

**EVALUATION OF STRATEGIC PLANNING AT KENYA WILDLIFE SERVICES**

**BY**

**CHARLES GITAU NGUGI**

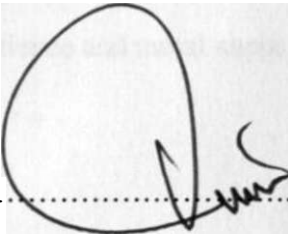
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**MANAGEMENT RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT  
OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE IN MASTER OF  
BUSINESS ADMINISTRATION,  
SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI**

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## Declaration

This management research project is my original work and has not been presented for examination in any other university.

Signed.....

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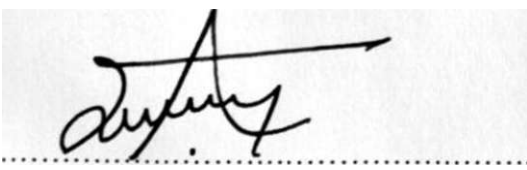
**CHARLES GITAU NGUGI**

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This management research project has been submitted for examination with my approval as university supervisor.

Signed..........Date.

**DR. JUSTUS MUNYOKI**

**School of Business**

**University of Nairobi.**

## **Dedication**

To my lovely wife Grace Wangu and son Kristian Ngugi, thank you very much for your patience and moral support

## **Acknowledgement**

First and foremost I would like to thank the Almighty God for the gift of life and for giving me the skills, knowledge and drive to endure the MBA drill to completion.

Special thanks go out to my supervisor Dr. Justus Munyoki for his encouragement and insightful reviews without which it would have been difficult to complete this project.

Am most grateful to Wangu my loving wife for contending with the many hours I had to spend away from the family. To my lovely and handsome boy Kristian the little angel who arrived just in time to celebrate my MBA, I say thank you for your lovely smile that pushed me through. To my Mum I say thank you very much for your support and ensuring that we got an education.

## **Abstract**

Strategy is a company's game plan and provides a framework for managerial decision making. Strategic planning is the entire management function of establishing organizational direction, setting objectives and devising a managerial game plan for the organization to pursue (Thompson and Strickland. 1989). Its components are linked together to provide managers with a systematic method for formulating, selecting, implementing and evaluating strategies.

The purpose of this study was to evaluate the effectiveness of strategic planning at Kenya Wildlife Service. The study was based on establishing how Kenya Wildlife Service carries out monitoring and evaluation of its strategic plans.

To meet the objective of the study, a case study design was adopted. The respondents were selected from top management, the scientists and researchers and corporate planning section. Primary data was collected using an interview guide while secondary data was collected from the organization's strategic plans, annual reports and website. In data analysis, content analysis technique was used.

The findings of the study were that KWS has met most of its strategic goals and objectives through an effective process of formulation, implementation and evaluation of strategies adopted. KWS pays keen attention to its internal and external environment while monitoring and evaluating its strategic plans enabling it to easily adapt to the changing environment.

On limitation, this study relied on self-reported and reflective recollection of the indicators of the constructs in this study by employees who volunteered their time to participate. The perceptual nature of the study brings the possibility of a percept-percept bias and being a case study there is room for speculation with regard to

causality among variables. A restriction of respondents to management staff also restrains the findings.

The study recommends that there is need for more studies in the various industries representing diverse demographics in an organization. More research in different educational backgrounds is recommended so that causality can be fully established.

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### **List of Abbreviation**

BSC	Balance Score Card
CEO	Chief Executive Officer
COYA	Company of the year awards
GDP	Gross Domestic Product
ICT	Information and Communication Technology
MOU's	Memorandum of Understanding
KRA	Kenya Revenue Authority
KWS	Kenya Wildlife Services
M & E	Monitoring and Evaluation
PESTEL	Political, Economic. Social, Technological. Environmental and Legal
SWOT	Strength Weaknesses Opportunities and Weakness

## **CHAPTER ONE:**

### **INTRODUCTION**

#### **1.1 Background of the study**

Thompson, et al(2007) note that a company's strategy is the management's action plan for running the business and conducting operations. The crafting of a strategic plan represents a managerial commitment to pursue a particular set of actions in growing the business, attracting and pleasing customers, competing successfully, conducting operations and improving the company's financial and market performance. Thus a company's strategic plan is all about how management intends to grow the business, build a loyal clientele and outcompete rivals. In choosing a strategic plan, management is in effect saying among all the many different business approaches and ways of competing we could have chosen, we have decided to employ this particular combination of competitive and operating approaches in moving the company in the intended direction, strengthening its market position and competitiveness and boosting performance. The strategic planning choices a company makes are seldom easy decisions and some of them may turn out to be wrong but that is not an excuse for not deciding on a concrete course of action.

Thompson and Strickland. (1989) notes that an organization's strategic plan consist of the pattern of moves and approaches devised by management to produce successful organization performance. In even simpler terms strategy is the managerial game plan. Strategic planning is the entire management function of establishing organizational direction, setting objectives and devising a managerial game plan for the organization to pursue.

Ansoff, (1990) notes that the environment is constantly changing and that the only constant is change. Organizations have to be proactive at the strategic planning level and continually adapt to changes to survive the turbulent environment. The environment presents firms with opportunities and threats and therefore strategies that match capabilities to the environment are required.

Kotler (1999) further notes that turbulent environmental changes can render yesterday's winning strategies obsolete. Organizations need to have the right fit between their internal structures and their external environment in order for them to function effectively and efficiently.

