

**STRATEGY IMPLEMENTATION CHALLENGES FACED BY
NAIROBI REGION CONSTITUENCIES OF THE INDEPENDENT
ELECTORAL AND BOUNDARIES COMMISSION OF KENYA IN
ELECTRONIC TECHNOLOGY**

BY

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DECLARATION

This Management Research project is my original work and has not been submitted for degree in any other University.

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This Management Project has been submitted for examination with approval as the University supervisor.

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DEDICATION

To my husband Haro and sons, Zaki and Iman. Your patience, sacrifice and encouragement gave me purpose to carry on with my studies. May the Almighty God bless you all abundantly.

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TABLE OF CONTENTS

DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGMENT	iv
ABSTRACT.....	vii
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study.....	1
1.1.1 Strategy Implementation.....	2
1.1.2 Electronic Technology.....	4
1.1.3 The Independent Electoral and Boundaries Commission.....	4
1.1.4 Nairobi Region Constituencies	5
1.2 Research Problem.....	6
1.3 Research Objectives	7
1.4 Value of the Study.....	8
CHAPTER TWO: LITERATURE REVIEW.....	9
2.1 Introduction	9
2.2 Theoretical foundation	9
2.2.1 Resource Based View.....	9
2.2.2 Diffusion of Innovation Theory.....	10
2.3 Factors Affecting Strategy Implementation	11
2.4 Challenges in Strategy Implementation	12
2.5 Dealing with Challenges in Strategy Implementation.....	17
CHAPTER THREE: RESEARCH METHODOLOGY	20
3.1 Introduction	20
3.2 Research Design.....	20

3.3 The Study Population	20
3.4 Data Collection.....	20
3.5 Data Analysis	21
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION	22
4.1 Introduction.....	22
4.2 General Information	22
4.3 Electronic Technology Implementation Challenges	22
4.4 Effects and Consequences of Electronic Technology implementation.....	25
4.5 Discussions.....	26
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION	28
5.1 Introduction	28
5.2 Summary of the Findings	28
5.3 Conclusion.....	29
5.4 Recommendation	29
REFERENCES	31
APPENDICES	33
Appendix I: Interview Guide	33

ABSTRACT

The largest challenge in strategic change is the stage after scheduling; the successful accomplishment of the plan that is required and developed. Therefore, each industry is exposed to the forces of a rapidly shifting aggressive environment, and in the future business executives can anticipate even bigger change and uncertainty. The practical application of scientific and other technological skills and knowledge to the manufacture, processing, supply, and consumption of goods and services has been as fundamental to economic growth and development of countries as it has to large and small firms. The Independent Electoral and Boundaries Commission is established under article 88 of the Constitution of Kenya. The function of the Commission is in conducting or supervising referenda and elections to any elective body or office recognized by the Constitution, and any other elections as prescribed by an Act of Parliament. The problem of implementation of organizational projects in lower and middle income countries is emerging as a main subject of attention from governments, development partners and communities. The study therefore sought to accomplish two objectives by firstly determining the challenges of strategy implementation facing IEBC in its electronic technology and secondly to establish strategies adopted by IEBC in dealing with these challenges. The theoretical foundation of the study was anchored on the diffusion of innovations theory and the resource based view theory. The research study used a case study of Nairobi region with a population of a total of 22 constituencies. An interview guide was used which was analysed by use of content analysis. According to the findings, majority of the interviewees noted the need for them to adjust to the new way of doing things in the organization. The study further found that the IEBC is facing challenges in the implementation of electronic technology in many fronts, but the key concerns that were noted included ineffective leadership, lack of a conducive environment that could have generated ownership of the electronic technology implementation process. The findings also show that the existing tasks and responsibilities were being threatened with changes that the new electronic technology system was to bring, and therefore it became a challenge to most of the employees. The findings also indicate that the level of communication on matters concerning the implementation of the electronic technology was inadequate, and lacked any strategic plan of which the employees were aware of, and therefore the chances of achieving the purposes for which the system was planned became less certain. Environmental factors, both internal and external were noted as important elements in the implementation of the electronic technology, but were not sufficiently factored in. The findings further revealed that in the electronic technology field, the importance of hardware, software, data and procedures ought not to be viewed as a complete package without considering the important role played by human capital in the implementation process. The study, based on the findings, recommends that IEBC develops a mechanism through which management of change is factored as a continuous process in the day to day operations of the institution, and taking into consideration the environmental fluidity as well. Successful implementation of electronic technology requires effective management of change, as such the researcher recommends that it be factored in the strategic planning process prior to implementation of electronic technology, and more importantly engagement of stakeholders both internal and external should be given appropriate consideration as well.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

There is a distinction in having a plan and in reality executing this plan. A lot of strategic considerations never make it into the real business operations (Brunkshroder, 2014). The largest challenge in strategic change is the stage after scheduling; the successful accomplishment of the plan that is required and developed. Organizations spend a lot of time in strategy development, but very modest of it will get successful implementation (Thomson & Strickland, 2011).

