sufficiently well the balance required between market-and state-led development. New thinking calls for greater '*development coordination*' in the sector, meaning the balancing of public policy and expenditure across multiple state institutions, reflecting and adapting the role of the state to the evolution of markets, enabling business environment, and private sector capacity over the medium-to long-term. In Kenya, the problem is confounded by the many ministries and institutions involved in agricultural development (MoA, 2007)

The SRA was deliberately designed as a sector-wide approach in continuation of a search for a workable model for the rejuvenation of agriculture whose predecessors included the work undertaken in the 1990s on an Agricultural Sector Investment Programme (ASIP) that was partially implemented, and the Kenya Rural Development Strategy (KRDS) of 2001. The continuing interest in the sector-wide approach was based on the conviction that the increasingly complex sector could no longer be successfully managed through the efforts of individual ministries alone; and that synergy between all relevant ministries and stakeholders was vital indeed (Kariuki et al, 2006).

## **CHAPTER THREE: RESEARCH METHOD**

### **3.1 Research Design**

This study employed a case study aimed at identifying the challenges facing the implementation of the SRA. A case study involves a careful observation of a social unit - a person, institution, cultural group, or an entire community-and emphasizes depth rather than the breadth of a study. Most qualitative research is in fact a form of case study and these studies have a strong emphasis on context.

This design was chosen because the objective of the study required an in depth understanding of the challenges facing the implementation of the strategy and secondly the strategy is specific to the Ministries of Agriculture, Livestock and Fisheries, and Cooperative Development and Marketing.

### **3.2 Targeted Respondents**

The targeted respondents for this study comprised of the following:

- The senior management in the various Ministries- Agricultural Secretary and the Directors of various departments in the Ministry of Agriculture; the Director of Livestock Services; Director of Veterinary Services; and the Commissioner of Cooperatives. These officers are responsible for overseeing the implementation of SRA
- Agricultural Sector Coordination Unit (ASCU) officers. ASCU is an inter ministerial coordinating committee whose role is to coordinate the implementation of SRA. I also interviewed two former ASCU coordinators who are still at the ministry headquarters under other capacities.
- Departmental heads at the Provincial level. They provide guidance to the districts on the implementation of SRA

- District departmental heads in the ministries of Agriculture, Livestock and Fisheries, and Cooperatives. These officers are directly responsible for the implementation of the SRA at the district level.
- Divisional staff. They are directly responsible for implementation at the divisional level.
- The Chief Executive Officers (CEOs) of Parastatals in the Ministries of Agriculture and Livestock.
- Representatives of DANIDA and GTZ. These are representatives of the donor community who are supposed to spear head the multi donor support for the implementation of SRA

**Table 3: Targeted Respondents**

<b>Ministry/Institution</b>	<b>Headquarters (no of officers)</b>	<b>Province (no of officers)</b>	<b>District (no of officers)</b>	<b>Division (no of officers)</b>	<b>Total (no of officers)</b>
Agriculture	5	7	60	40	112
Livestock	1	7	60	10	78
Veterinary	1	7	50	10	68
Cooperatives	1	7	40		48
ASCU					7
Parastatals	15				15
DANIDA	1				1
GTZ	1				1
NALEP Coordinator	1				1
Njaa Marufuku Project Coordinator	1				1
<b>Total</b>	<b>34</b>	<b>28</b>	<b>210</b>	<b>60</b>	<b>332</b>

### **3.3 Sampling and Sampling Size**

A combination of purposive sampling (senior management) and stratified random sampling (other officers) was used. For the purpose of this study a simple random sample of 270 from the district and divisional levels and 15 from the key parastatals was chosen.

All the senior management at the headquarters and ASCU officers were targeted to be interviewed. This was to provide a high confidence level for the results.

### **3.4 Data Collection Method**

Data for this study was collected using a self-administered questionnaire (appendix 3). The semi-structured questionnaire is divided into two parts. Part one questions relate to strategy implementation process while part two relates to the strategy implementation challenges. The questionnaire was pre-tested with some of the ASCU and field staff to determine clarity of the questions and their appropriateness before being used in the sampled districts and parastatals. Secondary data was also obtained from available records to supplement primary data. These were drawn from internal circulars and reports.

As most of the field stations are on e-mail, the questionnaires were e-mailed to the various stations and follow ups were made by telephone calls in order to confirm receipt and request for prompt response. For some few stations that did not have e-mail facilities, courier services were used for delivering the questionnaire. A drop-and-pick up later method was used to collect the data from the parastatals having offices within Nairobi. For the senior management at the headquarters an interview guide was used to facilitate an in depth discussion on the challenges facing the implementation of SRA.

### **3.5 Data Analysis**

The data collected from this study was analyzed using descriptive statistics. This included measures of central tendency and measures of dispersion such as mean and standard deviation of the various variables such as resource mobilization, leadership, organizational culture and performance management. The data was analyzed using the Statistical Package for Social Sciences (SPSS).

## CHAPTER FOUR: DATA ANALYSIS

### Introduction

In this chapter the data is analyzed and presented. The first part is general information about respondents followed by the objective which was to determine the challenges facing implementation of the Strategy of Revitalizing Agriculture.

### 4.1 General Information on the Respondents

#### 4.1.1 Respondents Location

The questionnaire was sent to a sample of 317 and only 197 responded (62%). The table below summarizes their details.

**Table 4(a): Respondents' location.**

	Sample	Frequency	Percent	Valid Percent (% that actually answered the question)
Divisional staff	60	40	20.3	20.6
Provincial staff	28	24	12.2	12.4
District staff	210	117	59.4	60.3
Parastatal	10	4	2.0	2.1
Project Coordinators	2	2	1.0	1.0
ASCU staff	7	7	3.6	3.6
Total		194	98.5	100.0
System		3	1.5	
Total	317	197	100.0	

Source: Data analysis

In addition to the officers who were sent questionnaires some of the Directors at the headquarters and representatives of the donor community were interviewed as indicated in the table below.



