CHALLENGES OF STRATEGY IMPLEMENTATION IN QUALITY SERVICE DELIVERY AND ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF WAJIR COUNTY GOVERNMENT.

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DECLARATION

This research project is my original work and has not been submitted for examination in any other University or institution of higher learning. No part of this research project can be reproduced without prior written permission of the author and/ or University of Nairobi.

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DEDICATION

This book is dedicated to my mother who has always encouraged me to work hard and further mu studies.

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ACRONYMS AND ABBREVIATION

ABT – Appropriate Building Technology

CBd – Central Business District

ICT – Information Communication Technology

OST – Open System Theory

WHO – World Health Organization

ABSTRACT

The objective of the study was to establish the challenges of strategy implementation in quality service delivery and organizational performance a case study of Wajir County. The study adopted a case study approach. The senior county executives were interviewed and relevant information gathered this information was analyzed through content analysis. The findings of the study indicated that less challenges related with roads, social, educational infrastructure in county the other challenges was low educational standards the region. Making implementation process slow or hampered ; since service delivery takes place at every corner of the county there's need to have competent personnel to implement county executives decisions at the grassroots level. The other challenges noted were the leadership roles. County leadership need to be participative in approach in all spheres of operation delegation, decentralization empowerment practices must be plasticized to enable effective strategy formulation practices; poor sanitation and lack of social amenities like markets and other Jua kali sector alignments need uplift and boosted with facilities to enable residents enjoy better county service delivery. The county structures and administrative units also act as constraints to strategy implementation, these means that there should be structural re-organization of the county government structures to accommodate ever increasing demand for services and other social amenities; the sub-units of the county administration need be mandated to undertake some decisions regarding specific ground related services which the county offers like water supply, sanitation, security and road maintenance. The study made some recommendations to wants these challenges the notable ones are the need to improve county leadership practices through participative practices, delegation and empowerment; the study also noted the need to increase resources to the sub county levels to improve service delivery since these results fails closer to the citizens who require the services. The study also noted that there's need to improve, education biodiversity and related areas, in bid to improve services level and related approaches. Tourism sector was noted to be least supported and required a boost in. The study finally recommended for more structural changes in leadership of the county to allow for participation, empowerment and delegation of authority so that decisions related strategy implementation gets closer contact with the relevant personnel and administration.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Strategy is a pattern or plan that integrates an organizations goals resources, policies and action programs, into a combat whole. Strategy enables the firm to Marshal into resources into a resourceful and unique application to enhance compliance with overall mission & vision, (Mintzberg et al 2003) Thompson Strickland and gamble (2007) assert that every organization must modify or adjust its strategy in response to changing market condition & advancing technology; the immediate moves of competitors, changing buyer preferences, emerging market opportunities, new ways and methods of improving strategy implementation. Ogutu (2012) concludes that to manage strategy is to manage change and the strategy of an organization legitimizes change.

In the background and nature of the competitive environment under which organizations operate the way forward for organizations is to adopt strategies methods and practices which will enable them to forge a head of the competition. (Johnson and Scholes 2003) In an ever changing and dynamic global to new ways of formulating and implementing strategy; utilizing the new competencies acquired and compliance with the current environment. Rose and Lawton (1999) observes that changes in the public service arise out of the need for efficiency, economy, effectiveness, performance evaluation ethics and market concerns; Rising level of demand for services and expectations of quality of those services have placed extreme pressure on managers and their organizations depicting change as a continuous episode in life of corporations. Effective strategy implementation and management practices have a direct impact on organizational performance; Rue and Byars (1992) argue that organizational performance is measured in terms of results; organizational

performance generally being the degree of achievements of an operation or set of connected operations as far as organizational goals are concerned; Objective performance indicators need be put in place to monitor processes and criteria to evaluate organizational performance and change and report any deviations from organizational expectations. Performance management serves the purpose of coutnel and oversight of processes, recognizing and rewarding performers and encouraging and improving non-performers (Nissibi 2008).

Grant (2010) notes that for a strategy to be a success there must be consistency between organizational internal factors such as goals, values, structure, systems resources, capabilities and external environment. Strategy implementation becomes the final outcome of any strategy execution practices. This implies that management of any organization plays a critical role by predetermining the strategic direction of the organization.

There are several theories which can be advanced to support the study these include the open systems theory (OST); developed by Ludwig Von Bertanlaffy 1956 (Knpper 1998) This theory is a modern systems based change management theory designed to create healthy, innovative and resilient organizations and communities in today's fast changing and unpredictable environments. As organizations and communities conduct their business, they influence and change their external environment. The resource based view (Wemefet 1984) theory indicates the organizations ability to exploit the strategic capabilities in terms of resources and competencies.

The industrial organizational theory builds its assumptions on the theory of the firm, asset of economic theories that describe, explain and attempt to predict the nature of a firm in terms of existence, behavior, structure and relationship to the market; The I/O

theory views the organizations external market positioning as a critical factor for attaining competitiveness advantage Triole (1988); The dynamic capability theory also positively reflects the characteristics of study.

1.1.1 Concept of Strategy

Strategy is the direction and scope of an organization over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations (Johnson, Scholes and Whittington, 2008). A strategy of a corporation forms a comprehensive master plan that states how the corporation will achieve its mission and objectives. It maximizes competitive advantage and minimizes competitive disadvantages (Wheelen and Hunger, 2008). Chandler (1962) defines strategy as the determination of the basic long term goals of the enterprise, and the adoption of course of action and allocation of resources necessary for carrying out these goals. In business strategies may include geographic expansion, diversification, acquisition, product development, market penetration, retrenchment, divestiture, liquidation and joint ventures.

Ansoff in (1965) described strategy as "moving from where you are to where you want to be in the future-through sustainable competitive advantage". Mintzberg (1994) described strategy as "a pattern in a series of decisions or action". Chandler incorporates the how of achieving firms intentions "the process of determining the basic long-term goals and objectives of an enterprise and adopting courses of action and allocating resources necessary for carrying out these goals". "Strategy is the unified, comprehensive and integrated plan that relates the strategic advantage of the firm to the challenges of the environment and is designed to ensure that basic objectives of the enterprise are achieved through proper implementation process".