There has not been established to be any scientific relationship between successful strategy planning and to implementation. A lot is known about the west centred considerations during the planning stage and porter (1980) acknowledges that problems that are likely to be experienced during implementation are also known. According to Noble (1999) harmony is key to execution because strategies can be interpreted in a various set of ways, tactical consensus is linked with implementation success as well as improved performance. It has been argued that communication is also key in strategy implementation because it increases transmission of ideas and values and increases the identification which are both associated to the achievement of implementation.

The resource based view holds that an organization is a collection of resources and a performance depends on the ability to make use of them (Penrose, 1959). The capability to use these resources is their application of transformation of strategy into actions. The resources that a firm can deploy include physical, human, organizational and financial resources. The RBV proposes that not all resources can be a source of

competitive advantage. A resource must possess a number of characteristics and these characteristics must hold simultaneously. The dynamic capability theory holds that the capacity to re-establish competencies so as to achieve semblance with the changing business setting by adapting, assimilating and reconfiguring inner and outer institutional skills, wealth and functional competencies is a basis for having a competitive edge (Teece et al, 1997), recently therefore, the resources of an organization must be capable of being reorganized to change in reflection of changes in its environment.

The theoretical foundation of the study is anchored on the diffusion of innovations theory. This theory tries to elucidate how, why, and at what rate fresh ideas and know-how stretch. Institutions face new intricate adoption possibilities since they are both the collective of its persons and its own system with laid down policies and norms. It postulates that diffusion is the method by which a novelty is communicated over time among the members in a societal structure. This theory has four main elements that persuade the reach of a fresh idea: the innovation itself, communication channels, time, and a social system. This process relies deeply on human resources. The innovation ought to be extensively adopted in order to self-sustain.

1.1.1 Strategy Implementation

Each industry is exposed to the forces of a rapidly shifting aggressive environment, and in the future business executives can anticipate even bigger change and uncertainty. Porter (1985) argues that a firm's success in relation to its profitability is inclined to its comparative size as contrasted to its industry challengers, service providers and clients. Grant (1998) however suggests that critical success factors such

as the available technology in an industry provide possibilities for creating greater competitive advantages.

The guiding principles in any planned management process, whether in the public or private sector, are as regards to understanding what changes are required, how to execute and manage these changes, and how to generate a roadmap for supporting improvements that lead to better performance (Liam & Robert, 1994). Thinking strategically involves an understanding of alternative planned purposes and objectives and the capability to distinguish decisively diverse surroundings. Further, it entails the skill to identify a business in terms of different significant distinctiveness and to be capable of shaping the distinctiveness so that the institution is best fitted to its surroundings in order to realize its strategic functions and purpose. Acur and Bititci (2003) on the same note point out that in order to make the most of the performance of an enterprise; managers are continuously making strategic decisions in reaction to internal and external impulses.

Among the challenges of strategic decision and change is the process of implementation as noted by Hrebiniak (2006). According to Kotter (2012) around 70 % of all key change efforts in institution fail for the reason that the institution does not take the holistic approach necessary to witness the change through indicating the importance of strategy implementation and execution. Bell, Dean, and Gottschalk (2010) also acknowledge that strategy execution is among the most complex and time consuming part of strategic management requiring managers at different levels of an organization to actively participate in the process.

1.1.2 Electronic Technology

The practical application of scientific and other technological skills and knowledge to the manufacture, processing, supply, and consumption of goods and services has been as fundamental to economic growth and development of countries as it has to large and small firms. In this way, technology is a key factor in survival, development and competitiveness (O'Brien, 2005).

Nwaimo (2007) explains that organizations in the public and private sectors are continuously embarking or improving upon management of their operations by using the aid of technology in order to create a competitive advantage over others in the business. In technology growth, Gusheh (2003) indicate that technology is acknowledged by the social order depending on the social situation, the perceived simplicity in use and seemingly usefulness in addressing society's urgent needs. This implies that society ought to be involved in determining what technology it desires and the way in which it should be designed. According to Gushesh (2003) the technical design is influenced by the people in view of the fact that individual requirements are seen to contain a cultural foundation. consequently, cultures and societies would encompass different definitions of technology that would be suitable to the environment of that society.

1.1.3 The Independent Electoral and Boundaries Commission

The Independent Electoral and Boundaries Commission is established under article 88 of the Constitution of Kenya. The Commission was established with the mandate to oversee the management of the electoral processes in Kenya. The function of the Commission is in conducting or supervising referenda and elections to any elective body or office recognized by the Constitution, and any other elections as prescribed

by an Act of Parliament. IEBC takes over from the Interim Independent Electoral Commission (IIEC) and the Interim Independent Boundaries Review Commission (IBRC).