**Table 4(b): Officers interviewed**

CATEGORY	SAMPLE	Frequency	Percentage
Directors	8	6	75
ASCU Coordinators (current coordinator and two former ones)	3	2	66.7
Donor representatives	2	2	100
Parastatals	5	4	80

Source: Data analysis

#### 4.1.2 Duration Respondents have worked in their current positions.

As indicated in Table 5 below, the majority (64.1%) of the respondents have worked between 1-5 years in their current positions while 2.4% had worked over 20 years in their current position.

**Table 5: Number of years in the position**

		Frequency	Percent	Valid Percent (% that actually answered the question)	Cumulative Percent
Valid	Less than one year	6	3.0	3.5	3.5
	1-5 yrs	109	55.3	64.1	67.6
	6-10yrs	29	14.7	17.1	84.7
	11-15 yrs	12	6.1	7.1	91.8
	16-20 yrs	10	5.1	5.9	97.6
	21-25 yrs	3	1.5	1.8	99.4
	26-30 yrs	1	.5	.6	100.0
	Total	170	86.3	100.0	
Missing	System	27	13.7		
Total		197	100.0		

Source: Data analysis

## 4.2 Evidence of Institutionalization of Strategy

### 4.2.1 Awareness of Strategy

#### Frontline staff

According to the study 27.6% of the people who responded to the question agree or strongly agree that the frontline staff are aware of **SRA** while 52.3% of the respondents disagree or strongly disagree that frontline staff are aware of **SRA**

**Table 6(a): Awareness of Strategy- Frontline staff**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	55	27.9	28.2	28.2
	Disagree	47	23.9	24.1	52.3
	Average	39	19.8	20.0	72.3
	Agree	35	17.8	17.9	90.3
	Strongly agree	19	9.6	9.7	100.0
	Total	195	99.0	100.0	
Missing	System	2	1.0		
Total		197	100.0		

Source: Data analysis

#### Private Sector

Table 6 (b) indicates that 13.4% of the people who responded to the question agree or strongly agree that the private sector are aware of the **SRA** while 56.2% of respondents disagree or strongly disagree that the private sector are aware of **SRA**

**Table 6 (b): Awareness of Strategy- Private Sector**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	62	31.5	32.0	32.0
	Disagree	47	23.9	24.2	56.2
	Average	59	29.9	30.4	86.6
	Agree	25	12.7	12.9	99.5
	Strongly agree	1	.5	.5	100.0
	Total	194	98.5	100.0	
Missing	System	3	1.5		
Total		197	100.0		

Source: Data analysis

## Farmers

Table 6(c) indicates that 6.8% of the people who responded to the question agree or strongly agree that farmers are aware of SRA while 72.4% disagree or strongly disagree

**Table 6 (c): Awareness of Strategy- Farmers**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	94	47.7	49.0	49.0
	Disagree	45	22.8	23.4	72.4
	Average	40	20.3	20.8	93.2
	Agree	2	6.1	6.3	99.5
	Strongly agree	1	.5	.5	100.0
	Total	192	97.5	100.0	
Missing	System	5	2.5		
Total		197	100.0		

Source: Data analysis

### 4.2.2 Ownership of Strategy

Table 7 indicates that 51% of the people who responded to the question either agree or strongly agree that the achievement of SRA is geared to individual departments and not the sector as a whole while 29.9% either disagree or strongly disagree.

**Table 7: Achievement of Strategy**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	17	8.6	8.8	8.8
	Disagree	41	20.8	21.1	29.9
	Average	37	18.8	19.1	49.0
	Agree	54	27.4	27.8	76.8
	Strongly agree	45	22.8	23.2	100.0
	Total	194	98.5	100.0	
Missing	System	3	1.5		
Total		197	100.0		

Source: Data analysis

### 4.2.3 Reward Policy and Strategy Implementation

Table 8 indicates that 36.4% of the people who responded to the question agree or strongly agree that the reward policy of the organization supports implementation of SRA while 34.3% disagree or strongly disagree.

**Table 8: Reward Policy and Strategy Implementation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	32	16.2	16.4	16.4
	Disagree	35	17.8	17.9	34.4
	Average	57	28.9	29.2	63.6
	Agree	45	22.8	23.1	86.7
	Strongly agree	26	13.2	13.3	100.0
	Total	195	99.0	100.0	
Missing	System	2	1.0		
Total		197	100.0		

Source: Data analysis

### 4.2.4 Leadership and Strategy Implementation

As shown in tables 9 (a), 34.6% of the people who responded to the question agreed or strongly agreed that the senior management of the Ministry was providing leadership to enable strategy implementation while 34.4% disagreed or totally disagreed.

**Table 9 (a): Provision of Leadership**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	27	13.7	13.8	13.8
	Disagree	40	20.3	20.5	34.4
	Average	41	20.8	21.0	55.4
	Agree	50	25.4	25.6	81.0
	Strongly agree	37	18.8	19.0	100.0
	Total	195	99.0	100.0	
Missing	System	2	1.0		
Total		197	100.0		

Source: Data analysis

In table 9 (b), 32% of the people who responded to the question agreed that regular meetings are held to provide guidance on strategy implementation while 50.5% disagreed or totally disagreed.

**Table 9 (b): Meetings on guidance of SRA implementation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	60	30.5	31.9	31.9
	Disagree	35	17.8	18.6	50.5
	Average	33	16.8	17.6	68.1
	Agree	30	15.2	16.0	84.0
	Strongly agree	30	15.2	16.0	100.0
	Total	188	95.4	100.0	
Missing	System	9	4.6		
Total		197	100.0		

Source: Data analysis

#### 4.2.5 Culture and Strategy Implementation

Culture and strategy implementation was evaluated in terms of team work, innovativeness, creativity and time management.

