

CHALLENGES OF IMPLEMENTING THE KENYA VISION 2030

FRANK MOMANVI MOYARE

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF
BUSINESS ADMINISTRATION (MBA). SCHOOL OF BUSINESS, UNIVERSITY OF
NAIROBI**

2012

DECLARATION

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

Signed.

Date. ..g).!!!

Frank Momanyi Moyare

D61/64394/2010

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

Signed



Date.

PROF. Peter K'Obonyo,

Department of Business Administration, School of Business,

University of Nairobi.

DEDICATION

To my parents

Benard Moenga and Agness Moraa

And

To my wife Alice, children Prudence and Jones for their patience and understanding of the importance of knowledge.

And

To those who know that knowledge enhances wisdom. Thank you all.

ACKNOWLEDGEMENTS

I sincerely express my gratitude to all those who contributed directly or indirectly to the completion of this research. It is by the grace and love of God that this research has been completed. Thank you all.

First and foremost I thank Prof. K'Obonyo for his tireless effort in assisting me to complete this research as my supervisor, be blessed abundantly because of your good work to society.

To my lecturers who shared their knowledge with me, thank you very much.

I thank my employer, University of Nairobi, for providing an enabling environment which enabled me complete my studies.

TABLE OF CONTENTS

Declaration.....	11
Dedication.....	1,1
Acknowledgements.....	iv
Abstract.....	vii
CHAPTER ONE : INTRODUCTION.....	1
1.1 Background of the study.....	1
1.1.1 The Concept of Strategy Implementation.....	2
1.1.2 Challenges of strategy implementation.....	3
1.1.3 Kenya's Vision 2030 Strategy.....	4
1.2 Research Problem.....	5
1.3 Research Objective.....	6
1.4 Value of the Study.....	6
CHAPTER TWO : LITERATURE REVIEW.....	7
2.1 Introduction.....	7
2.2 The Concept of Strategy.....	7
2.3 Strategic Management Process.....	7
2.4 Strategy Implementation Process.....	9
2.5 Implementing Strategies through Projects.....	10
2.6 Challenges of Strategy Implementation.....	11
Strategy Implementation in Kenya.....	14
CHAPTER THREE : RESEARCH METHODOLOGY.....	16
3.1 Introduction.....	16
3.2 Research Design.....	16
3.3 Data Collection.....	16
3.4 Data Analysis.....	17

CHAPTER FOUR : FINDINGS AND DISCUSSIONS.....	18
4 1 Introduction.....	18
4 2 Awareness of vision 2030 strategy.....	18
4 3 Challenges of implementation of vision 2030.....	19
4 3.1 Challenges of leadership.....	19
4 3.2 Challenges of organizational culture.....	19
4 3.3 Challenges of resource mobilization.....	20
4.3.4 Challenges of managing Flagship projects.....	21
4.3.5 Challenges of reward and support systems.....	22
CHAPTER FIVE: SUMMARY AND CONCLUSIONS.....	23
5.1 Summary, discussion and conclusions.....	23
5.1.1 The basis of implementation of vision 2030 strategy by the government of Kenya... 23	23
5.1.2 Leadership.....	24
5.1.3 Organizational culture.....	24
5.1.4 Resource mobilization.....	24
5.1.5 Flagship projects management.....	24
5.1.6 Reward and support systems.....	25
5.2 Limitations of the study.....	25
5.3 Recommendations for further research.....	25
5.4 Recommendations for policy and practice.....	26
REFERENCES.....	27
APPENDICES.....	33
Appendix I: Interview Guide.....	33
Appendix II: Letter of Introduction.....	39

ABSTRACT

This study report presents findings on the challenges faced by the government of Kenya in implementing the vision 2030 strategy and the responses by the government of Kenya to these challenges. The data was obtained from senior management of vision 2030 secretariat and senior officials of the ministry of planning and vision 2030 delivery. The analysis was done using content analysis.

The findings indicated that the government of Kenya has faced several challenges in implementing the vision 2030 strategy. Key areas of challenges are leadership which the study shows lack commitment and agreement of common goal among the leaders steering the vision 2030 blueprint strategy. Organizational culture was found to be a challenge because it leads to resistance to change among the people who are charged with implementation of vision 2030 strategy. The study also established resource mobilization as a challenge, because of high cost of capital and low savings trend in the country. The study also revealed that there are three types of resources that have posed a challenge that is, financial, physical and human. Also, established from the study was the fact that flagship project management has posed a challenge because of lack of public - private partnership which was expected to play a key role in resource mobilization, limited resources, inadequate communication among stakeholders and limited human resource skills in the civil service. Finally the study also revealed that the government of Kenya does not have in place reward and support systems to motivate personnel who are involved in one way or another in achieving the implementation of vision 2030 strategy.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The study of strategic management is concerned with the relationship between an organization and its environment in order to be successful (Mintzberg, 1998). Due to the dynamism of both the organization and the environment, the ability to adapt becomes even more important. (Meyer, 2002) Advancements in technology, communications and innovation made it impossible for organisations to maintain the status quo in order to be competitive. Organizations need to have the ability to devise strategies which are vital to their survival. However, these strategies will not benefit organizations, unless implemented successfully (Ginsberg, 1988). Although the importance of strategy implementation is widely acknowledged, strategy implementation remains a process which is poorly understood (Gupta, 1984)

The implementation process is one of the most important aspect of strategic management because without implementation "a strategy has no concrete existence, but is merely an abstraction" (Foster and Browne, 1996). Failure in the implementation process is usually the main weakness for most strategy management processes (Beer, 1990). As observed by Floyd (1992). It is usually considered easy to formulate strategies, the hard part is to get everyone in **the** organization to jump on the bandwagon. The complexity of implementation is further aggravated by other elements such as political issues, organizational culture, structure of the organization, systems that are in place and practices of implementers (Heracleous, 2000)

Resistance to strategy implementation appears to be attributable to failure in the development of the strategy itself (Beer, 1990, Miller, 1998) also agree, that the implementation process is one of the most difficult and complicated activity in the strategic management process. 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 the people, values and culture, organizational behaviour, and

power relations while tangible variables include development of functional policies, determining **the organization's** structure and designing reward structures.

1 1.1 The **Concept of Strategy Implementation**

According to Johnson and Scholes (2001), strategy implementation is concerned with the **translation** of strategy into organizational action through organizational structure and design, **resource** planning and the management of strategic change. When considering implementation, **questions** relating to who would be responsible for carrying out the strategy, what changes in **organizational** structure and design would be needed to carry out the strategy implementation **and the** systems that could need to be modified, must all be addressed.

Mintzberg (1978) says that implementation means carrying out the pre-determined strategic **plans**. He further argues that if one holds an emergent view on strategy, one does not believe that **strategy** is first created and then implemented, but that strategy emerges and evolves without **interventions** by the strategic planners, or in spite of them. Hunger & Wheelen, (1996) says **strategy** implementation is the process where managers translate the strategies into action, for **without** implementation effective strategies are of no value. The public sector encounters **challenges** in strategy formulation and implementation that are distinct from those faced by the **private** sector and these include unique cycles of leadership changes, complex internal and **external** dynamics and a variety of stakeholders who have diverse definitions of success and **failure**. To meet the contingencies generated by these factors, public sector organizations rely on **process** timeliness based existing leadership, coming leadership, on going communication, **and utilizing** the opportunities presented by real or perceived situations. Some research (Mintzberg, 1991, David, 1997) indicate that over 65% of organizational strategies fail to get **implemented** effectively. A fortune magazine study has shown that 7 out of 10 CEOs who fail to **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.

The public sector is faced with various challenges in strategy implementation, Richardson (1995). **The election** cycle in governments poses a considerable challenge to public sector **managers**. **While new** governments are elected with a mandate from the voters to govern through

appropriate decisions, the reality is that a government has only a portion of its term to effect substantial change. After this initial period, the government becomes increasingly concerned with public perception and its period, the government becomes increasingly concerned with public perception and its impact on voters in the upcoming election. This situation is exacerbated for minority governments, which continually face the possibility of a new term-election. The threat of an imminent change of the party in power implies that major initiatives must be **undertaken** early in the term to ensure implementation is complete before possible priority **reassessment** or resource reallocation by new government. Further, governments are more **reluctant** to take controversial or tough action as they move through their mandates and come closer to election campaigns (Montanari and Bracker 1986; Richardson, 1995).