The Commission was formed in a provision of the 2010 constitution and the Independent Electoral and Boundaries Commission Act. Its main functions consist of; the continuous registration of voters and amendment of the voter's roll, the delimitation of constituencies and wards, the regulation of political parties process, the resolution of electoral disputes, the registration of candidates for elections, voter education, the facilitation of the surveillance, monitoring and evaluation of elections, the regulation of money spent by a candidate or party in respect of any election, the development of a code of conduct for candidates and parties, and the monitoring of compliance with legislation on nomination of candidates by parties.

The predecessor of IEBC was the Electoral Commission of Kenya (ECK). This body had the same mandate as the IEBC but the latter's was expanded to include determination of political boundaries. Towards the determination of the ECK's tenure, it embraced technology especially in conducting elections. The most visible technological adoption is the biometric voter identification kits (BVR kits). This technology enables voter identity to be verified using preregistered biodata.

1.1.4 Nairobi Region Constituencies

The Nairobi region of the IEBC is composed of two Counties, namely; Nairobi and Kajiado Counties which comprise a total of 22 constituencies. Nairobi County is one of the 47 counties of Kenya. The county has 17 constituencies which include; Westlands, Dagoretti North Constituency, Dagoretti South, Langata, Kibra,

Roysambu, Kasarani Constituency, Ruaraka, Embakasi South, Embakasi North, Embakasi Central, Embakasi East, Embakasi West, Makadara, Kamukunji, Starehe, Mathare constituencies.

Kajiado County is located in the south of the country, and the county in fact borders Nairobi itself to the north east, Narok County to the west, Nakuru and Kiambu County to the north, Taita Taveta County to the south east, Machakos and Makueni Counties to the north east and east as well, and the Republic of Tanzania to the south. The constituencies in the county include Kajiado North, Kajiado Central, Kajiado East, Kajiado West and Kajiado South.

1.2 Research Problem

The problem of implementation of organizational projects in lower and middle income countries is emerging as a main subject of attention from governments, development partners and communities. The operations of project oriented companies are usually hampered by many factors ranging from donors, political environment, social environment, state departments, legal framework, beneficiaries and management issues (Manji and O'Coil, 2002). Under systems theory, organisation's behavioral pattern depends on the environment (both external and internal) which they are operating (McGregory, 1960).

The importance of planning the material resource of an enterprise is a continuous process in which a lot of effort is dedicated to optimizing monetary and capital resources. IEBC (2013) in a report on the 2013 elections illustrated that the breakdown of the Electronic Voter identification devices (EVID) and the Results Transmission Systems (RTS) obtained through second tender from Face Technologies of South Africa largely came up from the delays in procurement point. Further on a

report by ELOG (2013) indicated that the EVIDs malfunctioned in about 8.0% of the polling stations by 11.30 am on the Election Day and by 8.30 pm, 55.1% of the streams observed that the EVIDs had entirely failed.

IEBC (2013) in a report on the 2013 elections the Commission undertook an evaluation and the information provided by 213 ROs showed that EVIDs worked throughout the day in only 7.5% of the polling stations. In 80% of the polling stations some of the EVIDs worked; while none worked in 12.3%. These responses were confirmed by POs, DPOs and Polling Clerks.

Various reports including the USAID-funded Carter Center (2013) highlighted that the 2013 elections were an improvement compared to the 2007 elections but suffered serious shortcomings in the management of technology and tabulation of final election results. Whereas Gentles and Sankaranarayanan (2012) indicate that technology linked systems are in the process of being designed to solve a number of issues like electoral fraud, impersonation, twofold voting etc. such systems are still prone to breakdown as in the case of Kenya. The study therefore sought to answer the question; what are the strategy implementation challenges faced by Nairobi region Constituencies of the Independent Electoral and Boundaries Commission of Kenya in electronic technology?

1.3 Research Objectives

This research addresses the following objectives;

- i. To determine the challenges of strategy implementation facing IEBC in its electronic technology
- ii. To establish strategies adopted by IEBC to deal with the challenges

1.4 Value of the Study

It is expected that the findings of the research will enlighten all the stakeholders in the electoral process on the need to adopt strategic implementation best practices. In addition, the findings and recommendations of this study will be useful to the various institutions that monitor the electoral process and participate in policy formulation.

The study is also expected to improve technology management and implementation in public institutions and help to create information on the importance of strategic implementation in enhancing the electoral process.

Further the study will be useful in filling the knowledge gaps of the theoretical frameworks used in this study which are the Resource based view and diffusion of innovation theory. It will also be useful to researchers as it will form a background and act as a reference for future studies. In addition it will help other academicians who wish to embark on the same research topic in their studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section draws on literature in the area of strategy implementation in relation to electronic technology. Secondary material such as books, journals, and articles which have carried previous research work on the area of study were analyzed.