##### Team Work

As shown in Table 10 (a), 32.2% of the of the people who responded to the question either agree or strongly agree that the senior management team in the various departments work effectively together while 31.1% either disagree or strongly disagree.

**Table 10 (a): Team work**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	13	6.6	6.6	6.6
	Disagree	48	24.4	24.5	31.1
	Average	72	36.5	36.7	67.9
	Agree	46	23.4	23.5	91.3
	Strongly agree	17	8.6	8.7	100.0
	Total	196	99.5	100.0	
Missing	System	1	.5		
Total		197	100.0		

Source: Data analysis

### Innovativeness

Table 10 (b) indicates that 36.8% of the people who responded to the question either agree or strongly agree that the staff have shown innovativeness in the implementation of SRA while 39.3% disagree or strongly disagree.

**Table 10 (b): Innovativeness**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	35	17.8	17.9	17.9
	Disagree	42	21.3	21.4	39.3
	Average	47	23.9	24.0	63.3
	Agree	45	22.8	23.0	86.2
	Strongly agree	27	13.7	13.8	100.0
	Total	196	99.5	100.0	
Missing	System	1	.5		
Total		197	100.0		

Source: Data analysis

### Creativity

On the other hand in Table 10 (c), 76.6% of the of the people who responded to the question agree or strongly agree that they would prefer to work under a set of rules and regulations and are uncomfortable with unpredictable situation and 13.8% disagree or strongly disagree.

**Table 10(c): Creativity**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	12	6.1	6.1	6.1
	Disagree	15	7.6	7.7	13.8
	Average	19	9.6	9.7	23.5
	Agree	55	27.9	28.1	51.5
	Strongly agree	95	48.2	48.5	100.0
	Total	196	99.5	100.0	
Missing	System	1	.5		
Total		197	100.0		

Source: Data analysis

### Time management

As indicated in Table 10 (d), 65.2% of the people who responded to the question agree or strongly agree that time management has been a hindrance in the implementation of planned activities while 15.9% disagree or strongly disagree.

**Table 10 (d): Time management**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	11	5.6	5.6	5.6
	Disagree	20	10.2	10.3	15.9
	Average	37	18.8	19.0	34.9
	Agree	68	34.5	34.9	69.7
	Strongly agree	59	29.9	30.3	100.0
	Total	195	99.0	100.0	
Missing	System	2	1.0		
Total		197	100.0		

Source: Data analysis

### 4.2.6 Strategy Implementation and Resource Availability

#### Physical resources

Table 11 (a) indicates that 14.9% of the people who responded to the question agree or strongly agree that there has been an increase in physical resources while 54.4% either disagree or strongly disagree that physical resources are readily available for implementation of SRA.

**Table 11 (a): Physical resources availability**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	32	16.2	16.4	16.4
	Disagree	74	37.6	37.9	54.4
	Average	60	30.5	30.8	85.1
	Agree	20	10.2	10.3	95.4
	Strongly agree	9	4.6	4.6	100.0
	Total	195	99.0	100.0	
Missing	System	2	1.0		
Total		197	100.0		

Source: Data analysis

### Financial Resources

On financial resources. Table 11 (b) indicates that 23.4% agree or strongly agree that financial resources are readily available while 44% either disagree or strongly disagree.

Table 11 (b): Financial resources availability'

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	30	15.2	15.5	15.5
	Disagree	55	27.9	28.5	44.0
	Average	63	32.0	32.6	76.7
	Agree	36	18.3	18.7	95.3
	Strongly agree	9	4.6	4.7	100.0
	Total	193	98.0	100.0	
Missing	System	4	2.0		
Total		197	100.0		

Source: Data analysis

### Private sector involvement

Table 12 indicates 59% of the people who responded to the question agree or strongly agree that there has been an increase in private sector involvement in agriculture sector programmes since the inception of SRA while 13.9% either disagree or strongly disagree.

Table 12: Private sector involvement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	2.0	2.1	2.1
	Disagree	23	11.7	11.8	13.8
	Average	53	26.9	27.2	41.0
	Agree	70	35.5	35.9	76.9
	Strongly agree	45	22.8	23.1	100.0
	Total	195	99.0	100.0	
Missing	System	2	1.0		
Total		197	100.0		

Source: Data analysis



### 4.3.7 Strategy Implementation and Structure

Table 13 (a) indicates that 62% of the people who responded to the question agree or strongly agree that the current organizational structure supports SRA implementation while 19.5 % either disagree or strongly disagree. At the same time in Table 13 (b) 48.5% agree or strongly agree that the systems and procedures established support SRA implementation while 20.1% either disagree or strongly disagree.

**Table 13 (a): Organizational Structure**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	11	5.6	5.6	5.6
	Disagree	27	13.7	13.8	19.5
	Average	36	18.3	18.5	37.9
	Agree	64	32.5	32.8	70.8
	Strongly agree	57	28.9	29.2	100.0
	Total	195	99.0	100.0	
Missing	System	2	1.0		
Total		197	100.0		

Source: Data analysis

**Table 13 (b): Systems and Procedures**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	10	5.1	5.2	5.2
	Disagree	29	14.7	14.9	20.1
	Average	61	31.0	31.4	51.5
	Agree	57	28.9	29.4	80.9
	Strongly agree	37	18.8	19.1	100.0
	Total	194	98.5	100.0	
Missing	System	3	1.5		
Total		197	100.0		

Source: Data analysis

### 4.3.8 Strategy and Performance Management

#### Staff Appraisal

From Table 14(a) 79.2% of the people who responded to the question agree or strongly agree that that the staff appraisal system supports strategy implementation while 10.7% either disagree or strongly disagree.