The cycle of leadership change poses a significant obstacle to government strategy formulation and implementation (Richardson, 1995). Governments are led by politicians who often have little experience with the substantive issues included in their portfolios. After elections ministers require some time to become familiar with their departments' personnel and subject matter. This may be frustrating because they are eager to implement new policies but limited in the knowledge they need. The briefings that take place for new ministers are an attempt to convey the requisite knowledge, but strategy process is slowed down nevertheless. Although the issues most affecting the public are often clear to the professionals in the civil service, these may not be most important issues for the political leadership in power. The politicized nature of the strategy formulation and implementation process is an ever-present and significant challenge faced by public sector managers (Richardson, 1995). There is the challenge of dealing with powerful bureaucracies that resist change and that have a high degree of cynicism fostered by the experience of frequent changes in policy (Richardson, 1995).

1-1.2 Challenges of strategy implementation

Considering that faulty implementation can make a sound strategic decision ineffective and a skilled implementation can make a debatable choice successful, it is important to examine the process of implementation (Andrew, 1987). Strategy implementation is critical to success. Implementation represents a disciplined process or logical set of connected activities that enables an organization to take a strategy and make it work. Without

Carefully planned approach to implementation, strategic goals cannot be attained. Developing **such** a logical approach, however represents a real challenge to the organization. A host of factors including organizational politics, resistance to change and many others can get in the way of strategy implementation. It is apparent that making strategy to work is more difficult than strategy formulation (Hrebiniak, 2005). There are many characteristics that act as challenges to strategy implementation, such as organizational structure, organizational culture, leadership, policies, reward and ownership of the strategy (Burnes, 1996) These challenges are both institutional and operational in nature.

1.1.3 Kenya's Vision 2030 Strategy

According to the Kenya government (2007) official report, Kenya's vision 2030 is the country's development blueprint covering the period 2008 and 2030. Its objective is to help transform Kenya into a middle income country providing a high quality life to all its citizens by the year 2030. Developed through an all inclusive and participatory stakeholder consultative process, the vision is based on three pillars; the economic, the social and the political. This vision's adoption comes after the successful implementation of the economic recovery strategy for wealth and employment creation responsible for the country's Gross Domestic Product growth from a low of 0.6% and a gradual rise to 6.1% in 2006, (Kenya government 2007 report on vision 2030).

The Kenya vision 2030 is to be implemented in successive five years medium term plans, with the first such plan covering 2008 - 2012. At an appropriate stage, another five years plan which will be produced covering period 2012 - 2017, and so on till 2030. As the country makes progress to middle income status through these development plans, it is expected to have met its millennium development goals whose deadline is 2015. Some of the goals have already been met. The three pillars have each articulated issues to be addressed to meet the objective of vision 2030 as under. The three pillars are economic, social and political. These are elaborated in the paragraphs below, as per the Kenya government report (2007).

The economic pillar aims to improve the prosperity of all Kenyans through an economic development programme covering all the regions in Kenya. It aims to achieve an average of **Gross** Domestic Product growth rate of 10% per annum beginning 2012. The six key sectors described below are given priority as the key growth drivers for achievement of the economic

carefully planned approach to implementation, strategic goals cannot be attained. Developing such a **logical** approach, however represents a real challenge to the organization. A host of factors including organizational politics, resistance to change and many others can get in the way of strategy implementation. It is apparent that making strategy to work is more difficult than strategy formulation (Hrebiniak, 2005). There are many characteristics that act as challenges to strategy implementation, such as organizational structure, organizational culture, leadership, policies, reward and ownership of the strategy (Burnes, 1996) These challenges are both institutional and operational in nature.

1.1.3 Kenya's Vision 2030 Strategy

According to the Kenya government (2007) official report, Kenya's vision 2030 is the country's **development** blueprint covering the period 2008 and 2030. Its objective is to help transform Kenya into a middle income country providing a high quality life to all its citizens by the year 2030. **Developed** through an all inclusive and participatory stakeholder consultative process, the vision is based on three pillars; the economic, the social and the political. This vision's adoption comes after the successful implementation of the economic recovery strategy for wealth and employment creation responsible for the country's Gross Domestic Product growth from a low of 0.6% and a gradual rise to 6.1% in 2006, (Kenya government 2007 report on vision 2030).

The Kenya vision 2030 is to be implemented in successive five years medium term plans, with the first such plan covering 2008 - 2012. At an appropriate stage, another five years plan which will be produced covering period 2012 - 2017, and so on till 2030. As the country makes progress to middle income status through these development plans, it is expected to have met its millennium development goals whose deadline is 2015. Some of the goals have already been met. The three pillars have each articulated issues to be addressed to meet the objective of vision 2030 as under. The three pillars are economic, social and political. These are elaborated in the paragraphs below, as per the Kenya government report (2007).

The economic pillar aims to improve the prosperity of all Kenyans through an economic development programme covering all the regions in Kenya. It aims to achieve an average of Gross Domestic Product growth rate of 10% per annum beginning 2012. The six key sectors described below are given priority as the key growth drivers for achievement of the economic

carefully planned approach to implementation, strategic goals cannot be attained. Developing **such** a logical approach, however represents a real challenge to the organization. A host of factors including organizational politics, resistance to change and many others can get in the way of strategy implementation. It is apparent that making strategy to work is ^{more} difficult than strategy formulation (Hrebiniak, 2005). There are many characteristics **that** act as challenges to strategy implementation, such as organizational structure, organizational culture, leadership, policies, reward and ownership of the strategy (Burnes, 1996) These challenges are both institutional and operational in nature.

1.1.3 Kenya's Vision 2030 Strategy

According to the Kenya government (2007) official report, Kenya's vision 2030 is the country's development blueprint covering the period 2008 and 2030. Its objective is to help transform Kenya into a middle income country providing a high quality life to all its citizens by the year 2030. Developed through an all inclusive and participatory stakeholder consultative process, the vision is based on three pillars; the economic, the social and the political. This vision's adoption comes after the successful implementation of the economic recovery strategy for wealth and employment creation responsible for the country's Gross Domestic Product growth from a low of 0.6% and a gradual rise to 6.1% in 2006, (Kenya government 2007 report on vision 2030).

The Kenya vision 2030 is to be implemented in successive five years medium term plans, with the first such plan covering 2008 – 2012. At an appropriate stage, another five years plan which will be produced covering period 2012 - 2017, and so on till 2030. As the country makes progress to middle income status through these development plans, it is expected to have met its millennium development goals whose deadline is 2015. Some of the goals have already been met. The three pillars have each articulated issues to be addressed to meet the objective of vision 2030 as under. The three pillars are economic, social and political. These are elaborated in the paragraphs below, as per the Kenya government report (2007).

4.1 ^m

The economic pillar aims to improve the prosperity of all Kenyans through an economic **development** programme covering all the regions in Kenya. It aims to achieve an average of **Gross Domestic** Product growth rate of 10% per annum beginning 2012. The six key sectors **described below** are given priority as the key growth drivers for achievement of the economic

vision¹ Tourism, increasing value in agriculture, A better and more inclusive wholesale and retail trade sector. Manufacturing for the regional market Manufacturing for the regional market Business process outsourcing and Financial services. The social pillar aims to build a just and cohesive society with social equity in a clean and secure environment. The key sectors to be addressed under this pillar are; education and training, the health system, water and sanitation, the environment, housing and urbanization, gender youth and vulnerable groups and equity and poverty elimination. The political pillar aims to realise a democratic political system founded on issue based politics that respects the rule of law and protects the rights and freedoms of every individual in Kenyan society. The political pillar will address the issues of rule of law, electoral and political processes, democracy and public accountability and security, peace building and conflict management.