1.1.2 Concept of the Service

Lovelock et al (2008) indicates that a service is an act of performance offered by an one party to another; although the process may be tied to a physical product; the performance is transitory, often intangible in mature and does not normally result to ownership of any factors of production; further they argue that a service is an economic activity that creates value and provides benefits for customers at specific times and places by bringing about a desirable change in or behalf of the recipient of the service. The new revolution in service encompasses the element of processes, professionalism and quality. The service propositions has unique characteristics;- intangibility, perishability, heterogeneneity, insertability. The service customer encounters difficulty in comprehending the service proposition as also in evaluation of the offer, for its value and promise.

Unique characteristics of heterogeneity make the service element inconsistent in quality and delivery (Charterjee 2008). Variability is pronounced, the managerial remedy can be through training; standard setting constraint monitoring process(s). Services are highly intangible in nature drawbacks of intangibility can be overcome by visualization. Association, physical representation, documentation, facts and figure. Finally services elements as highly perishable, perishability prevents the service marketer from storing the service(s), this affects the privilege of delayed sales, the service marketers suffer from lost opportunities, however management can overcome and managing supply, Kotler (1973)

1.1.3 Service Quality

Crosby (1979) defined quality as conformance to requirements. According to Lewis and Booms (1983), giving quality service implies meeting the requirements to customer expectations regularly. Parasuraman et al (1985) defined service quality as the degree and direction of discrepancy between consumer's perceptions and expectations in terms of different but relatively important dimensions of the service quality. Which can affect their future purchasing behavior. From customer point of view, quality is important aspect that affects the competitiveness of business. Railway transport should increase the quality of service constantly since there is no assurance that the current outstanding service is also suitable for future. Consequently, Railway transport should "develop new strategy" to satisfy their customer and should provide quality service to distinguish themselves from rivalries.

Quality evaluations derive from the service process as well as the service outcome. As stated by (Gronroos, 1982) there are two types of service quality these are technical quality and functional quality. Technical quality is what the customer is actually receiving from the service (outcome) while functional quality is the manner in which the service is delivered (process). Models have been developed to measure service quality and they include: Nordic model (Gronroos 1984), SERVQUAL model (Parasuraman et al 1985), Multilevel model (Dabholkar et al 1996) and Hierarchical model (Brady and Cronin (2001).

According to Markovic and Jankovic (2013), service quality is measured using SERVQUAL instrument which consists of 22 items which measure five service quality dimensions, namely; tangibles (physical facilities, equipment and appearance of employees(, reliability (ability to perform the promised service dependably and

accurately), responsiveness (willingness to help customers and provide prompt service), assurance (knowledge and courtesy of employees and their ability to inspire trust and confidence), and empathy (caring and individualized attention the firm provides its customers).

1.1.4 County Governments of Kenya

Kenya under the new constitution promulgated on 27 August 2010 Article 1(14) recognizes two sets of structure in the government of Kenya; The Central government headed by the president of the republic of Kenya and county governments headed by county governors.

Article 6(1) indicates that Kenya has 47 counties which are stated in the first schedule; Article 6(2) states that governments at both levels are district and interdependent. The country has 47 counties endowed with different rich resources which are utilized for self-development and sustainment of the citizenry demands. Central Kenya counties are paltry of dairy farming activities and property empires. The Coast counties of Mombasa, Kwale, Malindi are well known for their tourism activities and some mineral deposits at some parts of the region. The region is good in terms of fishing activities.

The Nyanza region has vast counties from Kisii, Kisumu, Migori, Nyamira, the region is rich in agricultural produce, poultry and dairy farming, the zones have huge populations and most of the population are business persons and servants and farmers, fish farming is prevalent in Nyanza region close to the lake Victoria and its environs. The Eastern counties of Meru and Ukambani are blessed with bee farming, miraa fruits and tourist zones. Coal mining in Kitui and game reserves in Meru and its environs.

The Northern Kenya counties of Marsabit, Turkana are well endowed with petroleum as a resource (P.W.C. 2014)

1.1.5 Wajir County Government

Wajir County is located at the heart of the former North Eastern province, with an area approximate of 56,000KN. The census of 2009 indicated that the county had 661000, thousand persons, the poverty index is 84% KNBS 2015 Census. The region has no permanent lakes, and rivers and is not connected to the national electricity grid.

The County is located in the North eastern region of Kenya between latitudes 3degrees N   60degrees N and 0degrees 20N and longitude 39degrees E   and 41degrees E and covers an area of 56, 685.9km. It borders with Somali to the East, Ethiopia to the north and Mandera County to the North East. Isiolo County to the Southwest, Marsabit County to the West and Garissa County to the South. The County experiences annual average relative humidity of 61.8% which ranges from 56% in February to 68% in June. It receives an average of 240mm precipitation annualy or 20mm each month and the average temperature is 27.9degrees C. The County comprises of eight.

1.2 Research Problem

A country's competitive and implementation strategy needs to be carefully drafted in terms of the requirements for its effectiveness in situations characterized by abrupt shifts and discontinuities; The formulation and implementation of an effective strategy needs thrust and direction, flexibility resilience and fast response in the face of changing environment and also highlight need for multifaceted adaptive and productive approach, the formulation and implementation of strategy have to meet the

competitive requirements of the dynamic scene of country's evolving environment (Rastogi 2008).

To achieve an organizations goals and objectives, various requirements need be attained or satisfied, these include, the ability to assess business environment and competitive forces including technological developments clearly for anticipating and responding to customers evolving needs and expectations on a termly manner; seeking and the establishing backward and forward productive synergies with vendors and customers as well or with other firms. (Strategic alliances, and inter organizational networking). The ability to adapt to long-term orientation to be the implementation of the basics of the firm's competitive strategy. A strategy is generally as good as its implementation, except where it may be based on a misperception of the organization by business environment; The ability to learn and generate creative ideas concepts, methods, techniques, approaches, synergies and solutions to create a new source of value the ability to compete on time or respond to new market signals competitors innovations and customer requirements (through flexible systems and information technology, simultaneously controlling and even lowering service costs; These requirements represent a dynamic proactive and adaptive directions along which viable implementation strategy needs to be created.