**Table 14(a): Staff Appraisal**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	7	3.6	3.6	3.6
	Disagree	14	7.1	7.1	10.7
	Average	20	10.2	10.2	20.8
	Agree	79	40.1	40.1	60.9
	Strongly agree	77	39.1	39.1	100.0
	Total	197	100.0	100.0	

Source: Data analysis

#### Participatory Work planning and Budgeting

Table 14 (b) indicates that 14.3% of the people who responded to the question agree or strongly agree that the current work plans and budgets are prepared through a consultative and participatory manner while 66.8% either disagree or strongly disagree.

**Table 14(b): Participatory Work planning and Budgeting**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	90	45.7	45.9	45.9
	Disagree	41	20.8	20.9	66.8
	Average	37	18.8	18.9	85.7
	Agree	15	7.6	7.7	93.4
	Strongly agree	13	6.6	6.6	100.0
	Total	196	99.5	100.0	
Missing	System	1	.5		
	Total	197	100.0		

Source: Data analysis

### Participatory Monitoring and Evaluation

According to the results of the study 12.9% of the of the people who responded to the question agree or strongly agree that at the field level there are participatory forums to evaluate the performance of the relevant components of the SRA while 73% either disagree or strongly disagree.

**Table 14 (c): Participatory Monitoring and Evaluation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	95	48.2	49.2	49.2
	Disagree	46	23.4	23.8	73.1
	Average	27	13.7	14.0	87.0
	Agree	17	8.6	8.8	95.9
	Strongly agree	8	4.1	4.1	100.0
	Total	193	98.0	100.0	
Missing	System	4	2.0		
Total		197	100.0		

Source: Data analysis

### Monitoring and Evaluation by the headquarters

As shown in Table 14 (d) below, 17.7% of the of the people who responded to the question agree or strongly agree that the ministry headquarters staff regularly carry out monitoring and evaluation of SRA implementation to validate information flowing from the implementation units while 63.5% disagree or strongly disagree.

**Table 14 (d): Monitoring and Evaluation by the headquarters**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	74	37.6	38.5	38.5
	Disagree	48	24.4	25.0	63.5
	Average	36	18.3	18.8	82.3
	Agree	21	10.7	10.9	93.2
	Strongly agree	13	6.6	6.8	100.0
	Total	192	97.5	100.0	
Missing	System	5	2.5		
Total		197	100.0		

Source: Data analysis

### Communication of Performance Measures

Table 15 indicates that 39.3% of the of the people who responded to the question agree or strongly agree that there are processes in the place in the organization to communicate the performance measures throughout the organization while 20.9% disagree or strongly disagree.

**Table 15: Communication of Performance Measures**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	14	7.1	7.3	7.3
	Disagree	26	13.2	13.6	20.9
	Average	76	38.6	39.8	60.7
	Agree	49	24.9	25.7	86.4
	Strongly agree	26	13.2	13.6	100.0
	Total	191	97.0	100.0	
Missing	System	6	3.0		
Total		197	100.0		

Source: Data analysis

#### 4.4 Ranking of Strategy Implementation Challenges

The study sought to rank the challenges facing the implementation of SRA. From Table 16 below, the first 5 highly ranked challenges in implementation of SRA are inadequate motivation of staff (mean 3.98); poor understanding of the SRA by stakeholders (mean 3.92); slow acceptability of the SRA by stakeholders (mean 3.73); inadequate communication of the strategy to the staff (mean 3.69); and inadequate information systems used to monitor implementation of SRA (mean 3.60)

The least three challenges are: lack of focus and ability of the new strategy (mean 2.32); wrong organizational structure (mean 2.4); and capabilities of staff involved were not adequate (mean 2.55). 90.6% of the respondents indicated that most of the challenges apply to the various departments in the sector and are not unique to a particular department.

**Table 16: Ranking of Strategy Implementation Challenges**

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Inadequate motivation to the staff	195	1	5	3.98	1.105
Poor understanding of the <b>SRA</b> by stakeholders	194	1	5	3.92	1.182
Slow acceptability of the <b>SRA</b> by stakeholders	194	1	5	3.73	1.162
There was inadequate communication of the strategy to the staff	195	1	5	3.69	1.296
Information systems used to monitor implementation were not adequate	191	1	5	3.60	1.183
Monitoring planning coordination and sharing of responsibilities was not well defined	195	1	5	3.55	1.236
Key formulators of strategic decisions did not play an active role in implementation	190	1	5	3.55	1.166
Implementation time is taking more time than expected	195	1	5	3.52	1.047
Resources made available were inadequate	195	1	5	3.43	1.059
Leadership and direction provided by departmental/programme managers were not adequate	195	1	5	3.37	1.263
Inadequate initiative for officers responsible for implementation	194	1	5	3.30	1.202
Un-supportive organization culture	195	1	5	3.14	1.188
Inadequate training to the staff	193	1	5	3.13	1.133
Inadequate coordination of implementation activities	195	1	5	3.12	1.128
Uncontrollable factors in the external environment had adverse impact on implementation	194	1	5	2.69	1.338
Major obstacles surfaced during implementation that had not been identified before hand	192	1	5	2.62	1.124
Capabilities of staff involved were not adequate	195	1	5	2.55	1.198
Wrong organizational structure	189	1	5	2.40	1.065
There was lack of focus and ability of the new strategy	194	1	5	2.32	1.180
<b>Overall Mean</b>	<b>177</b>			<b>3.343</b>	
Are most to these challenges unique to your department/institution or apply to others as well	191	1	2	1.91	.293

Source: Data analysis

The questions in the questionnaire were categorized into four variables in strategy implementation, namely, awareness and ownership of strategy; leadership and culture; resource mobilization; and performance management. The tables below indicate the responses as per the variables.