1.2 Research Problem

Challenges of Strategy implementation have attracted wide attention of researchers. These researchers have revealed a number of challenges in strategy implementation. These include weak management support, lack of communication, lack of commitment to strategy, lack of ownership and unawareness or misunderstanding of the strategy. Other challenges are unaligned organization systems, structures, resources, poor coordination and sharing of responsibilities, inadequate capabilities, competing activities and uncontrollable factors in the external environment.

The implementation of vision 2030 by the government of Kenya as a whole, encompass complex management structures, wide sectoral activities and many stakeholders. Implementation of vision 2030 lies with different Government ministries, departments, public corporations and the players in the private and Non-governmental organization sectors. Each of these organizations has its own policies, strategies that are not under the direct control of the vision 2030 secretariate. This poses a consideration challenge to the implementation of vision 2030 strategy. However, the nature and magnitude of these challenges are not known since they have not been studied.

Several studies on strategy implementation have been done. Awino (2000) studied the effectiveness and problems of strategy implementation of financing higher education in Kenya, his findings were that policy frameworks were inadequate. Koske (2003), studied strategy implementation and its challenges in public corporation using a case study of Telkom Kenya Ltd, he found that poor leadership, limited IT capacity, poor corporate culture, and government control as major challenges. Mumbua (2003), studied factors influencing strategy implementation by international NGO's operating in Kenya, the findings were poor leadership, limited IT capacity, poor corporate culture, and government control as major challenges. Olali (2006), studied challenges in the strategic plan implementation in the Cooperative Bank of Kenya Ltd, and found poor communication, lack of leadership and lack of employee involvement as major challenges to strategy implementation.

Due to contextual, sectoral and managerial differences, strategy implementation challenges found from the above studies cannot be assumed to explain strategy implementation challenges in another organization unless empirical study suggest so. This creates a gap in knowledge. The proposed study is intended to fill this gap. Therefore this study seeks to address this knowledge gap by answering the following question: What are the challenges facing the government of Kenya in implementation of vision 2030?

1.3 Research Objective

The research objective was to determine challenges facing the government in implementing the vision 2030 blue print.

1.4 Value of the Study

This study is expected to be of value to policy makers both private and public as it will shed light **on the** challenges facing the implementation of Kenya's vision 2030 hence enable them make **informed** decisions of enhancing its implementation. The study will hopefully contribute and **help** government to gain more awareness of challenges facing the implementation of its grand **strategies** of vision 2030. The study is also expected to give information to future scholars who **will want** to research on the challenges to strategy implementation in government and individual **Ministries** in Kenya. The research is expected to inform the various stakeholders to Kenya's **VISIon 2030** especially to donors to act appropriately.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers available literature on concept of strategy, strategic management **proccss**, strategy implementation process, challenges of strategy implementation and strategy implementation in Kenya.

2.2 The Concept of Strategy

Ehlers (2007) define strategy as "an effort or deliberate action that an organization implements to out perform rivals". It is clear from this definition that a strategy may be perceived as a conscious decision or a planned move on the part of the organization. Thompson and Stickland (2007: 3) define strategy as the management action plan of an organization for running a business and conducting operations. Both these definitions fail to highlight the influence of external factors and therefore subscribe to the planning school or approach to strategy. Mintzberg(1998) argues that strategy comprises more than that which an organization either intends or plans to do. In other words, successful strategies may emerge within organizations without pre-planning. However, the effect of environmental forces on organizations necessitate strategic interventions, and therefore it may happen that organizations are found to be responding to outside pressure. Norton (2007) says strategy involves the utilization of internal resources and competencies of the organization and the building on organizational strengths in order to meet environmental challenges.

Strategic Management Proccss

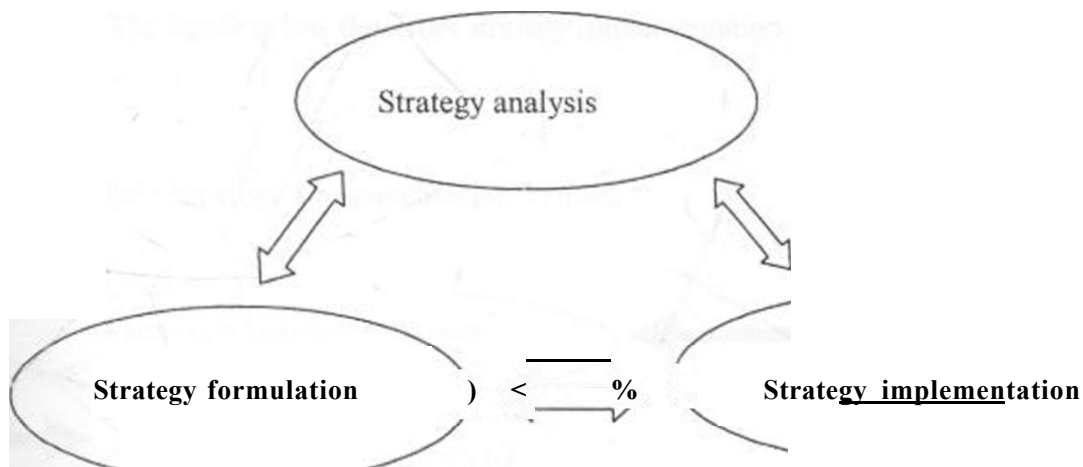
Porter (1991) describes strategic management as the configuration of a collection of discrete but interrelated economic activities. These activities are seen as an organization's competitive **orientation** and can be thought of as a pattern of business decisions (Covin, 1991).

hamulus (1997) believes that strategic management represents an organisation's ability to *UUyse strengths, weaknesses, opportunities and threats facing the organization; develop the

P⁶. resources, competitive advantage, synergy, and create organizational flexibility in order to

respond to changes in the environment. These definitions agree with Mintzberg (1998) that strategic management symbolizes the courses of actions that are required to achieve the overall vision of an organization and to remain competitive. There are three ongoing processes that are central to the strategic management process, they are; strategy analysis, strategy formulation and strategy implementation (Meyer, 2002; Lumpkin, 2003). These three processes are highly interdependent that even though one of the processes is successful, it does not guarantee success to the organization as a whole (Dess and Lumpkin, 2003).

The inter-relationship of these three processes is shown in this figure below:



Source: Adapted from Dess and Lumpkin (2003) clarifying the entrepreneurial orientation construct and linking it to performance. *Academy of management review* 21(1) pp 135-172.