2.2 Theoretical foundation

This study is founded on the resource based view and the diffusion of innovation theory.

2.2.1 Resource Based View

The resource based view holds that organizations develop competitive advantage not only by acquiring physical and human resources but by also having the capacity to combine and effectively deploy these resources well (Bromiley and Rau, 2016), and in a manner that create unique value that is hard to imitate by competitors, whereby the central premise in resource based view is that resources are valuable, inimitable, non-substitutable and rare in nature, and will generally lead to competitive advantage.

The resource based view sees resources and capabilities as factors critical to value creation, though dependent on two fundamental assumptions, which is that resources and capabilities are heterogeneously dispersed and are imperfectly mobile among organizations and secondly, that organizations in control of valuable and rare resources and capabilities can in the short run gain competitive advantage (Kam and

Gita, 2013), but in order for them to achieve long run advantage, the resources and capabilities must also be inimitable and non-substitutable.

Hitt, Xu and Carnes (2016) show that the realization of temporary or sustained competitive advantage by organizations does not necessarily lead to improved performance as desired for the basic reason that the economic value from it may be lower than the cost of creating it, nonetheless, organizations that have created competitive advantage as a result of applying the resource based view are more likely to perform better than those that have not done so.

2.2.2 Diffusion of Innovation Theory

Diffusion is a special type of communication in which the message that is being transmitted possess a new idea and it is the newness of the message that makes the characteristics of the message, according to Rogers (1971) diffusion is some sort of social change, and it leads to transformation of the structure and function of a social system. Generally, diffusion takes place when an innovation is communicated to at certain population over time through the use of selected channels (Mirjam, 2015).

The key element of the diffusion process is that a new idea is being transmitted to the people concerned, and communication in itself is a process in which two or more parties share information and reach an understanding as to the value or use of the information (Karakaya, Hidalgo and Nuur, 2014), and communication is considered also as a two way process in which either of the parties may be a recipient or transmitter of the information, the essence of diffusion therefore is best captured by a situation in which a change agent desire to see an innovation adopted by a particular group or individuals and therefore propose the innovation as a solution to their needs.

An innovation can be described as an idea that is perceived as new by a person, although newness is a notion that does not only involves the presence of new knowledge, but also knowledge that may have been around for some time but had not been developed fully in terms of it being reflected in the attitudes of people (Roger, 1995). Diffusion of innovation as a theory explains how fresh ideas and technologies get multiplied, and not only that it also seeks to explain why it is spread and at what rate it is spread. Rogers (1971) identified four main factors of diffusion as innovation, communication channels, time and the social system.

2.3 Factors Affecting Strategy Implementation

There are several factors that affect the process in which strategy implementation takes place, and results from several studies indicate that the key challenges for many organizations include time taken to implement the strategy, problems arising in the course implementation (Michael, Christina and Kai Xu, 2015), which had not been identified initially, ineffective coordination, other activities gaining more attention and distracting those that are charged with implementation from the core activities of the strategy and insufficient capacity of the employees to implement the strategy.

Other obstacles that have also been noted as impeding strategy implementation include inadequate training and instruction that lower cadre employees receive in course of strategy implementation (Zaribaf and Bayrami, 2010), there are also adverse and uncontrollable factors from the external environment that may affect implementation, the middle level or lower level managers may also lack the required leadership skills to direct critical activities of the strategy.

Researchers, Matanda and Ewing (2012), have also noted that when key implementation tasks and activities are not adequately defined and information systems in use to monitor implementation are insufficient, the success rate for strategy

implementation is therefore likely to be impaired. In other instances, the advocates or key personnel engaged in the strategy implementation decisions may decide to exit the organization at the critical moment in the implementation process.

Problems may arise also if the overall goals of the strategy implementation is not well understood by the staff, changes in responsibilities is not well understood by the employees or are not well defined, and key people who formulated the strategy implementation plan fail to play a role in the implementation process, situations may also occur in which problems are not communicated early enough to stop deviation from the original plans (James, 2014). Also, when people are not rewarded adequately they may not give their best effort in the exercise of strategy implementation, and more importantly, lack of ownership and appreciation of the function of organizational structure and design in the process of execution, and in adequate financial resource for purposes of the execution may also lead to failure in strategy implementation (Blahová and Knápková, 2011).

2.4 Challenges in Strategy Implementation

Strategy implementation is a concept that is about choosing strategy for the organization, which in essence concerns putting the plan into action. Strategy execution involves a level of change and successfully managing change can to a large degree affect the effective implementation of the preferred plan (Nyakeriga, 2014). Notwithstanding implementation being an activity generally considered following strategy has been prepared, execution is a fundamental part of strategic management. plan formulation and plan execution therefore are the two sides of same coin, and depending on the way the company is organized those who apply the plan will most

likely to a great extent be a unconnected group of individuals than those who create it (Mutuvi, 2013).