## Awareness and Organizational Commitment to SRA implementation

From table 17 below, the study indicated that the three main challenges with regard to awareness and ownership are: lack of awareness of the farmers on the focus of SRA (mean 1.86); lack of established secretariat to manage, implement and monitor implementation of SRA at the district level (mean 1.97); and lack of private sector awareness on the focus of SRA

**Table 17: Ranking of issues on Awareness and Organizational Commitment to SRA implementation**

	N	Minimum	Maximum	Mean	Std. Deviation
Low adoption of extension messages is slowing down realization of SRA objectives	194	1	5	3.36	1.223
The work plans and budgets that have been prepared since 2004 have been geared towards implementation of SRA	193	1	5	3.06	1.366
The collaboration between your department and other departments/institutions in the sector in the implementation of SRA has been good	195	1	5	3.06	1.167
Frontline staff commitment to implementation of SRA	194	1	5	3.05	1.168
The reward policy of the ministry/institution supports implementation of SRA	195	1	5	2.99	1.268
Private sector commitment to implementation of SRA	192	1	5	2.74	.983
When appointing district head and provincial heads, heads of institutions and chief divisions, the human resource then assesses the competency of the personnel so that they are compatible with new strategy	192	1	5	2.74	1.209
You always refer to the SRA when preparing annual work plans and budgets	195	1	4	2.59	1.195
Frontline staff awareness on the focus of SRA in general	195	1	5	2.57	1.327
Farmers commitment to implementation of SRA	193	1	5	2.54	1.000
The staff at various levels can describe the key elements of the SRA	196	1	5	2.34	1.136
Your department has adopted preparation of district agricultural development plans (DADPS) with the various local level	194	1	5	2.30	1.353

	N	Minimum	Maximum	Mean	Std. Deviation
j institutions (community based organizations, community based institutions& farmers organizations) in order to facilitate the implementation					
Private sector awareness on the focus of SRA in general	194	1	5	2.26	1.061
A district secretariat has been established to manage, implement and monitor the : implantation of SRA	193	1	5	1.97	1.309
Farmers awareness on the focus of SRA in general	192	1	5	1.86	.990
<b>Overall Mean</b>	<b>182</b>			<b>2.629</b>	

Source: Data analysis

### Leadership and Organizational Culture

From Table 18, the three main challenges with regard leadership and organizational culture issues are provision of guidance to the staff on strategy implementation (mean 2.65); encouragement of various staff cadres to participate in decision making process(mean 2.75); and enhancement of information sharing through email (mean 2.85)

**Table 18: Ranking of Leadership and Organizational Culture issues**

	N	Minimum	Maximum	Mean	Std. Deviation
Most of the staff prefer working under set of rules and regulations and are uncomfortable with unstructured, ambiguous or unpredictable situations	196	1	5	4.05	1.201
Time management has been a hindrance in the implementation of planned activities (Allot of time spent on unplanned meetings and assignments)	195	1	5	3.74	1.161
The current organization structure supports implementation of SRA	195	1	5	3.66	1.196
The current organizational culture supports implementation of SRA (e.g dedication to work and honesty)	195	1	5	3.61	1.114
The systems and procedures established by the organization support strategy implementation	194	1	5	3.42	1.114
Achievement of SRA is mostly geared towards individual departments/institutions and not to the sector as a whole	194	1	5	3.36	1.285

	N	Minimum	Maximum	Mean	Std. Deviation
Enhancement of information sharing through Creation of website	192	1	5	3.20	1.383
The senior management of the ministry has been in the fore front in providing leadership to enable strategy implementation	195	1	5	3.15	1.327
The senior management team in the various departments/ministries work effectively together	196	1	5	3.03	1.047
Enhancement of information sharing through improved reporting formats	186	1	5	2.94	1.268
The staff in the department have shown a lot of creativity and innovativeness in the implementation of SRA	196	1	5	2.93	1.309
Enhancement of information sharing through email	186	1	5	2.85	1.338
Decision making process in the ministry encourages various cadre of staff to participate in the decision making process and try to implement their ideas and suggestion	194	1	5	2.70	1.198
Regular staff meetings are held to provide guidance or strategy implementation	188	1	5	2.65	1.467
<b>Overall Mean</b>	<b>176</b>			<b>3.235</b>	

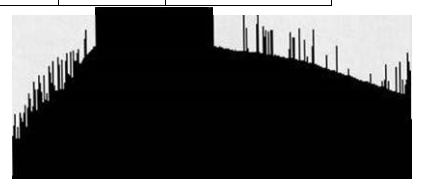
Source: Data analysis

### Resource Mobilization

From Table 19, the three main challenges with regard to resource mobilization are availability of: physical resources (mean 2.49); human resources (mean 2.58); and financial resources (mean 2.68)

**Table 19: Ranking of issues on Resource Mobilization**

	N	Minimum	Maximum	Mean	Std. Deviation
Since 2004. there has been an increase in stakeholders/private sector involvement in agriculture sector Programmes	195	1	5	3.66	1.025
The trainings that have been going on the various ministries and institutions have been geared towards strategy implementation	196	1	5	3.32	1.010
The ministry/institution maintains financial management systems to ensure proper utilization of funds, accountability, financial monitoring and efficient monitoring all geared	196	1	5	3.22	1.261





	N	Minimum	Maximum	Mean	Std. Deviation
towards strategy implementation					
The ministry has database of existing skills and experience established and regularly updates it in order to support strategy implementation	194	1	5	3.21	1.044
there is a close correlation between the planned budgeted activities and implemented activities	196	1	5	2.89	1.373
Availability of financial resources	193	1	5	2.68	1.089
Availability of human resources	196	1	5	2.58	1.071
Availability of physical resources	195	1	5	2.49	1.032
Overall Mean	190			3.006	

Source: Data analysis

### Performance Management

As indicated in Table 20, the three main challenges with regard to performance management are: presence of participatory forums for evaluation of relevant components of SRA (mean 1.95); participatory preparation of work plans and budgets (mean 2.08); and carrying out of monitoring and evaluation by ASCU (mean 2.10)