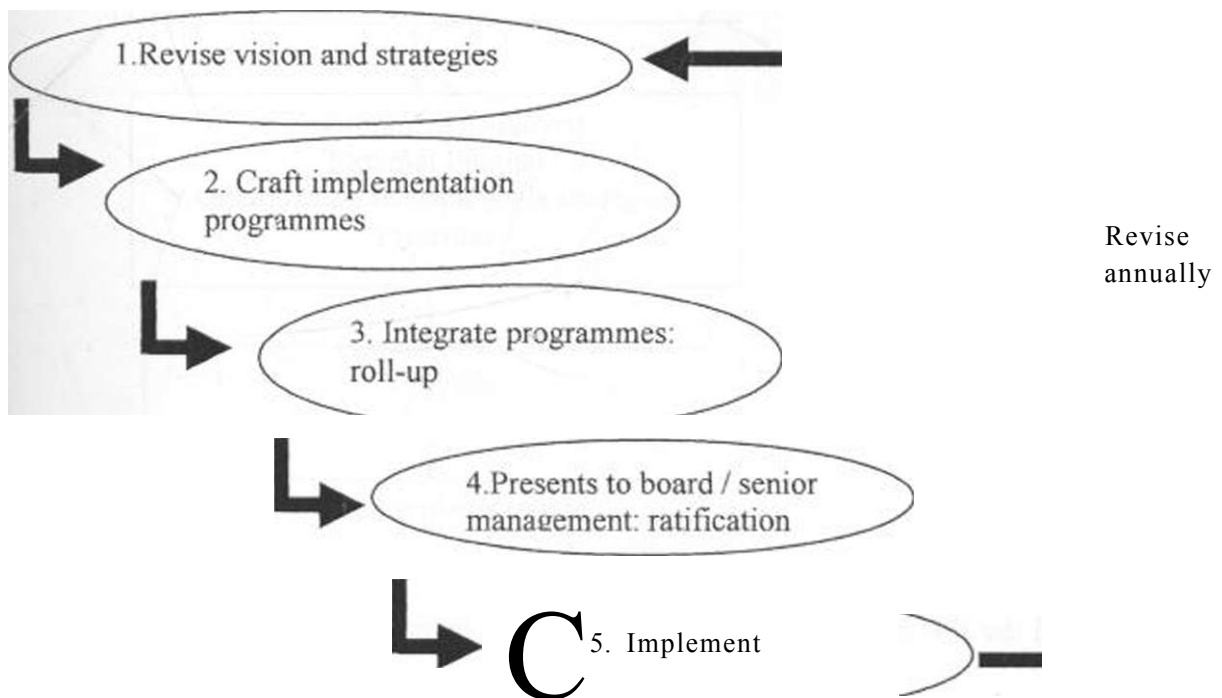
Strategy analysis, also known as strategic thinking may be considered as the preliminary process **to the** strategic management process (Dess and Lumpkin, 2003). This process involves analysis **of an** organization's goal, its suitability and viability to the organization. It also challenges **managers** to understand their organisations requirements, environment and identify issues that **need** to be dealt with, to ensure the achievement of organizational goals (Liedtka, 2000). This **process** can also be summarized as a SWOT analysis (which stands for strengths, weaknesses, **o**PPortunities, threats). The strategy analysis process is very closely linked with the strategy **formulation** process. Once managers understand their organization requirements, they make strategic decisions to deal with issues identified within strategy analysis stage (Dess and

Lumpkin, 2003). In reality it all forms part of the decision making process. This process includes the definition of the organisation's mission, specification of objectives, development of strategies and design of policy guidelines (Dess, 1987).

2.4 Strategy Implementation Process

Allio (2005) argues that strategy implementation commences with the refining of both the vision and the strategic objectives. This is followed by crafting implementation programmes, integrating the programmes, presenting them to board or senior management for ratification and lastly implementation. Allio (2005) strategy implementation process comprises a routine process that must be followed on by annual basis. The process reduces a strategic initiative to project management. The figure below describes strategy implementation process by Allio.

Figure 1: Allio's Strategy Implementation Process

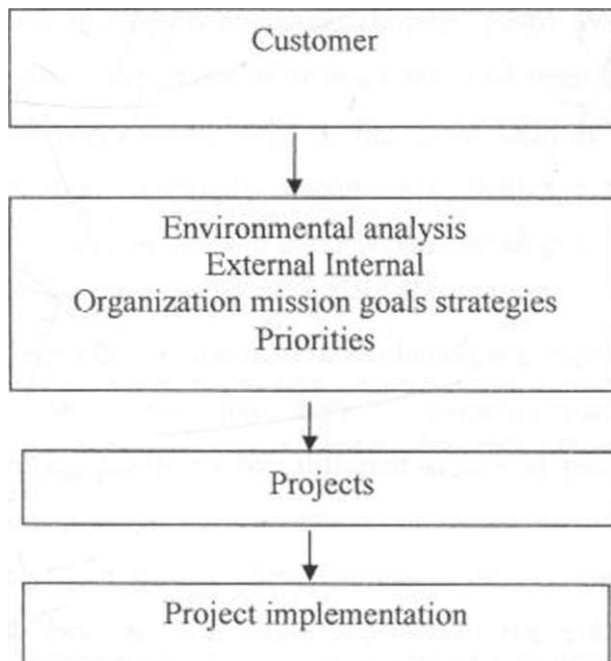


Source: Allio (2005)

2.5 Implementing Strategies through Projects

According to Gray (2008), the implementing of strategies is the most difficult step in the strategic management process although strategies are typically implemented through projects. This implies the prioritization of projects to ensure that scarce resources are committed to those projects that are relevant to the strategic direction of the organization. This approach advocates the use of project management to implement strategies. The approach also recognizes that each organization has customers who seek to satisfy and that these customers in turn constitute the purpose of the organization. Accordingly the approach starts with the customer's needs as the point of departure. The figure below shows Gray's (2008) strategy implementation approach through the integrated management of projects.

Figure 3: Implementing Strategies through Projects



Source: Gray (2008). *The project management: the managerial process* 4th ed. International edition. New York: McGraw-Hill

would appear that this approach suggests that proper project implementation may be a solution to the strategy implementation challenges faced by organisations (including government

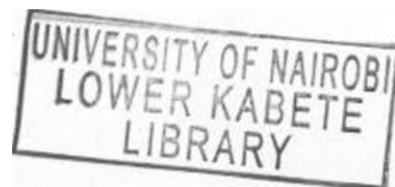
agencies). Although it is a fact that government agencies are faced with challenges in respect of the efficient utilization of resources, lead time in responding to challenges, so the reduction of strategy implementation to project management only may not necessary address implementation problems.

2.6 Challenges of Strategy Implementation

From available literature (e.g Okumus, 2003, Burnes,1996,Forster,1996, Mintzberg,1996, Ansoff,1979, Waterman, 1982, Morris, 1992, Carrol, 1993, Beer 2000), challenges of strategy implementation include: environmental uncertainty, strategy implementation , organizational structure, operational planning, communication, resource allocation, people and control as explained below.

Strategy formulation is often seen as a process which involves decision to shape the path an organization takes to meet its objectives (Forster, 1996). With this in mind, the implementation stage is the realization process of strategy that had been developed in the formulation stage. Therefore if the formulation stage is not done well, it will have a direct impact on the implementation stage potentially becoming a challenge to implementation. The impact of formulation is not only in the plan that has been developed, but also in the versatility of the plan according to the environment the business is in. Heracleous(2000) believes that organizations that plan usually perform better than those that do not, especially in the environments which are constantly changing. Further more there is a tendency for the formulation and implementation process be done separately by two different groups of people (Mintzberg, 1985). Hence most people in the organization who are crucial to successful strategy implementation probably had little if anything to do with the development of the organizational strategy. Therefore, there is possibility that they are completely unaware of the effort and information that went into formulation process. Communication of strategy or feelings of involvement of operational managers and stakeholders would result in the implementation being achieved with much less difficult.

The changes in the environment are often blamed for the need for change in organizations (Ansofl, 1979). Therefore organizations' need to assess the suitability of its strategies for



implementation when there has been a change in the environment. Organizations need to be aware of what is happening in its environment to understand the changes or may find that the strategies that they want to implement may no longer be viable for the organization and its stakeholders. This in itself makes environment uncertainty a possible challenge to strategy implementation.

Organizational structure is often mentioned in strategic management studies as an important organizational variable (Waterman, 1982; Bourgeois, 1984). More specifically, organizational structure is one variable which management can adapt to lead the organization to its desired goals and objectives (Bourgeois, 1984; Heracleons, 2000). As an example Chandler's (1962) studies on several large vs. corporations led him to conclude that changes in strategy leads to changes in organizational structure. This led to the study of strategy - structure fit by Chandler (1962) and Leavitt (1965) where they believed that organizational performance is based on ensuring a fit between strategy and structure.

Morris (1992) views culture as concepts of behaviour, individual values, norms and beliefs Scholz (1987) and Schwartz (1981) present their studies on achieving fit between organizational culture and strategy. They believe that the matching of an organisation's culture with strategy ensures organizational success. Therefore, it is a challenge for organizations to guide the behaviour of employees and it helps them do their jobs better, by providing them with informal rules of behaviour or make them feel better in what they do (Deal, 1988). The management has to identify the effective culture of an organization and use it as a component influencing an organization's ability to compete and succeed in the long run. Organizations that are able to understand their culture to support their strategy usually perform more successfully than those whose strategy and culture is not aligned (Recardo, 1997). Therefore it is possible that organizational culture could be a challenge in the implementation of a strategy.