The implementation phase need deploy the firm's basic capabilities and core competencies in a synergistic manner, this capacity is reflected in the organizations recasting of its structure, systems, processes, resources and responses in terms of a high frequency insightful assessment of the real properties of its environment. (Rastogi 2008) Challenges may be classified under the various critical areas of organizational operations. Otieno (2013) indicates the following as key elements in light of the challenges; insufficient involvement of stakeholders, the issue

environmental volatility affecting strategy implementation; poor infrustral facilities; lack of competitive manpower and resources. (Mintzbel) previous research has been undertaken in the field of strategy implementation. Kagori (2010) undertook a research on the challenges of strategic planning in public organizations in Kenya. She concluded that the challenges for the organization is to build a process elements that provide for access and methods to deal with and adjudicate the challenges that come along with strategic planning.

Waruhiu (2004) conducted study research on issues of strategy formulation and implementation in international collaborative research and development a case study of research based institutions. Karimi (2011) researched on challenges of strategy implementation at Mavoko Municipal Council in Kenya. From the above studies no known research has been undertaken in the guest of understanding the challenges of strategy implementation of Mandera County. The research question is what all the challenges of strategy implementation at Wajir County government?

1.3 Research Objectives

The objective of the study is to establish the challenges of strategy implementation by Wajir County government.

1.4 Value of the Study

The study will benefit Wajir County government through understanding various challenges experienced in strategy implementation by Wajir County government; the study will be to point out weak operations once and manage their resources and capabilities towards that goal. The study will benefit the county government establishments to learn and understand various challenges which face most of the country(s) strategy implementation; this will create an opportunity to unearth the

critical service areas which are the core activity of any county government and its operations.

To the academia study will be of great help in publishing adequate research and other policy guidelines, papers and documentations; The academia can also benefit from the study in terms of qualitative information which can help create separate and unique course requirements to be taught in schools in terms of county operations challenges and way forward.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter examines the critical theories underlying the study and the relevant literature pertaining to the study this includes strategy formulation, challenges of strategy implementation, empirical literature and research gaps.

2.2 Theoretical foundations of the Study

This study is adhered on the following theories, the resource based view; the institutional theory; and the dynamic capability theory.

2.2.1 The Institutional Theory

The institutional theory explains reasons why institutions have a particular behaviour and thus enhances the genesis of trying to understand the various constraints of strategy implementations. The institutional theory explains the lunar reasons and more resilient aspects of social systems & structures. The theory considers the processes by which structures including rules, norms and routines becomes established as the behaviour. It tries to inquire how these elements are created, diffused, adopted and adopted over space and time and how they fall into decline and diffuse. (McAdam and Scott 2005)

The foundations and premises of the institutional theory approach provide useful guidelines for analysing organization environment relationships with an emphasis on the social rules, expectations norms, and value as sources of pressure on organizations. This theory is based on the concept of legitimacy rather efficiency or effectiveness as primary goal (McAdam & Scott 2005) the business environment is conceptualized as organizational field represented by institutions that include regulatory structures,

government agencies, courts, professionals, interest groups, public opinion, laws, rules and social values.

Some of the institutional theorists who assert that the institutional environment can strongly influence the development of formal structures in an organization.

2.2.2 The Resource Based Theory

Rumelt (1991) explains that a firm is a bundle of resources and capabilities. These resources and capabilities are a composition of physical financial human and intangible assets; the theory is a conditioned on the fact that resources are not homogeneous and are limited in mobility. The firm can translate these resources and capabilities into strategic advantage if they are valuable, rare and imitable and the firm is organized to exploit the resources; The RBV approach indicates that the firm's success and performance as pegged to its resources and capabilities.

2.2.3 Dynamic Capability Theory

According to Teece et al dynamic capabilities is the ability to integrate, build and reconfigure internal and external competencies to address the rapidly changing environments. The concept of dynamic capabilities arises from the shortcomings of the RBV Model. The RBV Model is criticized for ignoring factors surrounding resources instead assume that they simply exist. The dynamic capability attempts to bridge the gaps by adopting a process approach, by acting as buffer between firm's resources and changing business environment, dynamic resources enables the firm to adjust to its resource mix there by maintaining the sustainability of the firms competitive advantage. RBV emphasizes on resource allocation and availability and appropriateness. The dynamic capability theory emphasises resource development and

renewal. According to Wade A and Hullarnol (20040 resources may combine various attributes to firms operating in a delicate and dynamic environment.

2.3 Strategy Implementation

The implementation of organizational strategy involves the application of the management process to obtain the desired results. Strategy implementation includes the organizational structure, allocation of resources, development of information & decision process and human resources, including areas such as reward management approaches to leadership and staffing. David (2011) explains that strategy implementation is a set of decisions and actions that result in the translation of strategic thought into organizational action where an organization moves from planning its work plan in order to achieve its objectives; Harrington (2006) indicates that strategy implementation is a process by which management translates strategies and policies into action through development of programmes budgets and procedures. This process affects the organizations culture, structure and management systems.

Thompson and Strickland (2003) argues that implementation of strategy is purely administrative activity and successful implementation depends on managing and working through others organizing, motivating, creating strong fits and bonds between organizations and its strategic intents; strategy implementation is a collective activity of all in the organization. Seniors and all employees. Pearce and Robinson (1997) indicates that the transition from strategy formulation to strategy implementation gives rise to four inter-related concerns; These concerns include identifying action plans and short term objectives; initiating specific functional tactics; communicating policies that empower people in the organization and committing to

continuous improvement. Implementation may also take into account the need to retrain the workforce and management of change (Johnson and Scholes 2002)

2.4 Challenges of Strategy Implementation

Read and Buckley discuss problems associated with strategy implementation highlighting four critical areas of concern. These include the organizational culture, budgetary allocations and the human resource capacity as well as organizational structure.

2.4.1 Organizational Structure

According to Hill et al (2009) organizational culture is a collection of values, norms, beliefs and attitudes that are shared by people and groups in an organization, this also has central over the organizational interaction and with stakeholders outside the organization. Champoux (2000) indicates that organization culture is revealed in three different levels. Artifacts, values, and basic assumptions. Artifacts are the most visible component of organizational culture, these include obvious features of an organization that are immediately visible to a new employee it encompasses of sounds, architecture, smells, behaviour, language, attire, language products and ceremonies.