**Table 20: Ranking of issues on Performance Management**

	N	Minimum	Maximum	Mean	Std. Deviation
Staff performance appraisal system support strategy implementation	197	1	5	4.04	1.049
There are processes in the place in the organization to communicate the performance measures throughout the organization	191	1	5	3.25	1.084
The measurements of results are reviewed regularly and the results obtained are used to drive decision in the organization	189	1	5	3.04	1.064
The ongoing projects in the ministry/institution are continuously monitored and evaluated to identify gaps and provide guidance	195	1	5	3.03	1.327
The SRA has clear performance targets	194	1	5	2.86	1.407
The ministry headquarters staff regularly carry out monitoring and evaluation of SRA implementation to validate information flowing from the implementation units	192	1	5	2.22	1.256

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
ASCU regularly carries out monitoring and evaluation of <b>SRA</b> implementation to validate information flowing from the implementation units	189	1	5	2.10	1.223
The current work plans and budgets are prepared through a consultative and participatory manner with the farmers and other stakeholders	196	1	5	2.08	1.246
At the field level there are participatory annual or biannual forums to evaluate the performance of the relevant components of the SRA	193	1	5	1.95	1.167
<b>Overall Mean</b>	<b>182</b>			<b>2.730</b>	

Source: Data analysis

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Summary of the Study**

This study aimed at identifying the challenges facing the implementation of the Strategy for Revitalizing Agriculture. To achieve this objective a self administered questionnaire was used and distributed to the study sample. A combination of purposive sampling (for senior management) and stratified random sampling (for other officers) was used. Out of a sample of 317 that was targeted 197 (62.1%) responded. The data obtained was analyzed using descriptive statistics. This included measures of dispersion such as mean and standard deviation of the various variables such as resource mobilization, leadership, awareness of the strategy and performance management.

### **5.2 Conclusion**

From the analysis of the findings the following conclusions can be made. Firstly when the challenges of implementation of SRA are looked at from the four variables looked into, namely: awareness and ownership of strategy; leadership and organizational culture; resource mobilization and performance management, the challenges in order of ranking are; awareness and ownership of strategy (mean 2.629); performance management (mean 2.730); resource mobilization (mean 3.006); and leadership and organizational culture (mean 3.239).

Secondly when the challenges are looked at individually, the highest challenge was inadequate motivation of staff (mean 3.98), followed by poor understanding of the SRA by stakeholders (3.92) and thirdly low acceptability of SRA (3.73). It was also noted that most (74%) of the individual challenges identified had a mean of above 3.00 and the overall mean was 3.343. This was out of a maximum score of 5 representing the highest effect. From the research findings therefore, it can be concluded that there are significant

challenges affecting the implementation of SRA which need to be addressed especially on awareness and ownership of the strategy.

#### **5.4 Managerial Implication of the Study**

The Strategy for Revitalization of Agriculture is a sectoral strategy whose implementation is intended to transform agriculture into a more competitive sector. Awareness and ownership of the strategy by the various stakeholders which is important for the success of the strategy implementation ranked as the highest challenge. This implies that the management requires to carry out sensitization meetings and workshops for the various stakeholders on the SRA so that they can understand the focus of the strategy and how it is supposed to be implemented. This will ensure ownership of the strategy amongst the various departments and stakeholders hence ensure effective implementation.

The study did also show that performance management was the second biggest challenge. A participatory planning, monitoring and evaluation system has to be established at various levels (district, provincial and national) to ensure the success of the strategy. This will ensure full participation of the stakeholders in the decision making process and coming up with appropriate collective interventions. Resource mobilization ranked as the third major challenge. In resource mobilization, availability of physical resources was the biggest challenge followed by human and then financial resources. This implies that more budgetary support is required for the implementation of the strategy effectively especially on availing physical resources.

#### **5.5 Limitations of the Study**

Like any other study, this study had its limitations. The nature of the study involved getting information from various parts of the country. Although the questionnaires were sent through e-mails, the rate at which the responses were coming was very slow and a

lot of follow up had to be made by telephone to get the questionnaires back. Eventually a response rate of 62% was achieved to enable a good analysis.

### **5.6 Suggestions for Further Study**

The government is currently implementing various sectoral programmes through several government ministries and departments. The current study has focused on the Strategy for Revitalizing Agriculture. Detailed research can be done on sectoral strategies of other sectors and focus on both formulation and implementation of their respective strategies.