Operational planning is also known as project planning or implementation planning. This form planning is typically done in response to an annual budget (Carroll, 1993). It also refers to the Planning of a set of actions necessary to realize strategy (Kimbler, 1993). The set of actions are dually concerned with addressing sequence of activities, allocation of resources and scheduling of work required for the implementation process. This also includes the monitoring of those

activities to ensure successful implementation of the operational planning contradicts with the overall goals of implementation; this can be an obstacle to implementation.

It has been argued that manager's effectiveness is closely related to the organisation's ability to develop and sustain quality strategies for internal communication (Beer, 2000). The organisation's ability to communicate is also a powerful tool to increasing levels of commitment to the organization wide strategies by all staff and stakeholders (Tourish, 1997). In addition, communication with employees and stakeholders encourages exchange of view points and provides opportunities for feedback communication is not only concerned with the manner in which a manager communicates to his / her staff and stakeholders it is also about the flow of information to all areas of an organization. Although, effective communication within organizations takes time and effort, it is something that requires commitment from the managers for it to work successfully. Hence, if there is none or lack of communication, it can lead to misunderstanding or lack of information which will eventually affect the outcome of any implementation initiative.

The availability of resources, in terms of staff, skills, knowledge, finance and time is thought to be a crucial part of strategy implementation (Alexander, 1986). In essence, resources represent the strengths that organizations can use to assist with the conception and implementation of strategies (Barney, 1991). Therefore, appropriate allocation of resources is important to the survival and success of an organization. Waterman (1982), believes that human resource management plays an important role in strategy implementation and even strategy formulation. Human resource management is concerned with effectively managing staff within the organization.

Strategic control should be put in place to ensure that a strategy is being implemented as planned and that the results produced by the strategies are those intended (Schendel, 1979; Schreyogg, 1987). The outcome of an implementation initiative is often linked to the objective of the strategy being implemented. Therefore, if the implementation is not linked to a strategic outcome, then there is not likely to be a clear strategic advantage resulting for the organization

(Heracleous, 2000). Nutt 1998 believes that good and bad practices of implementation can be evaluated against the outcome of an implemented attempt.

2.7 Strategy Implementation in Kenya

As revealed in 2.6 above organizations' meet many challenges in the implementation process. But it should be noted that these challenges are unique as situational factors of the organizations be it internal or external and nature of the organization. Studies in the local setting have been done under different contextual environments hence largely different environments hence largely different findings. Some of these include (Machuki ,2005; Anyango ,2007; Aosa ,1992; Awino,2000; Koske ,2003) among others. In a study of challenges to strategy implementation at CMC Motors Ltd, Machuki, (2005) found that company structure, culture, resistance to change, unsupportive processes and procedures, uncontrollable factors in the environment, inadequate training of staff and resources were major obstacles in successful strategy implementation.

Anyango (2007) studied challenges of strategy implementation. A survey of multinational manufacturing companies in Kenya, her findings were, high staff turnover, fear of change and cultural restraint, inadequate staffing, competition, political influence, unsupportive government policy and poor infrastructure as the major challenges to strategy implementation. Aosa, (1992) studied aspects of strategy formulation and implementation within a large private manufacturing companies in Kenya, on aspect of strategy implementation, his findings were, implementation taking longer time than was originally allocated, uncontrollable factors in the external environment, unforeseen obstacles surfacing during implementation that had not been identified, competing activities among others as challenges of strategy implementation. Awino (2000) studied effectiveness and problems of strategy implementation in the financing higher education in Kenya by Higher Education Loans Board (HELB). His findings were that, locating loanees, fining of staff, lack of act enforcement, public awareness of HELB, lack of effective policies, lack of information support system, unemployment of loanees and lack of follow up of loanees as some of the constraints of strategy implementation in HELB. Koske (2003) studied strategy implementation and its challenges in public corporations, the case of Telkom Kenya Ltd. His **findings** were that; poor management of resources, poor leadership style, lack of financial

resources, limited IT capacity and government regulation among others as the major challenges in strategy implementation facing Telkom Kenya Ltd in its 1999 - 2003 strategic plan.

In summary the review of literature reveals that challenges of strategy implementation the case of government of Kenya's vision 2030 has not been studied which creates a gap in knowledge to be filled.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research design and methodology that was followed in conducting this study. It describes the entire process that the researcher used to obtain the data, data collection method and data analysis.

3.2 Research Design

The research design was a case study, because the unit of analysis was one organization that is, the Government of Kenya. The study aimed at getting detailed information on challenges facing the government of Kenya in implementation of the vision 2030 blueprint. According to Yin (1994), a case study allows an investigation to retain the holistic and meaningful characteristics of real life events. Kothari, (2004) noted that a case study involves a careful and complete observation of social units. It is a method of study in depth rather than breadth, and places emphasis on the full analysis of a limited number of events or conditions and other interrelations.

Lead and Ormnod (2001) argue that a case study is a type of qualitative research in which in depth data are gathered relative to a single individual, program or event for the purpose of learning more about unknown or poorly understood situation. Case study research design provides very focused and valuable insights to phenomena that may otherwise be vaguely known or understood.

Data Collection

Primary and secondary data was collected. Primary data was collected by use of interview guide, while secondary data was gathered from available secondary data. Responses were sought from vision 2030 senior staff, and senior officers in the ministry of planning who are charged with overseeing the implementation of the vision 2030 blue print. These officers were considered

responsible in providing sought data because they know how the vision 2030 blueprint has been

implemented and what are the challenges and the responses to these challenges to the vision 2030 blue print.

3.4 Data Analysis

Since this was a case study content analysis was considered the best method of analysis. This type of analysis was suitable in that, it did not limit the respondents on answers and had a potential of generating more detailed information.

Content analysis is a method of analyzing written, verbal or visual communication messages. Content analysis as a research method is a systematic and objective means of describing and quantifying phenomena (Krippendorff, 1980: Sandelowski, 1995). It is also known as a method of analyzing documents. Content analysis allows the researcher to test theoretical issues to enhance understanding of the data. Through content analysis, it is possible to distil words into fewer content related categories. It is assumed that when classified into same categories, words, phrases and the like share the same meaning (Cavanagh, 1997).



CHAPTER FOUR

FINDINGS AND DISCUSSIONS

Introduction

The following is a summary of the interview with the senior officers mentioned above, whose research findings were analysed from the responses sought from the respondents through interview guide and secondary data from the available literature. The main challenges faced in the implementation of the vision 2030 strategy includes, amongst others, lack of ownership, leadership, funding rewards and support systems. Stakeholders' perceptions of sustainability of the flagship projects, human resources, slow procurement procedures, lack of private sector partnership and awareness. The summarized data reflect the responses from two senior officers of the vision 2030 secretariat and two senior officers of the Ministry of Planning.

4.2 Awareness of vision 2030 strategy

In the year 2005, the government accepted a recommendation by the National Economic and Social Council to prepare a long-term vision to guide development in Kenya upto the year 2030. This was done in recognitions of the enhancement of economic recovery. This long term national strategic planning of strategy was anchored on three main pillar namely; economic, social and political, under which flagship projects and other priority programmes were to be implemented during the next 23 years.

Right from the beginning, it was found imperative to involve a broad cross-section of the Kenyan Population in the formulation of vision 2030, in order to ensure national ownership of the vision. A team of local and international experts were commissioned to work closely with both public service and the private sectors in preparing the vision 2030 document. The consultative process was launched in October 2006, after which many open fora were held in all parts of the country attracting keen interest and enthusiastic participation. The preliminary findings were submitted to the cabinet in May 2007. Thereafter, the findings were subjected to further countrywide deliberations through public consultative forums in July, August and October 2007. It emerged

from the available literature and responses that a lot of awareness both public and private sectors were sensitized and also the government want a need to appoint a secretariat to oversee the implementation of the vision 2030 in collaboration with the Ministry of Planning.