### **1.1.1 Evaluation of Strategic Planning**

Strategic planning rests on the premise that the selected strategy will achieve the organizations goals and objectives (Rumelt, 2000). This achievement does not happen at once, its can be achieved in stages for example at the end of the planning period of the first corporate plan. If the results have not been achieved this plan is revised again in the light of the second corporate plan. Measures are put in place to ensure that these goals and objectives are achieved through evaluation of past assumptions and comparison of actual results with earlier hypothesis. Evaluation of strategic planning is an essential step in the process of guiding an organization (Rumelt. 2000). Its requires a broad assessment of the extent to which new strategies would fit with the future trends and changes in the environment, exploit the strategic capability of an organization and meet the expectations of stake holders (Johnson and Scholes. 2002).

According to Thompson and Strickland (1992). strategy evaluation and control process is intended to serve as a mechanism for keeping the plan as close as possible to the desired results. It is a mechanism for identifying and acting upon opportunities to improve the organizations overall effectiveness by improving management system and processes. Due to globalization and advancement in technology, today's strategies may not be viable tomorrow and thus necessitating adoption of new strategies. This therefore calls for continuous need to evaluate the processes and outcomes of the strategic plans over the planning periods (Oriko, 2010).

### **1.1.2 Wildlife Industry in Kenya**

Wildlife includes all non-domesticated plants, animals and other organisms. Domesticating wild plant and animal species for human benefit has occurred many times all over the planet, and has a major impact on the environment both positive and negative. Wildlife can be found in all ecosystems, deserts, rain forests, plains, and other areas including the most developed urban sites, all have distinct forms of wildlife. While the term wildlife is usually refers to animals that are untouched by human factors, most scientists agree that wildlife around the world is impacted by human activities.

Humans have historically tended to separate civilization from wildlife in a number of ways including the legal, social and moral sense. This has been a reason for debate throughout recorded history. Religions have often declared certain animals to be sacred, and in modern times concern for the natural environment has provoked activists to protest the exploitation of wildlife for human benefit or entertainment. Literature has also made use of the traditional human separation from wildlife.

The Government of the Republic of Kenya recently launched the Vision 2030 as a critical blueprint for economic growth and development focused on ensuring that the nation becomes globally competitive and prosperous with a high quality of life the year 2030. The plan is anchored on three main pillars that is the economic pillar aimed at having the Kenya maintain a sustained economic growth of 10% per annum over the next 25 years, social pillar to ensure that the nation evolves into a truly just and cohesive society enjoying equitable social development in a clean and secure environment and thirdly political pillar which is expected to ensure that our politics is issued-based. people centered, result-oriented, accountable and democratic.

The Kenyan government through Kenya Wildlife Service has the overall mandate of Conserving and Managing Wildlife Resources within the country a key element in the tourism industry. The economic benefits that are derived from both wildlife conservation and management on the one hand and the preservation of ecologically tenable

environment cannot be over-emphasized. While in pursuit of its noble mandate, the government is expected to have all its activities guided by the commitments agreed in the Performance Contract for efficient and effective service delivery. As a result the government has supported Kenya Wildlife Service establish a strategic plan which has clearly set strategic objectives, activities, resource requirements as well as timeliness for implementation and execution of policies which will ensure that Wildlife management does not depend solely on support from Treasury or traditional development partners.

### **1.1.3 Kenya Wildlife Service**

Kenya's wildlife has been entrusted to Kenya Wildlife Services (KWS) a state corporation that was established in 1989 to conserve and manage wildlife. It is established under an Act of parliament Cap 376 "The Wildlife Conservation and Management Act" with the mandate to conserve and manage wildlife in Kenya and to enforce related laws and regulations. It manages the biodiversity of the country, protecting and conserving the flora and fauna. Monies collected as park fees are ploughed back to conservation of plants and animals within the park and settlement of human-wildlife conflicts. KWS' vision is "to be a world leader in wildlife conservation" while its mission is "to sustainably conserve and manage Kenya's wildlife and its habitats in collaboration with other stakeholders for posterity".

KWS manages about 8 per cent of the total landmass of the country. This land contains 22 National Parks, 28 National Reserves and 5 National Sanctuaries. Under KWS management are 4 Marine National Parks and 6 Marine National Reserves at the Coast. In addition, KWS manages 125 field stations outside protected areas. It is run by a board of Trustees who are charged with responsibility of setting up policies and programmes for efficient and effective management of KWS. The Board provides oversight role in management and approve policies in line with recommendations provided by the management headed by the director and other relevant organs.

KWS undertakes conservation and management of wildlife resources outside protected areas in collaboration with stakeholders. KWS' goal is to work with others to conserve, protect and sustainably manage wildlife resources. The community wildlife program of KWS in collaboration with others encourages biodiversity conservation by communities living on land essential to wildlife, such as wildlife corridors and dispersal lands outside parks and reserves. The premise is that, if people benefit from wildlife and other natural resources, then they will take care of these resources.

KWS has demonstrated leadership in its core business of wildlife conservation and management. It is rapidly becoming a shining example for its conservation practices in Africa. KWS has shown best practices in leadership and corporate governance. The Management has been exceptional in inspiring and applying transformational leadership to implement change. It has portrayed practical competencies in leadership - mentoring, coaching and succession planning.

The COYA 2009 awards recognized them as a team that enabled change and transformed the organization into a model of performance management that is unique in the public sector. It is this style of leadership that bagged KWS several COYA awards namely, CEO of the year. Leadership practices, Corporate governance. Manager of the year award and Company of the year in 2009.

The importance of strategic planning at KWS is on its ability to facilitate it to win the war in the marketplace, gain sustainable competitive advantage and earn above average returns, to focus more attention to the external environmental factors and not just confining its internal problems. There is strategic consistency when the actions of an organization are consistent with the expectations of management and these in turn are aligned with the market and the context (Oriko. 2010). Hence there is a continuous need to evaluate the process and outcomes of KWS' strategic plans over the planning period so as to determine whether corporate plans have adequately facilitated and met Government expectations while using the same to make appropriate adjustments to the plans. KWS is

a key enabler and one of the key implementing agencies for Vision 2030 flagship projects.