A good number of the individuals in an institution who are critical to a flourishing strategy realization at times have very little to do as concerns the design of corporate and organizational strategy; consequently, they might be wholly unaware of huge quantity of data and work into formulation course (MacLennan, 2010). This is the one rationale why having middle managers in the formulation as well as in the execution of the plan has a propensity to result in improved organizational performance, the managers of divisions and functional areas work with their fellow managers to develop programs, budgets and procedures for implementation of strategy, they also work to accomplish synergy among the divisions and functional areas to create and sustain a company's distinctive competence (Lynch, 2012).

One of the goals to be attained in strategy implementation is to acquire a synergy among functions and business units that is why corporations generally restructure after an acquisition, the acquisition or development of extra product lines is regularly justified on the basis of achieving some advantages of scale in one or more of company's functional areas. Execution also involves leading, motivating people to use their abilities and skills most effectively and efficiently to achieve institutional goals (Aosa, 2011).

The aim of strategy implementation is to turn plans into actions and to accomplish strategic objectives and goals of the organization. Lynch (2012) noted four elements of execution: Identification of strategic objectives, formulation of specific plans, allocation of resources and budgets, and Monitoring and controlling the procedures. Implementation needs a carefully designed activities for the organization to achieve

its objectives, and within the implementation process, there are three major approaches: comprehensive, pushed through regardless of changes in the environment, incremental, in conditions of great uncertainty, and selective in which compromises are made (Gor, 2013).

Pettigrew and Whipp (2012) views implementation as a continuous and iterative process, not one that just occurs after the formulation of the strategy while Hrebiniak and Joyce (2012) highlight two significant limitations in implementation; bounded rationality where managers are bound by their own restrictions in terms of options and will attempt to cut down implementation to bite size; and they may also make decisions that support their own individual goals which are not automatically the same as that of the organization.

From the time of independence the government of Kenya has encouraged the co-existence of private and public enterprises to enable it achieve its key objectives as enshrined in the constitution at independence of eradicating poverty, ignorance and disease, other objectives for which the state enterprises were established include the anticipation that they were to earn a surplus to achieve other societal goals, produce commodities and services deemed essential for development, engage in projects which require large capital outlay, are necessary for development but are unattractive to the private sector and to provide direction, regulation and support to the commercial enterprises and act as a consumers' watchdog (Mutuvi, 2013).

Mutuvi, (2013) Emphasizes that whereas the private enterprise has entrepreneurial roots, public corporations are created by some higher controlling authority with multiple and competing interests. Further, once created the purpose and objectives of the state enterprise is still defined by that higher controlling authority who also

provide the operating resources on which it depends. Mutuvi (2013) indicates that it is not entirely possible to set the mission and goals of the state enterprises as in the private sector as they are not all-encompassing as in increased profits, market share and/or sales.

Rider (1987) and Karanja (2004) add that decision making in the public sector is a political process. For a simple operational decision to be reached, many organizations and authorities will need to be consulted. This makes attainment of simple objectives a time consuming and tedious process not worthy devoting some level of resources. Challenges of strategy implementation abound due to the fact that managing the implementation and execution process is an operations tilting action which aims at making things happens to support core business activities in a strategy supportive manner. It is easily the most demanding and time consuming part of the strategy management process (Lynch, 2012). The process of converting strategic plans into actions and results tests a manager's ability to direct organizational change, motivate people, build and strengthen company competencies and competitive capabilities. It also tests the ability to create and nurture a strategy supportive work climate in executing the strategy proficiently together with initiatives, which are launched and managed from many organizational fronts. As a result of all these initiatives, many institutional and operational challenges are bound to be faced by any organization whether in commercial or public sector (Thompson and Gamble, 2008).

Burns (2004) points out that organizations today operate in an era of discontinuity. The magnitude, speed, unpredictability and impact of change is greater than ever before. Protected industries have become liberalized while public protected monopolies have been opened up to intense competition. Change has become

pervasive and persistent. The challenges of managing persistent change are enormous. Consequently, managers have to constantly address problems posed by globalization forces and other unpredictable changes arising from both the internal and external environment (Lynch, 2012).