Values in organizational culture context indicate what ought to be done in various situations. Values are hard to notice for a new comer but can only be discovered and learned, Basic assumptions deal with many aspects of human behaviour & relationships organizations. Assumptions are learnt through trial and error behaviour through behaviour observation. Barney (2007) highlights that culture is a composition of norms and expectations regarding how people behave in an organization. It touches on values, shared behavioural expectations and assumptions that guide the behaviours of the members of a work unit. Organizational culture is critical in development of

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shared values and beliefs that affect employee perceptions, behaviours and emotional responses which affect policies and strategy of implementation.

Champoux (2001) concludes with highlights of functions of organizational culture; culture contributes to major functional effects on organization and management; this involves the adoption to the organization & external environment and coordination of internal systems & processes.

2.4.2 Organizational Structure

According to Debowski (2006) an effective management of public institutions also indicated a relationship between processes structure and systems being more important for performance (sufficient condition) than organizational fit with environment (necessary condition) Pearce and Robinson (2007) are of the opinion that the starting point of strategy implementation is the selection and transformation of organizational structure, they indicate that synchronization of goals and tasks and resources and control; organizational systems such as budgeting are critical concerns; structures and system are linked in various cases; Beer and Eisentat (2000) identified a group of relevant, inhibiting factors or barriers to strategy implementation as top down management styles, which creates tension in the organization, discomfort and avoid tom focus on key issues of strategic intent.

Nobble (1999) acknowledges that organizational structures affect the communication patterns, hence organizations should create effective communication conflicting and poor coordination of strategy are other barriers of strategy information as two or more competing strategies. Compete for the same resources plus an ineffective senior management team, poor vertical organizational communication all hinders effective coordination practises. Nachman and Shrivastava (1989) conclude that these

characteristics of strategic decisions put special demands on the leadership managing strategy implementation activities. They need to a adopt drastically to changing conditions and operate in flexible, unstructured environments. Tushman and O'Reilly (1996) agree that organizations face the challenges to change and stability, these in turn affects the strategy implementation exercise and process. A fundamental issue is based on leadership & learning processes which contribute to effective strategy formulation and implementation.

2.4 3 Leadership and Organizational Process

Nutt (1983) indicates that the implementation agent should assess the climate, processes within which implementation will take place. Climate is defined by four organizational or work related characteristics, centralization, efficiency, production, complexity; proper procedures processes & techniques need be enforced through use of power to make it possible to implement. According to Byars et al (1996) highlights that a clear understanding of a strategy gives purpose to the activities of each employee and allows them to link all tasks at hand to organization direction, lack of strategy understanding is one of the major obstacles of strategy implementation. Other barriers to strategy implementation include, competing activities which distract attention from implementing the decision; change in member responsibilities not clearly communicated; Key strategists not undertaking their role effectively, poor monitoring information systems; poorly understood overall goals of the organization misunderstood by employees, uncontrollable factors in the external environment, occurrence of major problems not anticipated earlier on; key personalities in the implementation process leaving the organization, during implementation stage;

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section introduces the research design which will be utilized in the study it covers the research design, data collection and data analysis.

3.2 Research Design

According to Zikinum (2003) a research design is a master plan which specifies the methods and procedures for collecting and analysing the needed information. It specifies the blue print/ framework for conducting research. This study will adopt a case study approach. The choice of this method is the depth kind of information required out of the study George and Beunet (2005) explains that a case study is an empirical investigation within its life context; especially when the boundaries between the phenomenon and context are not very clear.

Case study is in-depth inquiry implying several resources meant to describe a situation comprehensively with specific focus and not generalization of the context. Zainal (2007) argues that a case study type of design provides information of causativeness relationship in the particular context that offers an in all inclusive view point on the relationship since it treats the specific context as a whole.

3.3 Data Collection

Primary data will be collected and utilized. This is raw data which will be solicited from respondents for the first time. The researcher will use an interview guide to solicit information from various respondents; who will comprise of the chief administrative office of the county, chairmen of various committees in county administration. The Cabinet secretary incharge of planning & general administration.

Secondary data will be obtained from the county records and thus will only supplement the primary data.

3.4 Data Analysis

Kothari (2004) defines data analysis as the computation of certain measures along with searching for patterns of relationship that exist among data groups. Zikmund (2003) indicates that data analysis is the application of reasoning to understand and interpret that have been collected.

The study will analyse qualitative using content analysis technique Zikmund (2003) defines content analysis as a research technique for objective, systematic and quantitative description of the manifest content of communication. The classified information will be organized in relevant themes and presented in charts and tables.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1. Introduction

This section introduces the findings of the study whose objective was "the challenges of strategy implementation in quality service delivery and organizational performance. A case study of Wajir County Government." The section also contains the general respondent demographics and the response rate.

4.2. Response Rate

The response rate is the degree of positive response of respondents in relation to an interview process of the administration of questionnaires the study positively received a response rate of 71% which is quite impressive. A total of five senior county officials were interviewed in the exercise which helped a lot of positive response.

Table 4.1: Response Rate

Statement	Frequency	Percentage
Responded	5	71%
Non response	2	29%
Total	**7**	**100%**

Source: Researcher

From the above table the findings are very clear that the response rate was very good. This positive response is attributed to the fact that the pre-interview arrangements.

4.3. Position in the County Government

The study sought to investigate the respondents' position in the county government, to ascertain the relative authoritative nature of information given by the respondents.

The findings indicate that all the interviewees were of senior county positions and had relevant authority in decision making, county planning and overall implementation of strategies.

4.4. Respondents Department in the County Administration

The study sought to understand the county government department in view of getting the relevant department gives adequate and current information. The study indicated that all the give respondents were from the right ministry departments with the county structure, these included the country commissioner, the budgeting officer, physical planning in charge, general administrator and the county revenue officer.