The overall mandate of KWS is to conserve and manage wildlife in Kenya with the sole jurisdiction over National Parks, supervisory role in the management of National Reserves. Local and Private Sanctuaries License, control and supervision of all wildlife conservation and management activities outside the protected areas. It also has an overall mandate over conservation education, training and wildlife research.

The role of KWS covers the responsibility over the management and protection of important and critical water catchment areas such as Mount Kenya, Aberdares. Mount Elgon. Chyulu. Marsabit and restoration of the Mau forest. KWS compliments in national security and is a lead agency under Kenya roads board for development and maintainance of roads.

Energy - 70% of Kenya's electricity is hydro based mainly from Tana River water which comes from Mount Kenya and the Aberdare National Parks while the second energy source is the Turkwell Gorge which is in Nasalot National Reserve. Geothermal power from Naivasha is also from Hells Gate National Park.

Kenya is a signatory to a number of environmental conservations and protocols in which KWS is the designated national authority. These conventions and protocols call for domestication of policy recommendations, strengthening of regional . national and local institutions, public/community participation and development of funding mechanisms to manage the environment and natural resources. Conservation is closely linked with economic development particularly where it underpins tourism, like in Kenya. KWS is a core partner in the Government's strategy on formulation and implementation of strategies for tourism and sustainable exploitation of natural resources for economic recovery, employment and wealth creation.

Tourism is the second largest contributor to Kenya's economy. The industry's strength is mainly based on Kenya's natural attractions which include wild game. These wildlife resources managed by KWS are the backbone of the tourism industry in Kenya. According to KWS Strategic plan 2008-2012, KWS accounts for 90% of Safari Tourism and about 75% of the total tourist earnings. Tourism industry accounts for 21% of the total foreign exchange earnings and 12% of the Country's GDP. The economic survey of 2005 shows that, earnings from tourism rose to Kes.39.2b in the year 2004-2005. The sector has a forecast growth rate of between 4.5% and 5%.

The contribution of the industry has multiplier effects in other sectors of the economy such as agriculture, horticulture, transport, communications, protection of water catchments and genetic resources. It is therefore the critical that the role of KWS is accorded the proper place in national policy development and resource allocation.

## **1.2 Research Problem**

Organizations theory's view of planning states that planning before taking action improves the quality of most action and service delivery thereafter. Business planning facilitates organizing activity for faster decision making by identifying missing information without first requiring the commitment of resources. Planning provides tools for managing the supply and demand of resources in a way that avoids bottlenecks and it identifies action steps to achieve broader goals in a timely manner (Ansoff, 1990). For effective strategic planning an organization has to have its goals and objectives right, carry out a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) and have a monitoring and control system in place for measuring the results. It is therefore necessary to in-build a regular process of evaluation in the strategic planning process to ensure that the activities relevant to success of the plan are being executed and result in desired outcome. The evaluation of KWS' strategic plan shows whether policies, instruments and process arrangements are contributing to the success of the organization and government expectations. This insight moves the process forward in a new cycle towards an adjustment of strategy or the plan (Oriko, 2010).



Many organizations practice strategic planning but the effectiveness of implementation varies. Past studies have concentrated on strategic planning (Kimemia, 2006) and implementation (Koske. 2003: Kimeli, 2008) but have not emphasized evaluation of such plans to find out whether they are effective or not and therefore creating a gap. This study therefore sought to establish the question "how is strategic planning at Kenya Wildlife Service evaluated?"

### **13 Research Objectives**

To establish how Kenya Wildlife Service evaluates its strategic plans.

### **14 Value of the study**

The study will be significant to Kenya Wildlife Service managers and staff as it will enable them understand and appreciate the critical aspects of the strategic planning in the Organization and seek ways to enhance the aspects facilitating planning, while taking appropriate measures to eradicate bottlenecks to the effective implementation of the strategic plans.

The research study will provide stakeholders with a basis of understanding strategic planning in the Organization and seek ways of adopting best management practices to enhance the effective planning strategies in their respective areas hence contributing positively to the overall sector of planning.

The study will provide background information to research Organizations and scholars who may want to carry out further research in this area. The study will also facilitate individual Researchers to identify gaps in the current research and carry out research in those respective areas.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

"Strategic planning is the primary element but not the essence of strategic management. while the other components. . . include implementation and evaluation" (Halachmi, et al 1993. pi65). Nutt and Backoff, (1992), have discussed the importance of implementating strategic plans by anchoring lower level planning processes in the strategic plans. Thus, some organizations attempt to ensure their strategic plans drive decisions at all levels by requiring major divisions and sub units to develop their own strategic plans. Poister and Streib (1999). added performance management, providing direction and control over the work of managers and employees to ensure their efforts are focused on achieving strategic goals and objectives.

Thompson et al. (2007). note that a winning strategy must fit the enterprises internal and external situation, build a sustainable competitive advantage and improve the organization's performance. A strategy can be easily formulated but the hardest bit which has made many companies fail and only a few succeed is its implementation. For a strategy to be successfully implemented it requires good management and a workforce that understands the need and importance of change in the environment and therefore strategy formulation and implementation. It is very vital for management to communicate change of strategy to all its employees and stakeholders so as to successfully implement strategy both in the short and long term.

### **2.2 The Concept of Strategic Planning**

According to Munive-Hernandez et al.(2004), strategic planning is defined as the pattern or plan that integrates and organization's major goals, policies and action sequences into a cohesive whole. It is a well-formulated strategic plan which helps to marshal and allocate an organization's resources into a unique and viable posture based on its relative

internal competencies and weaknesses, anticipated changes in environment, and contingent moves by intelligent opponents.