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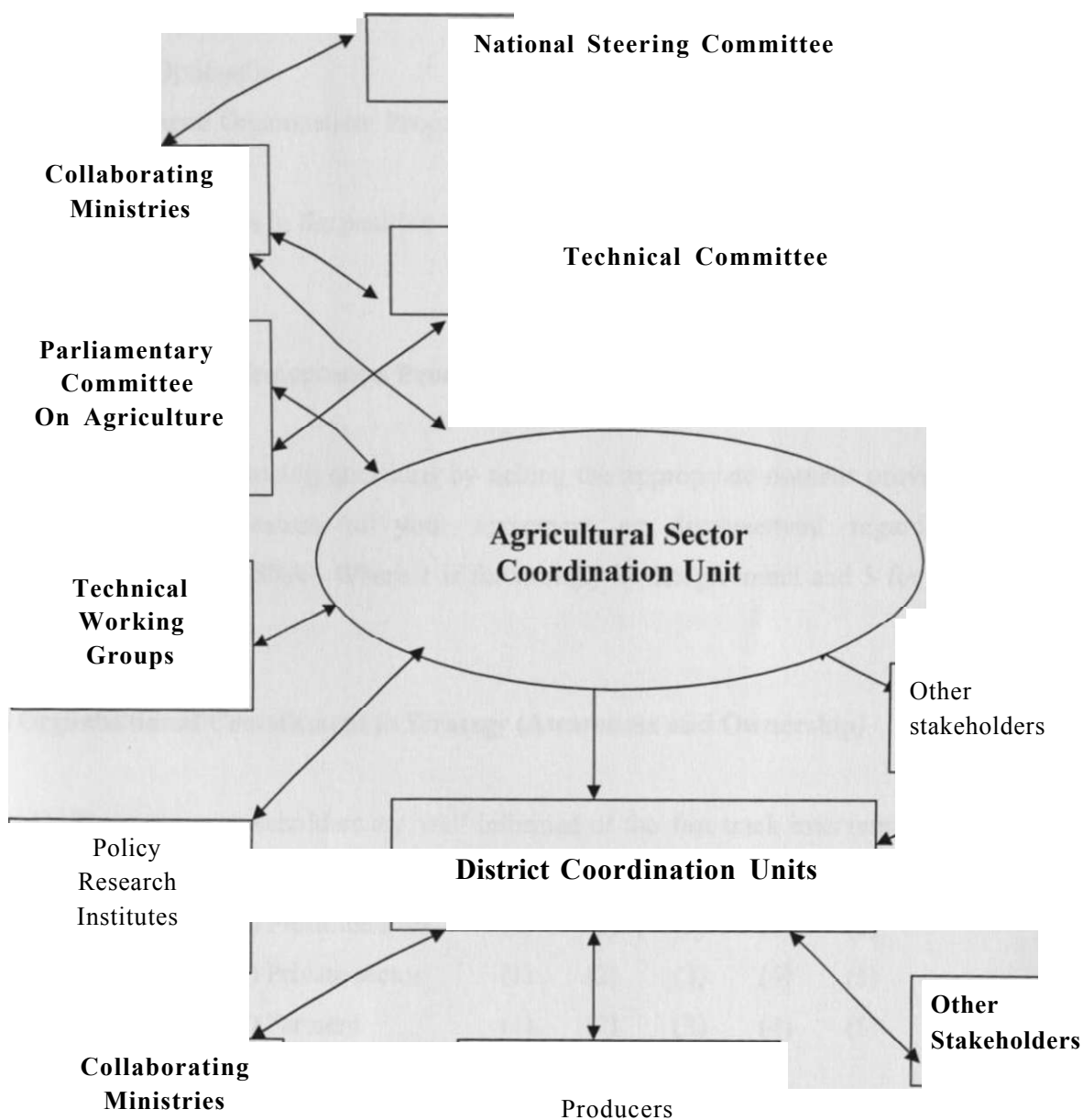
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**APPENDIX 1 ORGANIZATIONAL STRUCTURE OF SRA IMPLEMENTATION**



## APPENDIX II QUESTIONNAIRE

### Part A

Details of the respondent:

1. Name (Optional):
2. Department/ Organization/ Programme:
3. Position held:
  
4. Number of years in the position

### Part B: Strategy Implementation Process

Please answer the following questions by ticking the appropriate number provided that best describes the extent of your agreement or disagreement regarding the implementation of the SRA. Where 1 is for strongly in disagreement and 5 for strongly in agreement.

#### I) Organizational Commitment to Strategy (Awareness and Ownership)

- 1) The various stakeholders are well informed of the fast track interventions of the SRA and the focus of SRA in general

(A) Frontline staff	(1)	(2)	(3)	(4)	(5)
(B) Private sector	(1)	(2)	(3)	(4)	(5)
(C) Farmers	(1)	(2)	(3)	(4)	(5)

- 2) The staff at various levels can describe the key elements of the SRA

(1)      (2)      (3)      (4)      (5)

- 3) The various stakeholders are committed in the implementation of the SRA

(A) Frontline staff	(1)	(2)	(3)	(4)	(5)
(B) Private sector	(1)	(2)	(3)	(4)	(5)
(C) Farmers	(1)	(2)	(3)	(4)	(5)

4) The work plans and budgets that have been prepared since 2004 have been geared towards implementation of SRA

(1) (2) (3) (4) (5)

5) Low adoption of extension messages is slowing down realization of SRA objectives

(1) (2) (3) (4) (5)

6) The reward policy of the Ministry/institution supports/support implementation of SRA.

(1) (2) (3) (4) (5)

7) You always refer to the SRA when preparing annual work plans and budgets.

(1) (2) (3) (4)

8) When appointing district head and provincial heads, heads of institutions and chief of divisions, the human resource team assesses the competency of the personnel so that they are compatible with the new strategy.

(1) (2) (3) (4) (5)

9) Your department has adopted preparation of District Agricultural Development Plans (DADPs) with the various local level institutions (Community Based Organizations, Community Based Institutions and Farmers Organizations) in order to facilitate the implementation of SRA

(1) (2) (3) (4) (5)

10) A District Secretariat has been established to manage, implement and monitor the implementation of SRA

(1) (2) (3) (4) (5)

11) The collaboration between your department and other departments/institutions in the sector in the implementation of SRA has been good

(1) (2) (3) (4) (5)

Others please specify below

## II) Leadership and Organizational Culture

- 1) The Senior Management of the Ministry has been in the forefront in providing leadership to enable strategy implementation.  
(1) (2) (3) (4) (5)
- 2) The senior management team in the various departments work effectively together  
(1) (2) (3) (4) (5)
- 3) The current organizational structure support strategy implementation of SRA  
(1) (2) (3) (4) (5)
- 4) The current organizational culture supports implementation of SRA (e.g. dedication to work and honesty)  
(1) (2) (3) (4) (5)
- 5) The staff in the department have shown a lot of creativity and innovativeness in the implementation of SRA  
(1) (2) (3) (4) (5)
- 6) Time management has been a hindrance in the implementation of planned activities. ( A lot of time spent on unplanned meetings and assignments)  
(1) (2) (3) (4) (5)
- 7) Achievement of SRA is mostly geared towards individual departments/institutions and not to the sector as a whole  
(1) (2) (3) (4) (5)
- 8) Most of the staff prefer working under set of rules and regulations and are uncomfortable with unstructured, ambiguous or unpredictable situations  
(1) (2) (3) (4) (5)
- 9) Decision making process in the Ministry encourages various cadre of staff to participate in the decision making process and try to implement their ideas and suggestions  
(1) (2) (3) (4) (5)

10) The systems and procedures established by the organization support strategy implementation

(1) (2) (3) (4) (5)

11) Systems of communication have been developed to enhance access to information and support SRA implementation.