4.5. Years of continuous service in county government

The interview sought to understand the length of years of service in county government in view to understand the degree of experience of the county officers and the level of strategy formulation and implementation. The study revealed that 71% of the respondents approx. 5 employees had worked for more than ten years in the county government and even had worked in the county council governments. This implies that each information about the county strategy operations and were quite familiar with county strategy challenges.

Table 4.2: Years of continuous service

Statement	Frequency	Percentage
Over ten years	5	71%
Less than 10 years	2	29%
Total	**7**	**100%**

Source: Researcher

4.6. Academic Qualifications

The researcher analyzed the qualifications of various respondents to understand their academic capabilities and management potentials; it revealed that most respondents had university education level of academic qualifications. This means that the decisions these officers made were of sound footing and relevant to industry circumstances. The other implication of academic qualifications is that the organizations are operating on sound policies and procedures. The study also revealed that these employees had extra training in country education qualifications formerly known as local government curriculum qualifications which were obtained from various government organs dealing with decision making and strategy management.

4.7. County Service Delivery

The study sought to know the level of service delivery in the county; the results indicated that the county government delivered various levels and types of services including health services, renewable energy, water and sanitation related services, road maintenance and composite waste management. The county also has initiated the ICT based facilities to spearhead the e-service delivery in the county, the construction of county radio station, the construction of ICT centers in all sub-counties, cascading of national ICT systems.

In a bid to improve service delivery the county government has imitated the following measures, the construction of new county headquarters in Wajir, upgrading of raids and accessible road pats throughout the county formed land despite resolution committees, appropriate building technology (ABT) programme in fields of education, youth, gender and social service, the county has initiated various educational programmes and upgrading of teaching facilities throughout the county.

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In the field of health, the county government has improved the mobile clinics donated by Beyond Zero initiative campaigns sponsored and medical doctors for Masters studies under a bonding arrangements.

4.8. Strategy Implementation Challenges

The respondent explained the following challenges: physical environment , frequent droughts leading to loss of livestock, wildlife and vegetation, poor exploitation of available natural resources due to poor physical infrastructure, flooding during rainy seasons hinders transportation and development in flood prone areas, deforestation due to high dependence on forests and forest products e.g. charcoal and firewood. Population and Demography: high dependency ratio (100:173) due to high growth rate and lack of employment, high migration & immigration rates due to lack of services & disasters, endemic poverty and rising population, insecurity due to threats posed by terrorism and clanism, gender imbalance in access to services, food insecurity due to harsh climate that causes frequent droughts.

The respondent further narrated the following challenges trade activities, high transportation cost of goods due to poor roads, insecurity and long distance from Nairobi, inadequate and unreliable power supply, poor market condition due to lack of support infrastructure and services e.g. water, sewer, electricity & waste collection points, inadequate market information and linkages, informality (carrying out of commercial activities on undesignated areas e.g. along road reserves, lack of investment into the industrial sector due to poor infrastructure like roads, temporal purchasing power and supply is not constant especially during the dry period. Mining activities includes; lack of investment in cement production industry, poor infrastructure such as access roads, use of ineffective traditional mining methods.

Tourism; inadequate modern facilities to support tourism e.g. roads, tourist hotels & conference tourism, low level awareness in tourism potential of the town at local and international level.

Transportation sector according to respondent had poor condition of roads, poor storm water drainage system that leads to flooding of roads encroachment into the road reserves, lack of lanes designated for non-motorized means of transport, lack of designated parking spaces for motor vehicles, lack of road signs & street lighting which increases insecurity, underutilization of the Wajir International Airport. Physical Infrastructure water and sanitation were also of concern; the respondent explained these high salinity levels of underground water, encroachment into road reserve making it difficult to lay the utility services, relatively flat topography of the town makes it expensive to provide water and sewerage system since pumping stations are required.

The study sought explanations from the respondent on solid waste management. The respondent indicated weak capacity on waste management by the council, inadequate waste collection points within the CBD and neighborhoods, poor roads condition hindering easier access to neighborhoods for waste collection due to encroachment into the road reserves and flooding, poor public awareness on proper solid waste management measures. Energy sources; inadequate power supply which affects the normal running of businesses, reliance on thermal energy production which is not sustainable, Information, communication and technology (ICT), poor telephony, internet, radio and television network coverage within the town, high illiteracy level resulting to a low user end of ICT services. Social Infrastructure; health facilities, inadequate drug supply to meet increasing demand, inadequate funding due to limited government allocations, unaffordability of health services due to prevalent poverty

levels, inadequate trained personnel, low awareness on best health practices among people due to high illiteracy levels, inaccessibility to family planning services.

Educational facilities were also mentioned by the respondent as areas of action, lack of equipment in schools e.g. desks and sporting equipment that leads to low student performance, low teacher student ratios that also lead to low performance, high school drop-outs due to cultural barriers to education. Social facilities; uncontrolled development has led to encroachment of public open spaces, lack/ inadequate provision of social facilities e.g. social halls, cemeteries, religious facilities & green spaces. Housing; high cost of modern building materials due to high transportation cost, poor housing conditions within the residential areas due to lack of infrastructure and services e.g. access roads, water, sewer, electricity and solid collection points, lack of a zoning plan to regulate housing development. Environment; pollution of underground water especially during rainy seasons, flooding during rainy seasons, air pollution from dust particles and fumes from unmanaged solid waste and human waste, non-enforcement of environmental by-laws.

Governance and Finance; the respondent indicated poor coordination of functions by development agencies (central government departments, local government, NGOs, CBOs etc.),lack of a current physical development plan (for plan implementation & development control), inadequate technical (human) and infrastructural capacity, weak county council revenue base, weak community participation process in development activities, weak institutional framework, retention of administrative officers for short period of time in office. Possible solutions; planning of the urban centres, road improvement, upgrading of water supply systems, development of housing projects, urban renewal, development of sewage systems, industrial

development and diversification, enforcement of by-laws by county government, provision of sanitation facilities.