Businesses must formulate a competitive strategy. Competitive strategy as defined by Slack et al (1998), is positioning a business to maximize the value of capabilities that distinguish it from its competitors. Further, three generic competitive strategies were identified by Porter (1982) as cost leadership, differentiation and focus. Effective strategic management is essential for organizations to cope with increasing competition and business complexity (Munive-Hernandez et al., 2004).

There are two schools of thought on strategy formulation. These are the design, rational or deliberate school and the learning, incremental or emergent school (Munive-Hernandez et al., 2004). According to rationalists, strategy should be deliberate while incrementlists. on the other hand are of the idea that strategy can only be emergent. Porter was the first supporter of rational school who had the view that a firm could gain competitive advantage by its strategic positioning (Munive-Hernandez et al., 2004). Munive-Hernandez et al.. (2004) aptly put it that business strategies need to be consistently re-defined to effectively reflect different requirements of customers and to repond to changes in the business environment such as the growing local and international competition (Abdiwahab. 2010).

### **2.3 Evaluation of Strategic Planning**

Aldag and Stearns (1987). states that managers must continually monitor and correct where necessary the results of the implemented strategy to guide the organization activities toward achievements of goals and objectives. No strategic plan can predict with total accuracy the trends in the environment such as customer response to products, economic indicators, legislation or competitive response.

Throughout the implementation process managers must keep abreast with information from both the environment and activities within the organization. Managers must always

keep in mind the at the ultimate test of a strategic planning rests with how well the organization is able to achieve its designated goals. This means that managers have to set proper strategic goals or objectives, carry out a detailed SWOT analysis and set proper systems for monitoring and control to enable measurement of results as they are realized (Oriko. 2010).

### **2.3.1 Strategic Goals or Objectives**

Pearce and Robinson (1997), note that to achieve long-term prosperity, strategic planners commonly established long-term objectives in profitability, productivity, competitive positioning, employee development and relations, technological leadership and public responsibility. Strategic goals or objectives of an organization are built around its vision and mission. The vision of an organization is where the organization would want to be in future while the mission in the means of getting there.

Johnson and Scholes (2002), note strategic objectives of an organization are long term and cover a period of more than one year. Most organization's strategic plans cover three to five years with some going to even ten years. Strategic objectives of an organization enable it to gain competitive advantages over its competitors. This implies that the organization has to outdo its competitors by implementing superior strategies so as to have a competitive edge in the market. Strategic objectives require an organization to establish a strategic fit to the environment. This calls for carrying out a SWOT analysis so as to identify and address the issues accordingly. Strategic goals can at times require major resource changes in an organization. Resources can be taken from one section and channeled to another section for purposes of attaining strategic goals (Oriko, 2010).

Thompson and Strickland (1992), note that developing a strategic vision and mission, establishing objectives and deciding on a strategy are basic directions for any organization. They map out where the organization is headed, its short term and long term performance targets and the competitive moves and internal action approaches to be used in achieving the targeted business results. Together they constitute a strategic plan

for coping with industry and competitive conditions, the expected actions of the industry's key layers and the challenges and issues that stand as obstacles to the organization's success. If the organization is committed to regular strategy reviews and development of explicit strategic plans, the plans may take the form of a written document describing the industry's economics, key success factors and drivers of change along with the company's strategic plan with its external and internal environment.

### **2.3.2 Factors influencing implementation of Strategic Plans**

The objective of strategic planning is understanding the benefits of strategic planning, the products of strategic planning and learning the keys to successful planning and implementation.

Many organizations spend most of their time reacting to unexpected changes instead of anticipating and preparing for them. This is called crisis management. Organizations caught off guard may spend a great deal of time and energy "playing catch up". They use up their energy coping with immediate problems with little energy left to anticipate and prepare for the next challenges. This vicious cycle locks many organizations into a reactive posture. It does not have to be that way. A sensible alternative is a well tested process called strategic planning which provides a viable alternative to crisis management (Kimeli. 2008).

Strategic planning is a step by step process with definite objectives and end products that can be implemented and evaluated. Very simply, it is a process by which we look into the future, paint a picture of that future based on current trends, and influence the forces that will affect us.

Strategic planning looks three to five years ahead. It charts a definite course based on strong indicators of what the business environment will be like in those years.

Indicators include census demographic statistics, economic indicators, government policies, and technological advances. They reveal strong trends regarding changes in

lifestyles and the economic and political climates, which are important factors influencing the facilities planning and management industry. Some of these trends are potential opportunities, some potential threats, and some are both. Examining the possibilities and formulating strategies to meet the challenges can help the organization take full advantage of opportunities and minimize threats. In short, we can take control of the future. We can use our energies and resources more effectively and conduct our business more successfully, despite changes in the environment.

### **2.3.3 Monitoring and Control**

Any effective plan must contain clear verifiable performance indicators and spell out an effective monitoring framework. An organization therefore has to have a system of monitoring and control which identifies the key result areas and establish clear, measurable and verifiable performance indicators. Monitoring and controlling consists of those processes performed to observe execution so that potential problems can be identified in a timely manner and corrective action can be taken when necessary to control the execution of the project. The key benefit is that project performance is observed and measured regularly to identify variances from the project management plan. The basis for the information and control systems required to monitor the progress of the strategic agenda has to be clearly defined (Arnaldo and Nicolas, 1996).

## **2.4 Control Models**

The control of a strategy can be characterized as a form of "steering control". Ordinarily a good deal of time elapses between the initial implementation of a strategy and achievement of its intended results. Strategic controls are necessary to steer the firm through these events. They must provide the basis for adapting the firm's strategic actions and direction in response to these developments and changes (Pearce and Robinson, 1997).