Successful implementation of a particular strategy does not always guarantee profitable results or expected results. Implementation of a particular strategy one period may affect and or create strategic misfits for future strategies. For example, implementation of a certain marketing program may imply that in future, the organization structure may need to be changed to cope with the new strategy (Gebhardt and Eagles, 2014). This is especially so when contemporary challenges such as internationalization, e-commerce, changing purposes and knowledge or learning are not addressed. Lastly, although organizations may continuously go through long periods of continuity during which established strategy remains unchanged or changes incrementally, they may fail to address the issue of strategic drift whereby strategies progressively fail to address the strategic position of the organization and performance deteriorates (Johnson et al. 2006). Although the government relies on state corporations as part of the machinery aimed at achieving its overall strategy of service delivery to its citizens as enshrined in the constitution, the government of Kenya circular (No.2 of 2003) from office of the Vice President and National Reconstruction pronounced that public corporations have to transform and turn profitable. Those considered strategic will be retained while those that continue to be a burden to the exchequer will either be privatized or disposed. This is an indicator that state corporations have been facing serious challenges in strategy implementation for the achievement of objectives (Karanja, 2004).

Challenges to strategy implementation are the hindrances which fundamentally limit the ability of the organization to achieve its objectives within the specified time limit, standards and amounts as stated in the vision, mission and annual plans. Many authors view the challenges differently. For purposes of this research they have been organized into institutional challenges which comprise structure, leadership, culture, reward and motivation and policies and procedures. Operational challenges in turn comprise tactical and operational plans, resource allocation, communication of responsibility and accountability, management and employee involvement, annual objectives and budgetary allocation. Other forms of challenges come from the external environment are those posed by globalization trends and plans of other government agencies. It should be appreciated that the challenges that face a single organization in trying to implement her strategic plans are many and perverse. This research will therefore not provide an exhaustive list of such challenges (Nyakeriga, 2014). It will however discuss those that are fundamental and frequently encountered in strategy implementation.

2.5 Dealing with Challenges in Strategy Implementation

Studies indicate that formulators of strategy should place more weight on implementation of strategy if they were to avoid failure, and it is obvious that most of the obstacles are avoidable if more care were taken at the formulation stage (Radomska, 2014). Studies indicate that successful organizations ensure that they have supportive structures that provide employees with the necessary training and instructions they need during implementation phase of the strategic plan (Mowbray and Ingley, 2013).

The role of management is to ensure that employees' performance during strategy implementation stage is given appropriate consideration in the overall organizational compensation system, and implementation tasks need to be supported by a robust information system, and the management ultimately ought to keenly focus on the implementation processes (Desroches, Hatch and Lawson, 2014). The development of clear responsibilities can also help in reducing the common habit of blame among employees, and implementation also requires progress milestones to be established to ensure activities are being implemented as planned. Generally strategic plan implementation needs to involve all the employees of the organization for it to succeed, and not only that, employees also need to be motivated enough to apply their best effort in their respective roles.

Studies by Arturs Zepša, Leonids Ribickis (2015) show that it is important for organizations to pay as much attention to actual strategy and proposed change as to how the strategy itself is being implemented and the process that lead to the desired change, and that in the course of strategy implementation, it is desirable to keep things simple and to have a common understanding of the desired outcome and to make clear qualitative and quantitative measures of progress that are likely to fulfil planned short and long term targets (Sari, 2014).

Organizations also need to take cognizance of the environment in which the strategy is being implemented and to keep changing tact as necessary, since ignoring the environmental effects may negate progress towards the desired end results (Al-Kandi, Asutay and Dixon, 2013). Typically, senior management have a greater responsibility of overseeing the whole process of strategy implementation, and that may require

them to indicate responsibilities for implementation effort, the points of contact and action, budgets for the activities, data collection and analysis (Arturs and Leonids, 2015). Organizational culture has been found also to be an important factor in successful implementation of strategy, in that the compatibility of an organizations culture with the new strategy being implemented helps to reduce the level of resistance from employees and thereby strengthening implementation synergy (Shahrooz and Yashar, 2015).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter highlights the research methodology which was used to meet the study objectives as indicated earlier in chapter one. The chapter presents the research design, target population, the data collection and analysis methods used.

3.2 Research Design

The research design used was a case study. This is because the objective of the study was to establish the challenges facing the Independent Electoral and Boundaries Commission in implementation of electronic technology. The case study focused on providing a detailed understanding of how organizations prepare themselves to successfully implement strategic plans so as to fulfill their intended goals.

3.3 The Study Population

Orodho and Kombo (2002) refer research population as the larger group from which a sample is taken. An element is the subject on which the measurement is being taken and is the unit of the study. According to the Independent Electoral and Boundaries Commission records there are a total of 17 constituencies in Nairobi County and 5 constituencies in Kajiado County which together make up the Nairobi region (IEBC, 2016).

3.4 Data Collection

A personal interaction with employees was the preferred method of data collection, and an interview guide was used to collect the primary data. Interviewees were

composed of the Independent Electoral and Boundaries Commission Constituency Coordinators in Nairobi region which has a total of 22 constituencies.

3.5 Data Analysis

Data obtained was analyzed using content analysis. This method of analysis has been argued to be the best when the researcher wants to skim common meanings from responses (Mugenda & Mugenda, 2000).