4.3 Challenges of implementation of vision 2030

The challenges faced by the government of Kenya and other stakeholders comprise leadership, organizational culture, resource mobilization and management of flagship projects.

4.3.1 Challenges of leadership

One respondent agreed that leadership has posed a challenge in implementation of the vision 2030 blue print. The respondents cited the level of exposure of top leadership as not adequate to enable the implementation of vision 2030 blue print. There is lack of agreement on a common goal resulting in leaders pulling in different directions in terms of opinions and ideas. Also respondents cited the challenge of top leadership delegating much of the work of the implementation of vision 2030 strategy to lower cadres'of officers who are not aware exactly what to do. Lack of political goodwill was also cited as a challenge to implementation of vision 2030 blueprint strategy. Lack of commitment by leaders was also cited as a challenge in the implementation of the vision 2030 strategy.

The government has organized workshops, meetings and seminars to ensure collective responsibility of leadership towards enhancing the implementation of vision 2030 strategy. Also, the government has set up institutions to cater for these challenges in leadership, and also legislation of laws on the approaches of the implementation and who is charged with the implementation of the vision 2030 strategy.

4-3.2 Challenges of organizational culture

Most of the respondents agreed that organizational culture has posed challenges to the "implementation of vision 2030. This is mainly because the public services delivery system is characterized by inefficiencies associated with cultural attitudinal aspects. This is partly Sponsible for the discomfort among service deliverers who are often fearful of the

consequences of reforms. Resistance to change was cited as a challenge in that people want status quo to remain.

The government is responding to this challenge by its call of stakeholder involvement, including the citizens in determining policies, priorities and service delivery system so as to inculcate a culture of values and ethics throughout the public service. Also to counter the challenges of organizational culture the government has introduced performance contracting to enhance performance in the civil service and also performance appraisal by all government civil servants. The government has directed all sectors of the economy to articulate the vision 2030 blueprint in their strategic plans in that public or private institution is expected to do their strategic plan based on the vision 2030 blueprint.

4.3.3 Challenges of resource mobilization

Most respondents agreed that resource mobilization has posed challenges in implementation of the vision 2030 blue print. This is mainly because of Kenya's credit rating as a country which is low, legal frameworks which are inadequate, also domestic resource mobilization has posed a challenge because of low savings. Also respondents cited the challenge of high cost of capital and finance as a challenge to implementation of vision 2030 blueprint strategy, particularly as a result of high interest rates and wide interest rate spread.

The government has responded to these challenges by introducing legislation in public private partnership bill, the government has enhanced business environment through various legislations the government has started one stop shop for business licenses and the government has acted by reviewing retirement benefit acts and business acts. Also fiscal policies to promote resource mobilization have been proposed in the government mid- term plan 2008-2012, Tax concessions on targeted sectors will be introduced to motivate the private sector to contribute to the funding of mid-term plan 2008-2012 at firm level or at the national fund level. The government is engaging the private sector in some initiatives to give their support to fill in the resource mobilization gap.

The most resource that has posed a challenge is the financial resource because of reliance on government and donors to fund the projects to a tune of 75% to steer the implementation of vision 2030 blue print. Also respondents citeo physical and human resources as resources posing

a challenge to implementation of vision 2030 blue print. In physical the respondents talked of inadequate and poorly integrated infrastructure and outdated technology. In human resource the respondents talked of insufficient technical skills and personnel to steer a head the implementation of vision 2030 blue print.

i

4.3.4 Challenges of managing Flagship projects

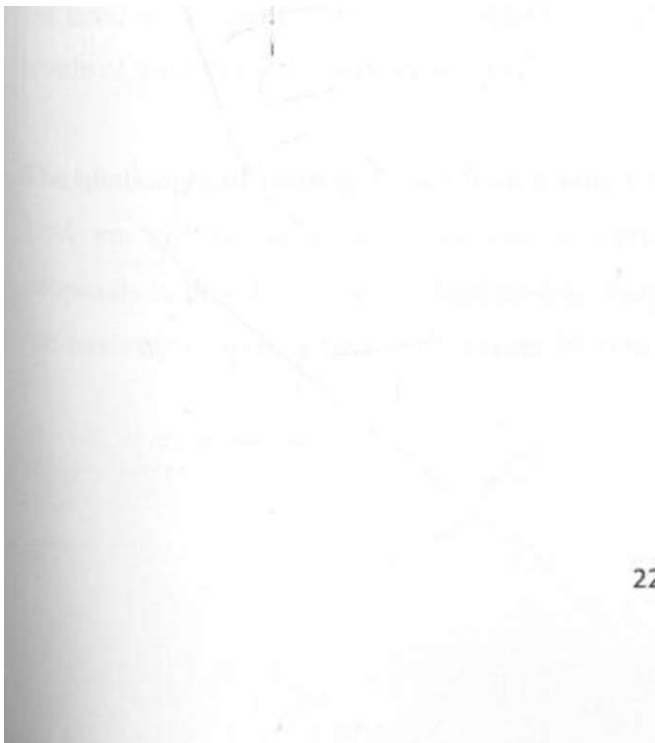
Most of the respondents agreed that management of flagship projects management has posed a challenge. Mainly it was cited that lack of public private sector partnership as a challenge in flagship project management, limited land resources is also a challenge to management of flagship projects where to put up these projects is posing a challenge, inadequate communication among stakeholders is another challenge to the management of the flagship projects, limited human resource skills is another challenge to the management of the flagship projected as cited by the respondents. Respondents cited the issue of projects being too huge that they need a lot of financial resources to implement, also cited was a weak link between planning and budgeting, respondents cited corruption as a challenge in implementing the vision 2030 blueprint strategy, ineffective procurement policies were cited as one of the challenges as it takes long to procure services and goods for implementation of vision 2030 strategy. Other challenges cited by the respondents are: global financial and economic crisis, shifts in global economic and trade patterns and climate change.

The government has responded to these challenges as follows: the new constitution has addressed some of the challenges through enactment of some bills, e.g. land bills. The government has formed project deliver)' teams to lead implementation agencies and has introduced by incorporating performance contracting system in managing the projects. The government has embarked on by systematically implementing projects at a turn which has allowed it to focus on the available resources.

4.3.5 Challenges of reward and support systems

Most of the respondents agreed that there is no rewards that have been put in place by the government to recognize the efforts of participants who are overseeing the implementation of vision 2030 blue print. The respondents cited lack of motivation as one of the challenges in reward and support system implementation of the vision 2030, also lack of promotion of staff in the civil service which is characterized by tribalism, nepotism, is a challenge, also merit is not recognized in public service but only processes and routines are adhered to.

The government is responding to these challenges by enacting bills in parliament from the new constitution, e.g. fair recruitment, gender balance in recruitment, merit and integrity bills.



CHAPTER FIVE

SUMMARY AND CONCLUSIONS

5.1 Summary, discussion and conclusions

The study sought to determine the challenges facing the government in the implementation of vision 2030 blue print. The measures put in place by the government to handle the challenges faced by it in implementing vision 2030, were highlighted in chapter four.

5.1.1 The basis of implementation of vision 2030 strategy by the government of Kenya

Whereas Kenya has been able to scale up economic growth to 6.1% per annum in 2006, it has been recognized that further scaling upto 10% per annum will be a major challenge. Few countries, other than those endowed with substantial natural resources, have been able to scale up growth to 10% and to sustain it there for a long period. As a country committed to an export led private sector driven growth strategy, Kenya must bear in mind several challenges it is likely to face in raising its growth rate to the 10% level. These challenges include ensuring continued macroeconomic stability; minimizing institutional risks, especially related to corruption and security; scaling up the quantity and quality of infrastructure, especially the condition of roads, access to and reliability of water, cost of electricity and the quality of port and rail services; promoting efficiency of reversing the declining trend and raising the total factor productivity to a minimum growth level of 2.5% needed to achieve the vision targets through adoption of new technologies, improvement in governance and reducing transaction costs to business; and raising the level of investments from the current 20% of GDP to above 30% of GDP consistent with the levels of growth the country aspires to.