### **2.4.1 Premise Control**

Pearce and Robinson (1997), note that this is a type of strategic control that involves identifying key assumptions and premises for plans and then gathering data systematically to monitor their ongoing accuracy. A major issue is determining which assumptions and premises should be monitored. It's designed to check systematically and continuously whether the premises on which the strategy is based are still valid. It is primarily concerned with environmental factors that include inflation, technology, interest rates, regulation, and demographic/social changes, industry factors that include competitors, suppliers, product substitutes, and barriers to entry and internal factors that include internal strengths and weaknesses

### **2.4.2 Implementation Control**

Implementation control is designed to assess whether the overall strategy should be changed in light of unfolding events and results associated with incremental steps and actions that implement the overall strategy. Strategic implementation control does not replace operational control. Unlike operations control, strategic implementation control continuously questions the basic direction of the strategy. To be effective operational controls must take the four steps that is set standards of performance, measure actual performance, identify deviations from standards and initiate corrective action (Mintzberg, 1994).

### **2.4.3 Strategic Surveillance**

Compared to premise control and implementation control, strategic surveillance is designed to be a relatively unfocused, open, and broad search activity. Strategic surveillance is designed to monitor a broad range of events inside and outside the company that are likely to threaten the course of the firm's strategy. The basic idea behind strategic surveillance is that some form of general monitoring of multiple

information sources should be encouraged with the specific intent being the opportunity to uncover important yet unanticipated information.

Strategic surveillance appears to be similar in some way to "environmental scanning." The rationale however is different. Environmental scanning usually is seen as part of the chronological planning cycle devoted to generating information for the new plan. By way of contrast, strategic surveillance is designed to safeguard the established strategy on a continuous basis. No organization can exist without the environment for their survival and they need to scan the environment in an effort to spot trends and conditions that could eventually affect the industry and adopt to them (Thompson and Strickland, 1993; Aosa, 1992).

#### **2.4.4 Special Alert Control**

A special alert control is the need to thoroughly and often rapidly reconsider the firm's basis strategy based on a sudden or unexpected event. The analysts of recent corporate history are full of such potentially high impact surprises that are natural disasters, chemical spills, plane crashes, product defects and hostile takeovers.

Pearce and Robinson (1997), suggest that special alert control be performed only during strategy implementation. They recommend that because special alert controls are really a subset of strategic surveillance that they be conducted throughout the entire strategic management process.



## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter sets out the research methodology that was adopted to meet the objectives stated in chapter one of this study. It is sub divided into research design, data collection and data analysis.

### **3.2 Research design**

The research design was a case study. Case studies place more emphasis on a full contextual analysis of fewer events or conditions. This enabled the researcher to have an in-depth understanding of the behavior pattern of the subject matter. An emphasis on detail provided insight for evaluation of strategies adopted (Cooper and Schindler, 2003).

### **3.3 Data Collection**

The researcher used both primary and secondary sources to collect data. The primary data was used due to its credibility and ease of control over errors (Cooper and Schindler, 2003). In this case, primary data was collected using interviews. A semi-structured interview refers to a context in which the interviewer had a series of questions that are in the general form of an interview schedule but where one was able to vary the sequence of questions. The interviewer had some latitude to ask questions in response to what is seen as significant (Bryman, 2004).

Senior staff members of K.WS were targeted because strategic planning is done at the corporate level. Secondary data was used to supplement the primary data. This was collected from relevant sources which include corporate plans, annual reports and newsletters.

### **3.4 Data Analysis**

Data analysis for this case study sought to establish the effectiveness of strategic planning. This constitutes establishing whether strategic objectives were achieved, establishing factors that influence implementation of strategic plans and establishing how the organization carried out monitoring and evaluation of its strategic plans. This was therefore a qualitative study and thus qualitative data analysis was used.

This method constitutes content analysis which was used to extract key themes, concepts and arguments. Content analysis has been successfully used to conduct similar qualitative studies at KRA (Oriko, 2010).

## **CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION**

### **4.1 Introduction**

This chapter documents and presents the analysis, interpretation and discussions on the responses by KWS to strategic planning. The study collected qualitative data which was analyzed, interpreted and discussed in this chapter. The respondents were from the Research and Corporate Planning teams and top Management and middle level Managers. Five of the respondents were in top and middle level management while two were from the research and corporate planning team.

### **4.2 Responses from Research and Corporate Managers**

On the role of the department in drafting strategic plans the respondent said that they are charged with the responsibility of preparing the strategic plans and that they followed a systematic process of data collection and collating stakeholder's views, utilization of other source of input, reviewing and drafting of Corporate plans and presentation to top management. The department is also charged with staff sensitization and implementation, monitoring and evaluation, preparation of the M & E report and progress reports to top management for review and advice. In addition the respondents said that the section's mandate in drafting strategic plans included mapping out strategic directions for the period under review by identifying the key objectives and outcomes.

The respondent agreed that they had a guideline for drafting strategic objectives. He added that the guidelines were issued by the Ministry of Forestry and Wildlife and vision 2030 which were then aligned to suit KWS's needs. On how they were monitoring factors influencing implementation of strategic plans, the respondent said that they carried out SWOT analysis which gave a reflection of internal processes and PESTEL analysis which reflected on the external environment.

On how the monitoring and control systems work, the respondents said that financial budgets are prepared and closely monitored. He said that budgets were used to allocate resources and coordinate how assets are deployed amongst various sanctuaries. Budgets which are ideally short-term, that is one year or less compare actual results with performance standards.

The respondent added that the Balanced Scorecard approach was used in the development of its strategic plan. The BSC he emphasized is a strategic management system that gives the organization the ability to plan for the future in a strategic manner while meeting the day to day operational requirements of providing quality services to customers. The BSC he added allows KWS to develop a logical connection among its mission, vision, strategies, programs, services and activities that the departments and individuals must manage and implement to be successful. Therefore, the Balanced Scorecard becomes KWS's principal system for evaluation and control of its Strategic plan.