4.9 Economic Development Strategies

Relative to economic development strategies, respondent indicated need to unlock the potentials of the local economy of Wajir town in order to make the town competitive regionally and accelerate its economic growth, promote job creation and reduce the existing poverty levels. Promote and establish commercial nodes measures to support the strategy; extend the CBD to cover residential properties enclosed by the first ring road within township location and to the Kenya Power station area, densify the CBD by encouraging the construction of high rise buildings with maximum height of 6 levels, establish five new commercial nodes in Wagberi, Jogoo, Barwako, Halane and Alimaow neighbourhoods, provide and improve infrastructure and services such as sewer, water, paved roads, solid waste collection points and electricity to the proposed and existing commercial nodes to act as an incentive to investors, develop the following commercial nodes to be specific functions.

Respondent indicated that CBD county administration and civic centre with higher level of commercial good and services, Alimaow-Barwako node-ICT park with an incubation centre, a data processing Zone where various ICT service companies who will offer various ICT services to companies and individuals locally, e-library, Jogoo node-wholesale and retail centre with industrial goods. O. Halane node-sports centre with major shopping malls, cultural artefact centre. Alimaow node-Agricultural market centre with farm inputs and outputs. O Wagberi node-A resort centre to provide with picnic sites and five star hotels.

The respondent further indicated that there's need to develop markets to promote small scale businesses within the town and its suburbs, measures to support the strategy; construct a spacious livestock market near the new slaughter house off Wajir-Mandera road to promote livestock trade which is the major commercial activity within the town and the region, redevelop ADC market into multi-storey modern retail market, upgrade Wagberi market to a cereals, miraa and vegetable market, pave and reorganize spaces and services such as public conveniences, solid waste management, construct new markets within the proposed commercial nodes: Wagberi, Jogoo, Barwako, Halane and Alimaow. Improve environment for doing business measures to support the strategy: enhance security within the town through regular police patrol, installation of CCTV cameras among others, build capacity of the private sector business associations through targeted training, information sharing, dialogues, joint ventures, etc. reduce time for registering business to at least two weeks, build partnerships between governments and the private sector in investing within the commercial nodes, undertake periodic compliance monitoring audit on registered SMEs to ensure that statutory obligations are fulfilled.

Promote modern business skills and entrepreneurial training measures to support the strategy: establish two universities in Wagberi and Hodhan that train entrepreneurial/ business skills related courses and range management respectively, provide business mentorship through business forums and workshops, acquire land to develop an ICT centre in Barwako to provide a platform for modern business innovations.

The respondent indicated various measures to promote urban agriculture, these includes, set aside land for urban agriculture in Hodhan area, construct shallow wells in Hodhan area and recycle sewerage water for irrigation, train farmers on modern methods of farming and disaster preparedness through the early warning systems,

plant high value crops (Horticulture and food crops), use appropriate modern agricultural technologies that are suitable for intensive farming, subsidize farm inputs as incentives to the farmers, establish and develop the agricultural market at Hodhan area for agricultural outputs, improve Isiolo-Mandera roads for accessibility to the area, provide cold storage facilities.

Addition through establishment of Agro-Based Industries, includes measures to support industrial value setting aside land for the establishment of agro-based industry along Isiolo Mandera Road, develop gum and resins industry ,tannery ,meat processing industry along Isiolo-Mandera Road, improve road linkages to promote export market for the processed livestock products by improving Isiolo-Mandera Road ,Wajir-Moyale Road, provide support infrastructure such as sewer, water, energy among others on the planned and designated site for agro-based industries along Isiolo-Mandera road, provide financial services to investors as a startup through partnership between Kenya Industrial Estate, entrepreneurs and other financial institutions, establish a favourable environment for industrial investors through public-private partnership and through improved financial support.

The respondent explained various measures in these i.e. increase the housing supply measures to support the strategy, set a part adequate land in all locations areas for housing delivery, provide more housing through public private partnership, use locally available building materials such as lime, sand and limestone for cheap and affordable housing, undertake speedy development approvals to attract developers and reduce cost of development, provide titles to act as collaterals in raising funds for housing development and security of tenure. Provide and enhance infrastructure and services in residential zones measures to support the strategy: extend coverage of sewer and electricity in Wagberi, Hodhan and Halane areas, provide piped water and

construct storm water drainage system, establish waste collection points in neighbourhoods, open up and pave access roads within neighbourhoods. Upgrade settlements to promote liveable places: measures to support the strategy, redevelop the traditional heroic to permanent structures, secure ownership rights through provision of ownership documents such as titles (mapping, planning, surveying and titling), provide soft loans for improvement of housing units, pave access and feeder roads in the settlements, provide trunk infrastructure and social facilities to settlements.

4.10 Physical Infrastructure & Related Services

Physical Infrastructure and Services were greatly referenced by the respondent, this includes to improve internal road connectivity measures to support the pave and maintain all roads within the town, integrate drainage systems with road networks, create pedestrian streets or walkways, develop a public transport system within the town along Wajir-Moyale, Wajir Gerille, Wajir-Diff, Wajir-Garissa and Wajir-Mandera routes, develop roads networks in areas without links such as Hodhan, Almaow and Halane areas, provide sufficient parking spaces for railers (along wajir-Mandera road) taxi lobbies, develop ring roads at entry point to the town from Garissa to connect on to Wajir-Moyale, Wajir-Isiolo and Airport roads through to Wajir-Mandera roads in order to avoid (future) congestion by traffic, preserve the colonial ring roads of Wajir that is, inner ring road, the middle ring road and the 4-mile-zone-road that marks the town boundary, safeguard against encroachment into road reserves by clearly making building lines and enforcement of the same. Improve external road connectivity measures to support the strategy; widen and upgrade to dual carriage way the following roads: Wajir-Moyale road, class C80 from 30m to 35m wide road, Wajir-Gerille road, class D570 from 20m to 35m wide road, widen and pave all the proposed ring roads.