The challenges of shifting Kenya from a long term growth path of below 4% per annum to over 10% are significant. It was therefore important that the Kenya government came up with Proposals to be followed as a robust strategy that will tackle the challenges anticipated. This was the basis of the formulation of the vision 2030 blue print for implementation.

5.1.2 Leadership

Leadership is the ability to influence people to follow you. The acceptance to follow should be free will not by coercion. The government of Kenya has faced challenges of leadership according to the respondents. The respondents said that country's top leaders and management lacked exposure on issues of implementation of vision 2030 blue print. Also lack of unity to a common goal as a challenge to implementation of vision 2030 blueprint. And delegation of responsibility of top management on the implementation of vision 2030 blue print is a challenge in leadership. The government has embarked on conducting workshops, training, meetings, seminars on collective responsibility on the implementation of vision 2030 blueprint.

5.1.3 Organizational culture

This is an obstacle to the implementation of vision 2030 blueprint as revealed by this study. Insufficiencies associated with attitudinal aspects, resistance to change among the officers of the civil service on service delivery. As a result of this the government has embarked countering the challenges posed by organizational by introducing performance contracting, performance appraisal and stakeholder involvement to inculcate a culture of ethics and values.

5.1.4 Resource mobilization

The challenges to resource mobilization are mainly credit rating of Kenya as a country by external donors, inadequate legal frameworks and domestic resource mobilization because of low savings in the country. The government has responded to this by introducing legislation of public private partnership bill, introduction of one stop for business licences, introduction of adequate fiscal policies and engaging private sector partners and alliances.

The most resource that has posed a challenge is the fiscal resource followed by physical and human resources respectively.

5.1.5 Flagship projects management

Challenges of managing flagship projects are: lack of private partnership, limited land resources, limited human resource skills, slow procurement processes in the government sector, lack of community ownership and inadequate communication. The government has embarked on

implementing the new constitution and has formed project delivery teams. It has also incorporated performance contracting system in managing the projects.

5.J.6 Reward and support systems

Challenges identified in reward and support systems were lack of motivation, lack of promotion of staff in the civil service and disregard of merit in the civil service. The government has embarked on enacting new constitution by introducing bills, e.g. fair recruitment, merit based appointments and fair compensation of employees on the civil service.

5.2 Limitations of the study

The study faced some challenges. These challenges include issues to do with qualitative nature of the research. The data obtained from the research was qualitative in nature and was analysed by way of content analysis which made it impossible to infer outcomes to other organizations. Also time taken to carry out the research was limited to the time frame of meeting the deadline of submitting this research project to the university for purposes of examination. The other was the focus on challenges of implementation of vision 2030 blueprint. This was in disregard to other areas like efficiency, effectiveness and timelines of implementation of vision 2030 blueprint. Moreover, in practice, case studies have limitations of subjectivity based on the way the researcher interprets the information given by the respondents. There is also a danger of false generalization which is due to lack of standard rules and policies to follow when collecting information from respondents.

5.3 Recommendations for further research

The vision 2030 blueprint strategy implementation has now reached its first medium term plan in its implementation. There has not been any study of this nature to bring out challenges that each individual pillar is facing so that the Kenya government can channel its efforts appropriately in tackling these challenges. Also a comprehensive research should be conducted on challenges facing the individual flagship projects as each project has its unique challenges since they operate in different sectors of the economy.

5.4 Recommendations for policy and practice

More needs to be done in areas of civic education to sensitize the public and all the stakeholders about this strategy and its implementation and benefits since so far the first medium term plan has been evaluated in terms of performance, this will enhance ownership and involvement of communities, without which the strategy is unlikely to meet its intended objective.

REFERENCES

- Alexander, L. (1986), *Successfully implementing strategic decisions in planning and Managing change*. B. Mayon - white ed pp 249 - 261. London: Harper and Row.
- Allio, M.K. (2005), A short practical guide to implementing strategy.
Journal of Business Strategy, 26 (4), 12-21.
- Andrews, KR(1987), *The concept of corporate strategy*, 3rd edition, Irwin New York.
- Ansoff, H. (1979), The changing shape of the strategic problem .
Journal of General Management 4 (4), 42 59.
- Anyango, R. (2007), *Challenges to strategy implementation; A survey of MNCS in Kenya*.
Unpublished MBA project University of Nairobi.
- Aosa, E. (1992). *An empirical investigation of aspects of strategy formulation and implementation within large manufacturing companies in Kenya*.
Unpublished(PHD) thesis.
- Atherton, M. (1993), Strategy implementation: closing the management gap
Industrial Management Sept / Oct 1 2.
- Awino, Z. B. (2000), *Effectiveness and problems of financing education in Kenya by Higher Education Loans Board (HF.I.B)*. Unpublished MBA project, University of Nairobi.
- Beer M. (1990), Why change programs don't produce change.
Harvard Business Review, Nov Dec 158- 166.
- Beer, M. (2000), The six silent killers of strategy implementation and learning.
Sloan Management Review 41 (4), 29 41.
- Bourgeois, L. (1984), Strategy Implementation Five approaches: Five approaches to an elusive phenomenon. *Strategic Management Journal* (5), 241 - 261.

- Burns, B. (1996), *Managing Change: A strategic approach to organizational dynamics*. London. Pitman publishing.
- Camillus, J. (1997), Shifting the strategic management paradigm. *European Management Journal* 15(91), 1-7.
- Cavanagh, S (1997), Content analysis: concepts, methods and applications. *Nurse Researcher* 4. 5-16
- Carroll, A. (1993), Three types of management planning Making organizations work. *Management Quarterly* 34(91), 32 36.
- Chandler, A. (1962), *Strategy and structure*. Cambridge: MIT press.
- Corporate Communications: *An International Journal* 2(3) 109 116.
- Covin, J. (1991), Entrepreneurial versus conservative firms: A comparison of strategy and performance. *Journal of Management Studies* (28), 439 462.
- Deal, T. (1988), *Corporate Cultures: The Rites and Rituals of Corporate Life*. London: Penguin.
- Dess, G. (1987), Consensus on strategy formation and organizational performance: competitors in a fragmented industry. *Strategic Management Journal*, May June 259-260.
- Dess, (i. and Lumpkin, G. (2003), Clarifying the entrepreneurial orientation construct and linking it to performance. *Academic of Management Review*, 21 (1), 135 - 172.
- Ehlers, T. (2007), *Strategic management: Southern African concepts and cases*, 2nd ed. Pretoria; Van Schaik.
- Floyd, S (1992), Managing Strategic Consensus: The foundation of effective implementation *Academy of Management Executive* 6 (4), 27 39.

- Forster, J. (1996), *Principles of Strategic Management*. South Melbourne. Macmillan Education Australia Pty Ltd.
- Galbraith, J. (1978), *Strategy Implementation: Structure, Systems and Process*. New York: West.
- Ginsberg, A. (1988), Measuring and Modeling changes in strategy: Theoretical foundations and empirical directions. *Strategic Management Journal*, (9), 559 - 675.
- Gupta, A (1984), Business unit strategy managerial characteristics and business unit effectiveness at strategy implementation . *Academy of Management Journal* 21(1), 25-41
- Heracleons , L. (2000), The role of strategy implementation in organization development. *Organizational Development Journal*, 18(3), 75 - 86.
- Johnson and Scholes (2001), *Exploring Corporate Strategy*, 5th Ed. Prentice Hall, New York.
- Karuri, J. W. (2006), *Challenges of strategy implementation in development financial institutions. A case of industrial and commercial development corporation*. Unpublished MBA project University of Nairobi.
- Kenya Vision 2030 the popular version 2007*.
- Kimbley, D. (1993), Operational Planning: going Beyond PERT with TQM tools. *Industrial management*, 35 (5) pp 26 - 29.
- Kiprotich, J. (2008), *Strategy implementation and its challenges: A case of African Braille Centres*. Unpublished MBA research project. University of Nairobi
- Koskei, F.K. (2003), *Strategy implementation and its challenges in public corporations: The case of Telkom Kenya Ltd*. Unpublished MBA research project. University of Nairobi.
- Kothari, C.R. (2004), *Research methodology: methods and techniques*. India: New Age International Ltd Press.