On how each of the performance indicators included in the monitoring and control system are evaluated, the respondents said that this is possible through a feedback process which consists of findings, reviews, evaluations, conclusions, recommendations and lessons learned from previous experiences. The respondent said that a target results matrix was prepared and it undertook random physical verification of both adverse and outstanding performance to measure performance.

Asked how often the whole system of monitoring and control is evaluated the respondents said that evaluation is conducted periodically to determine how close individuals are to attaining their objectives.

On challenges faced when using monitoring and control system that has been adopted by the organization, the respondents said that some of the challenges included lack of clearly defined objectives and appropriate indicators of relevance, performance and success. This he cited limited the ability of monitoring and evaluation to provide critical assessments for decision-making, accountability and learning purposes.

On how to overcome these challenges, the respondent said that any assessment of a programme or project whether through monitoring and evaluation, it must be made vis-a-vis the set objectives that is. what the interventions aim to achieve. Indicators are the critical link between the objectives and the types of data that need to be collected and analyzed through monitoring and evaluation. Further, accurate, adequate information must be generated within a limited time frame. In addition, composition of the evaluation team is important in ensuring a balance in views. It is critical that evaluators make a distinction between facts and opinions. External evaluators must seek clarification with the concerned parties on matters where there are seeming inconsistencies to ensure the accuracy of the information. This applies particularly to understanding the cultural context of the issues at hand. In cases where opinions diverge, the external evaluators must be willing to consider the views of others in arriving at their own assessments.

The respondent added that it was critical that relevant lessons be made available to the appropriate parties at the proper time. Without good feedback, monitoring and evaluation cannot serve their purposes. In particular, emphasis must be given to drawing lessons that have the potential for broader application that is, those that are useful not only to a particular programme or project but also to related interventions in a sector, thematic area or geographical location.

#### **4.3 Responses from Top Management and middle level Managers**

Respondents were asked to name the strategic goals and objectives as embodied in the strategic plans. Respondents said that strategic goals included enhancing wildlife conservation, attaining financial stability, enhancing partnership with stakeholders and customers, enhancing quality service delivery, strengthening and modernizing institutional capacity.

On the department's individual contribution to the overall objectives of K.WS one respondent said that the section made policy decisions that were aimed at influencing

donor funding for wildlife conservation, another made policy decisions that affect Park Fees Collections and another made policy decisions that affected human/wildlife conflict compensations.

On whether the strategic objectives were realistic/achievable, all respondents agreed since they are tailored to KWS needs and all staff participated in one way or the other in their formulation and hence ownership was guaranteed. Commitment of the management was also a factor that influenced the implementation of the strategic objectives. It was noted that KWS had no control of its external environment particularly the political environment but had good control over its internal environment and processes.

On how they monitored and evaluated the attainment of strategic goals or objectives, respondents said that they held regular meetings to review the extent to which the goals were being met. They also monitored through targets set on performance contracts during staff appraisals. On the challenges faced when monitoring and evaluating the attainment of strategic goals or objective, respondents said that inadequate staff know how and financial resources for funding operations were a challenge.

Respondents were required to give the performance indicators included in the monitoring and control system. From the responses, respondents said that the M & E system was able assess progress towards pre-determined objectives and was able to monitor results based on clearly identified indicators that can be objectively assessed. The system also paid particular attention on feedback reports for improvements.

On the first strategic plan 2005-2008, respondents said that KWS had achieved over 80% of the targets set. It was on this basis that KWS invited a new consultant to review and develop the 2008-2012 strategic plan. On policy and legal framework achievements, the respondents said that the draft policy and bill is before the cabinet for approval and subsequent debate by Parliament and if passed it will greatly enhance the mandate of KWS in all aspects and operations in wildlife management.

On enhanced wildlife conservation, protection and management, respondents said that KWS has now better trained and equipped its human capital. There is a greater application of science driven management with increased and diversified pool of scientists. More land has been acquired for conservation with direct community support.

On strengthening Institutional capacity, respondents said that a number of policies have been put in place to address weaknesses that were in the system before implementation of the strategic plan. KWS now takes pride in its motivated and committed employees. Job evaluation is now carried out and salary disparities harmonized while the Pension scheme was converted from a defined benefit to defined contributions. Corporate culture change initiatives were undertaken to inculcate positive attitudes among staff while infrastructural improvements were carried out particularly on staffhousing.

The respondents said that sound financial management systems were implemented while paying special attention to use of ICT in decision making. Systems and processes have been implemented to enhance service delivery to drive the organization for ISO certification. Recruitment is now based on merit and training is based on needs of both staff and the organization.

On improved recognition, linkages and relationships with stakeholders, the respondents said that KWS has a better managed corporate image. A number of MOU's have been signed with various institutions while support for community programmes has now attracted a multi-million shilling budget. The organization has reached out to the Government, private sector and other donors for advancement of conservation. Those efforts have seen KWS win national recognition in Leadership and Governance (COYA 2006 & 2007) and in 2007 were recognized as one of the top most respected company in East Africa.

On implementation of the plan, the respondents said that the implementation of the strategic plans 2005-2008 and 2008-2012 were carried out through a combination of quarterly monitoring to allow for adjustments, staff performance management and

performance contracting. This made it possible for the outlined strategies and activities to be achieved much earlier than anticipated. The respondents said that they were satisfied with these achievements although they acknowledged that KWS could do much more.

Respondents were asked to give the challenges that the authority faced when attaining these achievements. From the responses, decentralization of management to the regions while letting the head office provide oversight role and leadership has not been wholly achieved as desired and will inform some of the goals and objectives to be set in the next plan.