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presented data analysis, results and discussions of the findings of the study of strategy implementation challenges faced by Nairobi region constituencies of the independent electoral and boundaries commission of Kenya in electronic technology. The analysis of data is premised on the research questions in this study. The chapter is divided into three parts. The first part addresses general information followed by electronic technology implementation challenges and thereafter effects and consequences of electronic technology implementation.

4.2 General Information

General information that the interviewees were required to provide included name and designation, and the designation of the interviewees included middle level managers, which basically imply election coordinators, finance managers, human resource managers and voter registration and electoral operation managers, supervisors and information and communication specialists. A total of 15 staffers were interviewed and 93.40% response rate was obtained.

4.3 Electronic Technology Implementation Challenges

The interviewees were asked whether prior to implementation of electronic technology they had experience with other information systems, and the length of their experience in it, and majority of the interviewees indicated that they had experience with other technology systems, however the electronic technology system that was implemented was much different, and that they needed to take up lessons to understand the workings of it. The interviewees were required, further, to state

whether they had some problems or challenges, in the new technology that they had adopted, in the implementation process, and the kind of challenges that they had faced, and the interviewees noted that there were indeed challenges that the organization was having in the implementation of electronic technology. The challenges that were identified included leadership issues, organizational problems, management processes, personnel issues and technical systems problems.

On the issue of leadership, interviewees noted that they were not being given adequate support from the top decision makers in the manner of commitment and appropriate direction, and the necessary interaction framework that generally result in better interdepartmental coordination, organizational and individual support, and improved timeframes and schedules. This point of view showed that effective electronic technology implementation processes in the organization needed individual support so that the goals and objectives desired can be achieved. From the findings top management support is an important element in the implementation of electronic technology.

The interviewees were also concerned about the environment in which the technology was being implemented, and the majority view was that the initial platform in which the technology was being implemented was not designed to suit the new technology, and therefore capacity problems were being felt on a regular basis, and of more concern to the interviewees was the security alignment problem. Internal and external politics were also creating an unfavourable environment for implementation of the electronic technology in the organization, and the external consultants who were being hired to ensure a seamless implementation of the electronic technology, provide

maintenance and training requirements became embroiled in contracts and changing technology issues.

A particular concern of the interviewees in the implementation of the electronic technology was also the lack of strategic plan for it. The findings from the respondent's interview indicate that strategic planning is an significant factor in the achievement of electronic technology implementation. Several interviewees were also concerned about the personnel issues, especially on the questions of training. When the components of electronic technology such as hardware, software, data, procedures and people are brought together, the element of people need to be prioritized since it is the one that is concerned with effecting the implementation process, and more importantly communicating what the electronic technology is meant to do. Some interviewees mention the need to have an effective integration between the legacy system that the employees were used to with the new system.

The interviewees were also required to describe the electronic technology implementation stages or processes that their organization applied in its adoption of the present system, and most of those who were interviewed claimed that they had attended meetings in which the overall strategy of the organization was discussed, and that as far as they could tell, the approaches included identification of key issues affecting the organization and development of a plan for implementation followed by establishment of accountability framework and thereafter evaluation of process was to follow and reviews were then done as future goals and projection are considered.

The interviewees had also to indicate reasons for changing to the new electronic technology, and most of them believed it was meant to improve work processes, although at the beginning of the implementation process many of the interviewees

were not technically equipped for the new system, as such a lot of training had to be undertaken to make the employees compliant with the new system of electronic technology. Some of the interviewees also expressed reservation concerning the paradigm shift to a new culture digitized work processes. According to the findings most of the interviewees had challenges across the spectrum of business units of the organization, and that encompassed procurement, manpower planning, technology choice, organizational performance, and more importantly, interviewees decried lack of exhaustive consultation on the matter. Most of the interviewees viewed the organizations electronic technology strategy as that of enhancing efficiency through automation of key processes in the organization.

4.4 Effects and Consequences of Electronic Technology implementation

According to the findings, majority of the interviewees noted the need for them to adjust to the new way of doing things in the organization. The effects and consequences in the implementation of electronic technology on the organization's business processes were felt both at the organizational and personal level, which included changes in the organizational structure and information flow at the personal level. The reorganization, as was admitted by most of the interviewees, affected a number of employees. It was necessary, according to the interviewees, mostly at the senior decision making level that changes are made, which altered routines, jobs, and the manner of operations.

The effects and consequences were not only felt negatively, but also some positive ones were had by the organization. According to the findings, the interviewees also mentioned improved infrastructure, and the need to be equipped with the requisite

skills to handle the new data sources that have been generated by the implementation of the electronic technology.