The study sought to know strategies for air transport, the respondent explained that there is need to reserve enough land for future development of an airport city, diversify the role of the airport, provide supportive infrastructure to improve the airports efficiency including road infrastructure, public transport, water, sewer, security and fire fighting. The respondent explained measures to enhance traffic management in Wajir Town CBD measures to support the strategy; establish a bus park on land set aside next to oraheey wells site, maximize road safety by use of development control on or near road reserves, provide adequate parking facilities in the CBD by constructing additional parking bays and secure parking facilities for heavy transit goods vehicles along the by-passes, domesticate parking for one third of vehicles generated by activities in a building, construct additional terminus in the town with adequate public conveniences such as passenger waiting sheds, storage facilities, fast-food kiosks and toilets among others to cater for local and regional public transport needs, construct bicycle tracks and footpaths, footbridges and tunnels along busy routes such as Isiolo-Mandera road, wajir-Moyale road, segregate internal and through traffic by construction of Garissa- Mandera, Moyale-Isiolo roads to connect to the proposed main bus station node at Oraheey, plant trees in the road islands and use it as green space.

The study sought to understand the development in water, water facilities priorities include develop a water reticulation system measures to support the strategy: construct a water reticulation system from Habaswein to supply water to the entire planning area to serve developed areas, develop a water treatment, reservoir and pumping station within the land set aside for the ministry of water along Wajir-Mandera road, link water reticulation to the sewer reticulating for drainage purposes, develop new shallow wells at Halane, Wagberi and Hodhan areas together with

associated treatment and distribution works, encourage partnerships between the council, private sector and community in the development and operation of water sources and reticulation systems.

Sanitation facilities according to the respondent will develop a sewer reticulation system measures to support the strategy; complete on-going sewer reticulation to the cover all neighbourhoods and commercial nodes, extend sewer reticulation to cover the entire planning area, regular maintenance of the sewerage line and treatment plant, institute effective monitoring and control measures to regulate the discharge of toxic waste into the sewer, increase the number of public conveniences/ sanitary facilities in the CBD and in public places through public-private partnerships. Storm water drainage; strategy develop a sustainable drainage system measures to support the strategy, construct drainage network interwined with the road network (3m to 4.5m drainage way leave), construct drainage networks in flood prone areas such as the CBD, Wagberi Hodhan and Jogoo areas, relocate structures on the drainage way leaves and flood prone areas, unlock the drainages channels along Isiolo-Mandera road, airport road, conduct regular routie maintenance and cleaning of the storm water drains by developing adequate trap mechanisms in surface water drainage systems.

Electricity and energy according to the respondent will undertake equal distribution and access to energy measures to support the strategy include, invest in power generators at Wajir power station to guarantee continued supply of energy, develop a wind and solar energy production firm within the land set aside for the ministry of energy off Wajir-Mandera road outside the planning area, expand the supply of power by encouraging private sector participation in the exploration of possibilities for developing alternative cheap and environmentally sound energy sources, install and maintain solar powered street lights through the town, enforce regulations relating to

the preservation power way-leaves, extend the power transmission line from the power house to the proposed pumping stations.

Social service infrastructure health strategy enhance distribution and accessibility of health facilities and services measures to support the strategy; establish 3 health centres in Hodhan, Wagberi and Jogbaru each occupying an area of 4.06 ha and a referral hospital in Barwako area on a 60 ha piece of land, provide support infrastructure such as water, sewer and electricity among others to all health facilities, provide adequate medical staff in every hospital to a recommended WHO doctor patient ratio of 1:600, increase bed capacity that provides bed occupancy of not more than 100% supply medicine at cheaper cost to all health facilities, expand, maintain and rehabilitate existing health facilities such as ACK health centre, A.I.C health centre and Catholic Mission Hospital, upgrade Wajir District Hospital to a level five hospital, encourage public private partnerships in development of health facilities, install an incinerator to every health facility.

4.11 Education, Biodiversity Approaches

The study indicated need to improve educational standards measures to support the strategy; redevelop the existing dilapidated educational facilities, provide support infrastructure such as water, energy, roads among others, integrate nursery schools with primary schools, upgrade the existing Wajir polytechnic, village polytechnic and technical school, develop two universities in Hodhan area for a range management institution and in Wagberi area, distribute schools evenly with a catchment radius of a maximum of 1KM, deploy adequate staff in rural and peri-urban schools to a recommended teacher pupil ratio of 1:40, encourage and facilitate participation of the private sector, religious institutions and other key stakeholders in the provision of

education facilities and services, intensify inspection and supervision to ensure proper registration of schools.

The respondent also explained the environmental strategy by enhance landscaping, beautification and greening measures to support the strategy, encourage planting of diverse and appropriate trees such as date palms, all trees cut in the planning area will require council permission, and all land owners will be required to maintain well landscape conditions, integrate street furniture along the town streets, sitting of outdoor advertisement billboards and signs boards to be approved and regulated by councils town planning department, control illegal structures and building materials enhance greenery and town beautification. Promote rehabilitation of defrauded sites measure to support the strategy, plant trees in flood prone areas, rehabilitate limestone quarries by planting trees, to ensure material from construction/ demolition site is dumped in the council official dumpsite, increase public awareness on climate change through the early warning system, introduce alternative sources of cooking energy to complement firewood and charcoal, encourage community environmental awareness though electronic (e.g. wajir community radio) and print media.

Biodiversity conservation measures to support the strategy; according to the respondents included managing Alien species invasion such as the Mathenge plant, encourage conservation efforts of areas such as Kenya Wildlife Service, land urban forest, reclaimed limestone sites into urban forests, recreational sites including Oraheey site and integrate them with other conservation programmes, empower the citizens through education, as well as informing council leaders and staff about the biodiversity responsibilities for education, training and awareness. Reduce air pollution measures to support the strategy, encourage use of non-motorized transport, organize it and provide the necessary supporting infrastructure such as cycling lanes

and parking grounds within the planning, control open-burning of materials including solid waste especially in crowded areas, dispose rotten organic matter to the proposed sanitary waste management site and improve hygiene standards, pave roads/ footpaths and improve surfaces to bitumen standards, plant trees along all roads within the planning area to increase land vegetation cover t contain dust, encourage use of cleaner domestic energies such as electricity and liquefied petroleum Gas, green energy to control indoor air pollution, enforce NEMA standards to contain industrial emission from the proposed industrial sites along Isiolo-Mandera Road, provide recreational areas within the settlement areas within the planning area to act as lungs of the neighbourhoods, encourage urban afforestation and re-afforestation projects in the planning area, encourage planting trees that can grow in arid areas such as the Neem tree, allocate land and to promote micro-forest off Isiolo –Mandera road.