Information sharing was a challenge and continued investment in ICT is being enhanced to ensure complete networking for all divisions and regions. Further equitable resource allocation and sharing remains a challenge. Respondents claimed that effective implementation of any strategic plan depends on rational and equitable resource allocation across the organization and investment in proper linkages between the strategic planned budgets and the operational activity budgets at the departmental levels.

At the operational level, the respondents note that not every person internalized the strategic plan hence there was a disconnect between activities at the operational level with the strategic plan. Developments of new plans should involve contributions from a wide section of staff to ease its internalization, implementation and ownership.

The respondents also felt that synergy across departments was not achieved as required. To overcome these challenges, respondents said that a culture change management will need to be initiated and maintained throughout the new plan period. Equally, important which the respondent felt should be given complete attention was risk management strategy and a clear policy on disposal of wildlife trophies.



#### **4.4 Discussion of Findings**

The objective of the study was to establish how Kenya Wildlife Service evaluates its strategic plans. Most past studies have concentrated on strategic planning (Kimemia.2006) and implementation (Koske, 2003; Kimeli, 2008) but did not evaluate such plans to find out whether they are effective or not. Accordingly to Aldag and Steams(1987). managers must continually monitor and correct if necessary the results of the implemented strategy to guide the organization activities toward achievement of goals. From the research findings, it revealed that KWS has continually monitored and evaluated its strategic plans though it has been faced with a number of challenges which are actually the factors that influence the implementation of its strategic plan and they include lack of clear staff development policies, unexploited revenue base, incomplete review and documentation of operational processes. Respondents said inadequate use and application of Information Communication Technology coupled with inadequate financial resources, poor marketing and research combined affected the efficient implementation of KWS activities and outputs.

Respondents further added that lack of incentive schemes to recognize exceptional performance, incomplete synergy between departments, over reliance on external tourism which is adversely affected by seasonality, low pricing and incomplete biodiversity inventory may lead to illegal transfer of our flora and fauna for research elsewhere in the world.

Johnson and Scholes (2002), cites successful strategies are dependent on the organization having the internal strategic capability required for survival and success. Availability of resources in an organization makes it have a competitive advantage over other organizations.

From the study, monitoring and evaluation at KWS is through the use of a balanced scorecard. This is in line with the study done by Mwangi (2006) on Application of Balanced Scorecard in the Strategy Implementation at Kenya Revenue Authority. This

finding is also in relation to Poister and Streib (1999) and Oriko (2010) who cited performance management as a method of monitoring and evaluation. Oriko (2010), added that performance management provides the opportunity to link individual performance with institutional performance. Institutional key performance areas that is Strategic and Operational plans are linked with the key result areas in the performance agreement of senior managers. These in turn are cascaded down into key performance areas of subordinate staff. In defining key performance areas, emphasis is placed on measurability. Progress with attaining goals linked to operational plans and performance contracts of staff are rigorously monitored and reported upon on a regular basis, this in line with Arnaldo and Nicolas (1997).

**CHAPTER FIVE:**  
**SUMMARY, CONCLUSION AND RECOMMENDATIONS**

**5.1 Introduction**

The objective of this study was to establish how Kenya Wildlife Service evaluates its strategic plans. This chapter provides the summary of the findings, conclusion derived and the recommendations suggested.

**5.2 Summary of Findings**

From the study, it has emerged that KWS has met most of its strategic goals although this had its challenges. KWS launched its first public five year strategic plan 2005-2008 in the year 2005 which was driven by three key issues that is Science, Information and market. At the launch the challenges in the strategic plan appeared in surmounted and required tremendous amount of collective effort, clear vision, risk taking and determination to change its approach to virtually all processes. With the understanding that KWS was critical in providing the necessary and requisite contribution to national growth and development, KWS built working teams, identified team leaders that would disseminate the organizations goals and objectives across the board. With motive staff KWS was set on the journey for success.

Almost halfway to the end of the strategic plan 2005-2008. KWS realized through a carefully evaluated process that they had accomplished over 80% of the target sets. On this basis they invited a consultancy firm to review the strategic plan and develop a new 2008-2012 strategic plan. This plan that is currently running is premised on an additional three drives that is, people, technology and image all aligned to the country's vision 2030 economic development model.

The study establishes that KWS is affected in its implementation of the strategic plan by its internal environment and processes that include lack of incentive schemes to recognize

exceptional performance, incomplete synergy between departments addressed by the SWOT analysis and by its external environment in over reliance on external tourism for funding operations which is adversely affected by seasonality and low pricing addressed through PESTEL analysis.

The study confirms that K.WS undertakes monitoring and evaluation of its strategic plans that is 2005-2008 plan and 2008-2012 plan with the use of a balanced score card model that targets five areas which include mandate/mission, financial/budget, customer/stakeholder, internal processes and organizational capacity/learning and growth. From these areas, key results were identified and clear, measurable and verifiable performance indicators established. The BSC allowed KWS to develop a logical connection among its mission, vision, strategies, programs, services and activities that departments and individuals must manage and implement to be successful.

Under the first strategic plan 2005-2008, monitoring and evaluation was carried out through a feedback process consisting of findings, conclusions, recommendations and lessons learned from experience. The second strategic plan 2008-2012 was further enhanced with the use of the balanced scorecard. Staff performance contracts have also enhanced implementation, monitoring and evaluation of the corporate plan with special emphasis on results based management laying the basis for substantive accountability and performance effectiveness.

Annual budgets and quarterly management reports are also prepared that prioritize objectives and strategies as set out in the organization's strategic plan. Progress on implementation is monitored and reported on an ongoing basis to top management and the Board of Directors.