The interviewees were also required to identify barriers that they thought could affect improvement of the electronic technology implementation process, and most of them noted that implementation of electronic technology involved significant investments, changes in the work methods and technical complexities as well as numerous other challenges at an individual level, and as such created inconveniences that they had to bear. These feelings lessened the motivation necessary from employees to make such a project a success. The interviewees also mention the procurement policies and challenges of control, as a barrier to effective execution of the electronic technology in the organization. In the final analysis, the interviewees' desirable future improvements and functions in the electronic technology systems includes establishment of a conducive environment for operationalizing management controls in the electronic technology implementation domains.

4.5 Discussions

The objectives of the study was to find the challenges of electronic technology implementation, an analysis of the findings indicate that the most challenging component of electronic technology implementation is the human resource that is engaged in the entire process, and it has been noted that one of the critical concerns about the human resource was capability of the personnel involved, which in this case straddled leadership, organizational environment and management processes of the organization, the basic foundation in which the system was to be embedded. It can also be noted that electronic technology generally are developed by highly skilled

people and as such quality of the electronic technology product was not a challenge in this case, but rather the technical and structural elements of the organization.

The interviewees also mentioned that the procurement policies as well as challenges of control were a barrier to effective execution of the electronic technology in the institution. In the final analysis, the interviewees' desirable future improvements and functions in the electronic technology systems includes establishment of an environment which is favorable for operationalizing management controls in the electronic technology implementation domains.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter presents the summary of the findings and the concluding interpretations as well as recommendation from the researcher. The findings on the challenges of strategy implementation and strategies adopted by IEBC in dealing with the challenges from the body of the summary, conclusion and recommendations are discussed.

5.2 Summary of the Findings

The study has found that the IEBC is facing challenges in the implementation of electronic technology in many fronts, but the key concerns that were noted included ineffective leadership, lack of a conducive environment that could have generated ownership of the electronic technology implementation process.

The findings also show that the existing tasks and responsibilities were being threatened with changes that the new electronic technology system was to bring, and therefore it became a challenge to most of the employees. Although the top management had planned and budgeted for the acquisition, installation and operation of the electronic technology system, there were no prior capacity building in anticipation of the commissioning. The findings also indicate that the level of communication on matters concerning the implementation of the electronic technology was inadequate, and lacked any strategic plan of which the employees were aware of, and therefore the chances of achieving the purposes for which the system was planned became less certain.

Environmental factors, both internal and external were noted as important elements in the implementation of the electronic technology, but were not sufficiently factored in. The findings further revealed that in the electronic technology field, the importance of hardware, software, data and procedures ought not to be viewed as a complete package without considering the important role played by human capital in the implementation process.

5.3 Conclusion

The primary focus of this research study was to determine the challenges of strategy implementation faced by IEBC in its electronic technology and to establish strategies adopted by IEBC to deal with the challenges, the findings highlighted factors that are negating implementation of electronic technology at IEBC, and what the organization is doing to mitigate the effect and consequences of the implementation. The findings suggest that successful implementation of electronic technology requires involvement of key personnel in not only the strategy formulation, but also in the implementation planning, to enhance commitment to the strategic decision in the entire sub units of the organization, two-way communication on the strategic decisions and adequate resources to executive the necessary elements of the implementation plan to conclusion.

5.4 Recommendation

The study, based on the findings, recommends that IEBC develops a mechanism through which management of change is factored as a continuous process in the day to day operations of the institution, and taking into consideration the environmental fluidity as well. Successful implementation of electronic technology requires

effective management of change, as such the researcher recommends that it be factored in the strategic planning process prior to implementation of electronic technology, and more importantly engagement of stakeholders both internal and external should be given appropriate consideration as well.

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APPENDICES

APPENDIX I: INTERVIEW GUIDE

PART A: GENERAL INFORMATION

1. Name of respondent.....

2. Designation.....

PART B: ELECTRONIC TECHNOLOGY IMPLEMENTATION PROBLEMS/CHALLENGES

1. Before implementing electronic technology, did you have experience with other information systems? How long have you had experience working with this area?
2. Do you have some problems/challenges in implementation process? And what problems/challenges have you been faced with?
3. Can you describe the electronic technology implementation stage/process? And from your perspective, which stage is the most important?
4. What are the reasons for changing a new electronic technology in your organization?
5. Did you have some problems when using the new electronic technology?
6. What do you think about “electronic technology is used to facilitate organization process; however, it makes change and conflicts with the organizational culture”?
7. In the implementation of electronic technology, which challenges do you think are the most problematic (for example procurement, manpower planning, technology choice, organization performance, etc.)
8. Could you explain the electronic technology strategy in your organization?

9. What success factors do you see as necessary for a successful electronic technology implementation? Why?

PART C: EFFECTS AND CONSEQUENCES

1. What effects and consequences have you faced by implementing electronic technology regarding business processes/organization?
2. What barriers do you think will affect improving the electronic technology implementation process?
3. Do you have any desirable future improvements and functions in the electronic technology system

THANK YOU FOR YOUR COOPERATION