The study noted measures to improve solid waste management this included; acquire more land for a dumpsite area, fencing to secure the dumpsite area, recording of waste deliveries and tipping, charging of service levies and disposal plan must be followed, encourage waste separation at source, reduce, recycling and re-use incinerate hospital and hazardous waste, privatize waste collection in order to increase waste collection coverage frequency, formulate and enforce by laws to discourage haphazard waste dumping, install street bins in appropriate locations in town, encourage public private partnership in solid waste management. Designate neighbourhood solid waste transfer stations; involve private in clean-up activities as an effective way in solid waste management.

4.12 Waste Management & Governance

The investigations highlighted measures on liquid waste management included constructing storm water drains along all roads within the planning area, develop and extend the sewer reticulation to cover the entire planning area, fence around the shallow wells to protect them from pollution, open blocked drains along Wajir-Moyale Road and Isiolo-Mandera roads, safeguard underground water through adherence to public health stipulations, enforce approvals for sinking wells to ensure achievement of safety standards. Promote stakeholders involvement in environmental management of the town measures to support the strategy, strengthen and enhance community participation structures for stakeholders participation in environmental matters such as clean ups, broaden and strengthen public/ private partnership, work with the poor in improving their neighbourhood environments, channel the bulk of environmental resources and programmes to the poor, promote community environmental awareness through electronic and print media (including posters), public meetings, organized sector forums, youths and women.

The respondent noted the following measures of governance; enhance execution of delegated planning powers measures to support the strategy allocated land and develop county government offices lines, prepare plans, regulate land use and co-ordinate the actions of the public and private sector in land development to local authorities, award Wajir town a municipality status with decentralized government and municipal administrative functions to residential and other activity-areas, improve on security by upgrading the services currently being offered by the security apparatus, enhance participatory planning measures to support the strategy, increase public sensitization towards planning initiatives, establish a framework for effective and structured public engagement, involve stakeholders in various stages of planning,

decision-making and plan implementation, allocate adequate resources for plan preparation, implementation, monitoring and evaluation processes, provide an enabling environment for community and other stakeholders to participate in all phases of plan preparation, project formulation and implementation in the spirit of building partnerships with these stakeholders, privatize some aspects of service provision and pay a greater role in facilitating these private initiatives, devise a policy to provide incentives for individuals and organizations, which participate in activities that lead to the achievement of the overall goals and objectives of the plan.

4.13 Capacity Building Measures

Finally the study investigated the measures to support institutions capacity building this included transforming the county government into an autonomous government in the short term, staff, equip and improve the financial base of the municipality to take on added responsibilities in managing and coordinating development in its jurisdiction, establish a planning unit which will need to be upgraded to Town planning department with well- established and equipped personnel, strengthen the enforcement of the plans through development control to create ability to police and control urban development, strengthen other departments responsible for service provision by recruiting adequate qualified personnel and by supplying adequate equipment that is appropriate for local conditions.

Challenges and constraints; the major challenges experienced by the department towards fulfilling its mandate are limited financial resources to finance the activities set out in the annual work plan, unavailability of spatial data due to cost of acquiring data or no records of the same exists, format in which available data is in data is available in analogue format which is difficult to transform into digital format,

transport constraints ; the vehicle we currently have is in bad shape and often breakdown due to old age. This translates to high cost of maintenance, lack of modern planning equipment's e.g. modern planning software (GIS), plotters, scanners and high capacity computers. Way forward; organization of the county space is first priority for sustained and equitable development. Land is a key resource and thus it must be planned to ensure optimum utilization whilst protecting the environment. Uncontrolled parcelling (Land fragmentation) of land and unguided urban growth will eat into productive land use hence suppressed economic growth.

CHAPTER FIVE: SUMMARY, CONSLUSION AND RECOMMENDATION

5.1. Introduction

The following are summaries arising out of the findings and discussions. The research objectives were to ascertain the challenges of strategy implementation in quality service delivery and organizational performance, a case study of Wajir county government.

5.2. Summary

The challenges of strategy implementation were found to be quite varied in context, this challenges can be classified under various subsections, the notable ones were the challenges in implementing spatial plans, in terms of physical environment, population and demography trade and tourism, urban agriculture, industrial, mining activities, tourism, transportation, physical infrastructure, solid waste, energy sources, information, communication and technology.

There were also challenges under social infrastructure which included health facilities, educational facilities, social facilities, housing environment, government and finance. The study also found that these were strategies and measures that could be undertaken to overcome the challenges, these included economic development strategies, like promotion and establishment of commercial notes, development to promote small scale business within the town and suburbs, improve economic environment in doing business promote modern business skills and entrepreneurship training; improve tourism building on existing potential promotion of urban agriculture, promotion of industrial value adding through establishment of agricultural related industries. In housing sector the measures include increase the housing supply,

provide and enhance infrastructure and services in residential zones, upgrade settlement to promote livable environment.

The study also intends to improve physical infrastructure and services transportation, improve water and sanitation services, improve educational standards, enhance disaster preparedness and management measures to support the strategy, improve climate change mitigation strategies, improve solid waste management, enhance institutional capacity change.

5.3. Conclusions

The study concluded that there's need to upgrade various service element infrastructure to improve the quality of service. The study also noted need to improve the water sanitation, fronts as these were poorly facilitated and constituted the main livelihood of many citizenry. The study also concluded that governance issues be structured to enable empowerment practices among various staff within the county structures. The study also concluded sanitation, roads, social facilities needs facelift and more service centre's created to take care of the vast county population.

5.4 Recommendations

The study recommends that more resources be factored into the service delivery units of the county. It also recommended that the total physical resources, infrastructure be overhauled to accommodate modernization and bring decency to operations. The study also recommended the participation of locals in development activities. Finally the study recommends that the study be undertaken in other counties to map out similarities. Studies can also be a source of opportunities & development.

5.5 Limitations

The study limitations were quite varied, the complexity of structures in county administration and bureaucratic lead to delays in response. Another limitation was the financial resources, factors and time constraint to undertake the study. The study also highlighted the limitation of knowledge awareness amongst the respondents in relation to other issues affecting the county.

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