## **5J Conclusion**

The findings conclude that KWS has met most of its strategic goals and objectives across the two strategic plans implemented so far. This has seen the organization increase its revenue collections, improve the wildlife product, revitalize human resource capacity and modernized its head offices off Langata road amongst many other Park offices spread throughout the country.

KWS's strategic plan has been influenced by various external and internal factors. External factors include political, economic and technological factors while internal factors include internal capabilities, lack of funding, human resource and corruption amongst others.

KWS carries out monitoring and evaluation of its strategic plans through the use of a balanced score card and an effective feedback process.

### **5.4 Recommendations**

#### **5.4.1 Recommendations with policy implications**

In view of the heavy investments involved in implementing projects there should be adequate preparation and proper handover procedures before deployment of projects. Foremost, proper M&E mechanism should be instituted after deployment and be reviewed regularly to ensure implementation is on track.

Secondly, KWS management team needs to embrace budgets, measurements and an adequate compensation plan to succeed in implementation of organizations strategies and Vision 2030 targets. The budget helps measure financial success attained. However, the target is set by the Ministry of Finance working with the Ministry of Wildlife and therefore limits the level of control by KWS.

Finally, individual performance measurements like the performance contracts that look at performance objectives, measurement of success and timeframe for task completion now in place at all ministries will need to be closely aligned with strategic business priorities for KWS. Once aligned the next key issue is to provide individual and team incentives to ensure that set targets are realized. Set tactical and action plans that will be used as control tools to ensure business priorities are adhered to in revenue collections, marketing, human capital and growth strategies. All plans of action must be reviewed and evaluated to ensure that the organization succeeds.

#### **5.4.2 Recommendations for further research**

Further research needs to be based on objective indicators and multiple sources. There should be more longitudinal studies with comparison groups so that the causality can be fully established. To increase generalization of this study more studies in various industries representing diverse demographics cohorts is essential.

This study focused on knowledge workers with high educational levels whose results might vary with cohorts in different educational levels and therefore more research at these levels is recommended.

The finds of this research could be considered incomplete because of the possibility for other moderating and mediating variables in relationships between the suggested constructs. Further research should therefore continue to examine other personal dispositional different factors and other contextual factors of the work environment.

## **5.5 Limitation of the Study**

The methodology adopted for this study has several potential limitations. First, this study relied on self-reported and reflective recollection of the indicators of the constructs in this study by employees who volunteered their participation. The perceptual nature of the data raises the possibility of a percept-percept bias.

Secondly, this study confines itself to a case study method which leaves room for speculation with regard to causality among the variables. Descriptive research would better substantiate the conclusions of this study.

Thirdly, the sample of this study consists mostly of highly educated managers restricting it to a certain group of individuals with similar demographic characteristics and finally the sample size used could be considered not to be representative enough.

Strategic planning attempts to identify the most significant issues that will confront an organization and therefore focuses on major issues. This could shrink the area of coverage and affect the chances for successful implementation.

However, the limitations outlined above had no fundamental implications on our findings.

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## APPENDICES

### Appendix I - Introduction Letter

September 21<sup>st</sup> 2011

University of Nairobi,  
School of Business,  
P.O Box 30197,  
Nairobi, Kenya.

Dear Respondent,

#### **RE.: REQUEST FOR RESEARCH DATA**

I am a Masters of Business Administration (MBA) student of the University of Nairobi.

Am required to submit as part of my coursework assessment a research project report on evaluation of strategic planning at Kenya Wildlife Service. I would therefore highly appreciate if you could kindly spare some time to complete the questionnaire attached.

The results of the report will be used solely for academic purposes and will be treated with utmost confidentiality.

Thank you in advance.

Charles Gitau Ngugi  
MBA Student UON  
Cell: 0734 826529  
UON

Dr. Justus Munyoki  
Supervisor  
School of Business,

## Appendix II - Interview Guide

### Part A: Research and Corporate Planning

1. What is your role in drafting strategic plans?
2. Do you have a guideline for drafting the strategic objectives?
3. How do you monitor the factors influencing implementation of strategic plans at KWS?
4. What do you do to ensure that these factors do not hinder the implementation of strategic plan?
5. How does the system of monitoring and control operate?
6. How is each performance indicator included in the monitoring and control system evaluated?
7. In case a particular performance indicator is not performing, how is it corrected?
8. How often is the whole system of monitoring and control evaluated to ensure it remains effective?
9. What are the challenges faced when using the monitoring and control system that has been adopted by the Organization?
10. How can such challenges be overcome?
11. What are the achievements that have resulted from strategic planning?
12. Are you satisfied with these achievements?
13. If no, what can the Organization do to ensure maximum achievements?
14. What are the challenges that the Organization faced when attaining the achievements?
15. How can it overcome these challenges?
16. Is there any other information you may share that could have been left out?

**Part B: Top Management and middle level managers**

1. What are the strategic goals and objectives as embodied in the strategic plans?
2. What is your contribution as a section to the overall objectives of KWS?
3. Are the strategic objectives realistic/achievable?
4. What are the factors that influence implementation of strategic objectives?
5. Does the Organization have control over the mentioned factors?
6. How do you monitor and evaluate attainment of strategic goals or objectives?
7. What are the challenges faced when monitoring and evaluating the attainment of strategic goals and objectives?
8. What are the performance indicators included in the monitoring and control system?
9. Are the controls/indicators embodied in the strategic plans proper?
10. If no, what can be done to controls to make the system effective?
11. What are the achievements that have resulted from strategic planning?
12. Are you satisfied with these achievements?
13. If no, what can the Organization do to ensure maximum achievements?
14. What are the challenges that the Organization faced when attaining the achievements?
15. How can it overcome these challenges?
16. Is there any other information you may want to share that I could have left out?

**THANK YOU FOR YOUR CO-OPEARTION.**