Krippendorff, K (1980), *Content analysis: An introduction to its methodology*. Sage publications, Newbury Park.

Leavitt, H. (1965), *Applied organizational change* in J. March (Ed.), *The handbook of organisations*, Chicago: Rand McNally.

Liedtka, J. (2000), In defence of strategy as design.
California Management Review, 42 (3), 8 - 30.

Meyer, J. (2002), Organizational Communication Assessment.
Management Communication Quarterly 15 (3), 472 - 479.

Miller, A. (1998), *Strategic Management*. USA: Irwin / McGraw.

Mintzberg, H. (1978), Patterns of Strategy Formulation.
Management Science Mo. 9, 934 - 948.

Mintzberg, U. (1985), Of strategies, deliberate and emergent.
Strategic Management Journal, 6, 257 - 272

Mintzberg, H. (1991), *The strategy process, concepts, contents and cases*. 2nd edition. Prentice Hall, New York.

Mintzberg, H. (1998), *Strategic Safari: A Guided Tour Through the Wilds of Strategic Management*. New York: Free press.

Montanari, J. R. and Bracker, J.S. (1986), The strategic management process at the public planning unit level. *Strategic Management Journal* 7(3) may /June 251 - 265.

Morris, R. (1992), Effective Organisational Culture is key to company's long term success.
Industrial, Management, 34 (2) 28 - 30.

- Mumbua, F.A. (2003),. *Factors influencing strategy implementation by international WGOs operating in Kenya*. Unpublished MBA project. University of Nairobi.
- Muthuiya, F.A. (2004), *Strategy implementation and its challenges in non-profit organisations in Kenya. The case of African medical research foundation*. Unpublished MBA project University of Nairobi.
- Norton, A. (2007), *Integrated Management: CIMA official learning system*. Oxford: Elsevier.
- Nutt, P. (1998), Leverage, Resistance and the Success of implementation approaches. *Journal of Management Studies*, 35 (2) 213 - 240.
- Obare, G. (2006), *Implementation of strategic plans in the public sector. Case study of personnel management of /OK*. Unpublished MBA project.
- Okumus, F. (2003), A framework to implement strategies in organisations. *Management Decision* 41 (9), 871 - 882.
- Olali, P.N. (2006), *A survey of the challenges on strategic plan implementation in the Cooperative Bank of Kenya Ltd*. Unpublished MBA project, University of Nairobi.
- Parkinson, D. (2005), *Strategy implementation and realization: Farsight leadership*. <http://www.farsightleadership.com>.
- Porter, M. (1991), Towards a dynamic theory of strategy. *Strategic Management Journal*, 12,95 117
- Recardo, R. (1997), Organizational Culture and Teams. *SAM Advanced Management Journal*, 553-567.
- Richardson, P. R. (1995), *Public sector strategic planning: Creating the future in an uncertain turbulent environment*. Unpublished manuscript. Kingston. Queen's University School of Business.

- Sadler, P. (1998), *Designing organisations. The foundations for excellence*. London: Kogan Page Limited.
- Saunders, M. (2007), Benchmarking strategy deployment practices. *Benchmarking: An International Journal*, 14 (5), 609-623.
- Scholz C. (1987), Corporate culture and strategy: The problem of strategy. *Long Range Planning* 20 (4), 78 - 87.
- Schreyogg, G. (1987), Strategic Control: a new perspective. *Academy of Management. The Academy of Management Review*, 12 (1), 91-163.
- Schwartz, H. (1981), Matching corporate culture and Business Strategy. *Organizational Dynamics*, Summer, 3 - 48.
- Tourism, D. (1997), *Transforming Internal Corporate Communications: The power of symbolic gestures and barriers to change*. McGraw Hill Companies 14th ed. New York.
- Waterman, R. (1982), The seven elements of strategic fit. *Journal of Business Strategy*, 2 (3), 69 - 23.
- Yin, R.K, (1994), *Case study Research: Design and methods*. Sage Publications. New York

- Sadler, P. (1998), *Designing organisations. The foundations for excellence.* London: Kogan Page Limited.
- Saunders, M. (2007), Benchmarking strategy deployment practices. *Benchmarking : An International Journal*, 14 (5), 609- 623.
- Scholz C. (1987), Corporate culture and strategy: The problem of strategy. *Long Range Planning* 20 (4), 78 - 87.
- Schreyogg, G. (1987), Strategic Control: a new perspective. *Academy of Management. The Academy of Management Review*. 12 (1), 91 163.
- Schwartz, H. (1981), Matching corporate culture and Business Strategy. *Organizational Dynamics, Summer*, 3 - 48.
- Tourism, D. (1997), *Transforming Internal Corporate Communications: The power of symbolic gestures and barriers to change.* McGraw Hill Companies 14th ed. New York.
- Waterman, R. (1982), The seven elements of strategic fit. *Journal of Business Strategy*, 2 (3), 69 23.
- Yin, R.K, (1994), *Case study Research: Design and methods.* Sage Publications. New York

APPENDICES

Appendix I: Interview Guide

CHALLENGES FACED IN IMPLEMENTATION OF VISION 2030

1. What challenges has the government of Kenya encountered while implementing the Vision 2030 blue print. Kindly explain in detail as per the guidelines given,
 - a) Strategy implementation process
 - i) Are there challenges in commitment to Vision 2030 by various stakeholders in terms of awareness and ownership.
(Please tick one)
Yes Q
No

If yes, what challenges has this posed?

- b) Leadership
 - i) Has leadership posed any challenges in implementation of vision 2030?
Yes
No

ii) Why has leadership posed a challenge?

iii) What challenges has it posed?

iv) How has the government responded to these challenges?

c) Organizational culture

i) Has organizational culture posed any challenges in implementation of vision

2030?

Yes Q

No •

ii) Why has organizational culture posed a challenge?

iii) What challenges has it posed?

iv) How has the government responded to these challenges?

d) Resource mobilization

i) Has resource mobilization posed challenges to implementation of vision 2030?

(Please tick one)

Yes •

No •

ii) What challenges has resource mobilization posed?

iii) How is the government responding to these challenges?

iv) What type of resources has posed a challenge? (Please tick one or more)

Physical g

Financial

Human Q

e) Flagship projects management

i) Has Flagship projects management posed a challenge to implementation of vision 2030? (Please tick one)

Yes •

No •

ii) What challenges has it posed?

iii) How has the government responded to these challenges?

f) Reward and support systems

i) Has reward support systems posed a challenge in implementation of vision 2030?

Yes •

No •

ii) What challenges has it posed?

iii) How is the government responding to these challenges?

g) Please give a comment or any information much as possible regarding this research.

Thank you for your cooperation

Appendix II: Letter of Introduction

FRANK M. MOYARE
SCHOOL OF BUSINESS
UNIVERSITY OF NAIROBI
P.O.BOX 30197-00100
NAIROBI

13TH AUGUST 2012

THE DIRECTOR GENERAL
KENYA VISION 2030
SECRETARIAT
P.O BOX
NAIROBI

Dear Sir / Madam,

RE: REQUEST FOR RESEARCH DATA

I am a Post graduate student at the University of Nairobi in the School of Business undertaking a Master's degree in Business Administration (Strategic Management). As one of the requirements for the award of the degree, I am supposed to carry out a research and produce a project. On this respect, I have identified my topic as **challenges of implementing the Kenya Vision 2030**

Consequently, because this is a case study, I am intending to collect the data through personal interviews and then recording the responses by way of writing. I am kindly requesting your office to grant me permission to conduct my study in your organization. The respondents of the study will be drawn from the management of Vision 2030 secretariat.

I look forward for your positive response.

Thank you.

Yours faithfully,

FRANK M. MOYARF.