**Creation of website** (1) (2) (3) (4) (5)

**Usage of e mail for reporting** (1) (2) (3) (4) (5)

**Improved reporting formats** (1) (2) (3) (4) (5)

12) Regular staff meetings are held to provide guidance on strategy implementation

(1) (2) (3) (4) (5)

Others please specify below

### III) Resource mobilization

1) Since 2004, there has been an increase in stakeholder/ private sector involvement in agriculture sector programmes

(1) (2) (3) (4) (5)

2) Resources required for implementation of SRA have been readily available:

**Physical** (1) (2) (3) (4) (5)

**Financial** (1) (2) (3) (4) (5)

**Human** (1) (2) (3) (4) (5)

3) The Ministry has a database of existing skills and experience established and regularly updates it in order to support strategy implementation.

(1) (2) (3) (4) (5)

4) The trainings that have been going on in the various ministries and institutions have been geared towards strategy implementation.

(1) (2) (3) (4) (5)

5) There is a close correlation between the planned budgeted activities and implemented activities

(1) (2) (3) (4) (5)

6) The Ministry/Institution maintains financial management systems to ensure proper utilization of funds, accountability, financial monitoring and efficient monitoring all geared towards strategy implementation.

(1) (2) (3) (4) (5)

Others please specify below:

#### **IV) Performance Management**

1) Staff performance appraisal system support strategy implementation

(1) (2) (3) (4) (5)

2) The ongoing projects in the Ministry/institution are continuously monitored and evaluated to identify gaps and provide guidance.

(1) (2) (3) (4) (5)

3) The current work plans and budgets are prepared through a consultative and participatory manner with the farmers and other stakeholders

(1) (2) (3) (4) (5)

4) The SRA has clear performance targets

(1) (2) (3) (4) (5)

5) At the field level there are participatory annual or biannual forums to evaluate the performance of the relevant components of the SRA

(1) (2) (3) (4) (5)

6) ASCU regularly carries out monitoring and evaluation of SRA implementation to validate information flowing from the implementing units

(1) (2) (3) (4) (5)



7) The Ministry headquarters staff regularly carry out monitoring and evaluation of SRA implementation to validate information flowing from the implementing units

(1) (2) (3) (4) (5)

8) There are processes in place in the organization to communicate the performance measures throughout the organization

(1) (2) (3) (4) (5)

9) The measurement of results are reviewed regularly and the results obtained are used to drive decision making in the organization

(1) (2) (3) (4) (5)

### **PartC: Strategy Implementation Challenges**

Organization today faces various challenges in their pursuit to implement strategies. In your view, how do you rate the level in which these challenges affect the implementation of SRA in your department/ institution?

(1 for the least affected and 5 for the extremely affected)

1) Implementation time is taking more time than expected

(1) (2) (3) (4) (5)

2) Major obstacles surfaced during implementation that had not been identified before hand

(1) (2) (3) (4) (5)

3) There was inadequate communication of the strategy to the staff

(1) (2) (3) (4) (5)

4) Capabilities of staff involved were not adequate

(1) (2) (3) (4) (5)

5) Slow acceptability of the SRA by stakeholders

(1) (2) (3) (4) (5)

- 6) Poor understanding of the SRA by stakeholders  
(1) (2) (3) (4) (5)
- 7) Resources made available were inadequate  
(1) (2) (3) (4) (5)
- 8) Monitoring planning coordination and sharing of responsibilities was not well defined  
(1) (2) (3) (4) (5)
- 9) There was lack of focus and ability of the new strategy  
(1) (2) (3) (4) (5)
- 10) Uncontrollable factors in the external environment had adverse impact on implementation  
(1) (2) (3) (4) (5)
- 11) Inadequate training to the staff  
(1) (2) (3) (4) (5)
- 12) Inadequate initiative for officers responsible for implementation  
(1) (2) (3) (4) (5)
- 13) Inadequate motivation to the staff  
(1) (2) (3) (4) (5)
- 14) Un-supportive organization culture  
(1) (2) (3) (4) (5)
- 15) Inadequate coordination of implementation activities  
(1) (2) (3) (4) (5)
- 16) Leadership and direction provided by departmental/programme managers were not adequate  
(1) (2) (3) (4) (5)
- 17) Information systems used to monitor implementation were not adequate  
(1) (2) (3) (4) (5)
- 18) Key formulators of strategic decisions did not play an active role in implementation  
(1) (2) (3) (4) (5)

19) Wrong organizational structure

(1)      (2)      (3)      (4)      (5)

Are most to these challenges unique to your department/institution or apply to others as well? Please tick appropriately

- a. Unique to my department/institution
- b. Apply to other departments/institution/programme

What suggestion(s) would you give that would minimize strategy implementation challenges?

Please give any other comment you may have regarding the subject of this research

Thank you for your cooperation

### **APPENDIX III: LIST OF PARASTATALS AND STATUORY BOARDS**

1. Coffee Development Fund
2. Kenya Agricultural Research Institute
3. South Nyanza Sugar Company Ltd
4. Cotton Secretariat
5. Central Agricultural Board
6. Kenya Meat Commission
7. Horticultural Development Authority
8. Kenya Sisal Board
9. Kenya Sugar Board
10. National Cereals and Produce Board
11. Agricultural Finance Cooperation
12. Coffee Board of Kenya
13. Pyrethrum Board of Kenya
14. New Kenya Cooperative Creameries
15. Kenya Plant Health Inspectorate Services