

Abstract:

Strategy can only impact the bottom line if it successfully implemented. In the past it has been proposed that the public sector experiences great difficulties in regard to implementing reforms and offering of quality services. This study sought to fill a gap by carrying out research on strategy implementation. The objective was to determine the challenges faced in the implementation of Kenya's Vision 2030. This was a case study since the unit of analysis was a single organization. The researcher used primary data which was collected using a self-administered interview guide. The respondents in this study were eight individuals in the Vision 2030 Delivery Secretariat; they included directors and other staff in the rank of a manager. A content analysis was used to analyze the respondents' views about the challenges faced in the implementation of Kenya Vision 2030 strategy. The study concludes that the implementation of Kenya's Vision 2030 is faced by myriad of challenges such as inadequate and limited resource allocation especially in carrying out development activities; political interference; uncertain political environment; constant inflation compounded with the weak currency; global recession, hence limited donor funding which is also greatly linked to donor dependency; corruption especially in the misappropriation of funds as seen in the free Primary Education Programme; inadequate and ineffective involvement by the citizens of Kenya; unsustainability of programmes; insufficient disaggregated data; poor linkage of policy, planning and budgeting at the grass root levels; natural and man-made disasters such as famine, drought, post election violence of 2007 and economic crisis leading to reprioritization. Great strategies are not discovered over a couple of strategic sessions nor by trial and error. On the contrary, great strategies evolve over time as a result of rigorous monitoring of progress towards strategic goals, and in this case National goals; emerging realities are discussed thread bare and learning helps in revising the strategies. In effect, it can be said that meticulous implementation has strategic planning and development embedded in it. This is crucial in the successful implementation of Kenya's Vision 2030. The study recommends that coordination and sharing of activities and responsibilities among those charged with the implementation of flagship projects and Middle Term Plans, proper training needs, and adequate and sufficient allocation of finances in the budget are some of the solutions that need to be factored to ensure successful implementation of Kenya's Vision 2030 by the Delivery Secretariat and the Ministry of State for Planning, National Development and Vision 2030. Further, since Vision 2030 is charged with industrializing the nation and making it a middle-income economy, the study proposes that there should be enhanced networking and collaboration with other development partners, capacity building of the communities to enhance project sustainability and ownership, employment of a bottom-up approach where programmes and projects begin at the community level; promotion of understanding of development agenda at all levels, promotion of transparency and accountability through enhanced corporate governance, public-private partnerships; and effectiveness in the implementation and monitoring of devolved funds so as to maximize benefits