

**PUBLIC ENGAGEMENT AND THE SUCCESS OF STRATEGY
IMPLEMENTATION AT THE MINISTRY OF DEVOLUTION AND
PLANNING IN KENYA**

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DECLARATION

This project is my original work and has not been presented to any university or institution of higher learning and that all the sources I have used or quoted have been indicated and acknowledged by means of complete references.

Signed

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

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DEDICATION

I dedicate this project to the Almighty God for the far He has brought me in pursuit of academic excellence and my wife Jacqueline for unfailing encouragement and love.

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I wish to thank most sincerely all those whose contributions have made this project a success. To my supervisor Mr. Jeremiah Kagwe for his assistance and advice all through making this project a success. To my classmates, friends and my family for their support both morally and financially. Most of all I thank God for the gift of wisdom and strength to complete this project.

To my work mates thanks for holding forth for me many times I was away on many occasions in pursuing this noble course, to all of you may Almighty God bless you abundantly.

ABSTRACT

In the present day business environment where the society plays a great role in the success of an organizations strategy, it becomes imperative that an organization comes up with a strategy that will not be resisted in totality by the society or if there is resistance, then the level of resistance should not curtail in total the implementation of the same project. Public engagement is an integral part of a stepwise process of decision making aimed at broadening the support for the organizations policy and activities, to avoid conflicts and to generate as much support as possible for the success of the plan over time. Top managers of public organizations experience pressure in delivering expected results. They are caught up in a complex reality, where the political decision makers demand effective and visible solutions. Tax-payers require better service and value-for-money on their services. The media need action and transparency while the staff requires sparring motivation and enthusiasm. In order to meet the demands of these diverse group of parties, government institutions develop strategies that will help them achieve their objectives and at the same time meet the needs of their stakeholders. The objective of the study was to determine the role of public engagement in the success of strategy implementation at the ministry of Devolution and Planning, Kenya. The research design was a case study. The study used primary data which will be collected using an interview guide. The data obtained from the interview guide was analyzed using content analysis. The study found out that the Ministry engages the public in strategy implementation and this has resulted in reduction in the process time for strategy implementation due to the reduction of resistance by the stakeholders, poor service delivery, ensuring that public resources are only channeled towards important activities meant for public good and that it has helped in efficient utilization of resources such that wastage through such actions as corruption and unnecessary expenditure has been continuously scaled down. Public engagement has resulted in the formulation of strategies and policies by the ministry, the public viewing Uwezo fund as being their project and therefore willing to see it through thus fewer complaints from the public, better customer relations, efficient implementation, high morale on both sides of the divide, ease of work and hence better service delivery and efficient usage of public resource

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Public engagement is an integral part of a stepwise process of decision making aimed at broadening the support for the organizations policy and activities, to avoid conflicts and to generate as much support as possible for the success of the plan over time (Cooper, 2004). In the present day business environment where the society plays a great role in the success of an organization's strategy, it becomes imperative that an organization comes up with a strategy that will not be resisted in totality by the society or if there is resistance, then the level of resistance should not curtail in total the implementation of the same project (Greenwood, 2006). Public engagement techniques should be viewed as convenient tool for "public relations", image-building, or winning acceptance for a decision taken behind closed doors and therefore it needs to be seen as an ongoing relationship among the different societal partners who are concerned about common issues. The consultation process should involve decision makers listening to the views of other stakeholders in order to improve project design prior to implementation, or to make necessary changes during implementation.

Langtry, (1994), points out that corporations need to satisfy stakeholders' demands as an unavoidable cost of doing business. He argued that the survival of the corporation depends on how well it satisfies stakeholders since corporation operates for its well-being. He further posits that there are three criteria for deciding which category of stakeholders will need to be involved in an organization's strategy formulation and

implementation. He observes that stakeholders should have potential to influence business fortunes, impact on activities, and alignment for sharing values. Wheatley, (1992), posits that participation in decision making is an important way to respond to the ambiguous and unpredictable nature of most organizational environments and called for self-organizing networks with many participants for managing the "unknowable" parts of organizational life. He further, stressed the importance of participation when he encouraged the use of meetings as sense-making mechanisms.

The other theory guiding the study is resource based. According to the resource based theory a firm's aim must be to achieve competitive advantage over its competitors, which it ideally derives from valuable resources that are superior in use, hard to imitate and difficult to substitute. Barney (1991) posits that resources can be classified into three categories: physical capital resources such as plant and equipment, human capital resources such as training relationships and experience, and organizational capital resources, for example, reporting structure, formal/informal planning and controlling.

The success of devolution in Kenya is as a result of stakeholder engagement which results in collaborative problem solving (sharing of power), ultimately results in broader support for decisions. Considering the important objectives of the Ministry of Devolution and Planning it is incumbent upon it to achieve its objectives through effective implementation of the set objectives.

The participation of stakeholders in strategy implementation is an important way to respond to the ambiguous and unpredictable nature of most organizational environments and these calls for self-organizing networks with many participants for managing the challenges encountered in devolution and planning.

1.1.1 Public Engagement

Public engagement not only reduces the conflict of interests, but also helps a company to manage its relationship with the stakeholder (Lenciu, 2012). This relationship can and should include a wide variety of activities: not just corporate philanthropy, community programs, and political lobbying, but also aspects of product design, recruiting policy, and project execution (Porter and Kramer, 2006). Public participation is believed to: increase the accountability and transparency of government institutions, broaden the base of political participation and create more active and engaged citizens, build trust, understanding and collaboration, and increase the sector's relevance to, and impact on, civil society. Participative policies are also believed to play a role in educating the public and increasing civic awareness.

To empower stakeholders, the leaders of organizations should be genuinely committed to sharing power with and training stakeholders because effective involvement requires certain skills, understanding and knowledge (Smith, 2009). Successful stakeholder involvement fosters strategic development of partnerships, results in collaborative problem solving (sharing of power) and ultimately results in broader support for decisions.

According to Savage et al, (2004), the basic premises of stakeholder theory are that; the organization enters into relationships with many groups that influence or are influenced by the company and the theory focuses on the nature of these relationships in terms of processes and results for the company and for stakeholders.

According to Cennama et al., (2010) having a positive impact on the legitimacy of policies and decision-making have a positive impact on the policies themselves making them more suitable to the needs of the people than policies devised at the local authority level. The role of participation is seen as being more than just creating effective policies, however. There is also a broader issue of engagement that is being sought to overcome the problem of the democratic deficit and apathy towards politics within the general public that is perceived to be occurring at the local level in order to make the institutions of government more responsive and legitimate (Smith, 2005). The Ministry of Devolution and Planning mandate incorporate those which have been under the docket and new ones and which requires the development of policies on the extent to which the Ministry will engage with the stakeholders in order to ensure its success. The success of devolution in the Kenya will to a great extent depend on the Ministry engaging with the stakeholders so that there is a clear road map on the role that all the stakeholders will play to ensure successful implementation of devolution.

1.1.2 Strategy Implementation

Strategy implementation is the process of allocating resources to support an organization's chosen strategies. This process includes the various management activities that are necessary to put strategy in motion and institute strategic controls that monitor progress and ultimately achieve organizational goals (Okumus, 2003). Strategy implementation is defined as ``the process used to implement specific firm policies, programs, and action plans across the organization`` (Harrington, 2004, p.321) Effective strategy implementation and execution relies on maintaining a balance between preventing failures and promoting success simultaneously. When there is a proper alignment between strategy, administrative mechanisms and organizational capabilities, it would be easier to implement and execute the strategy and to achieve the desired objectives (Okumus, 2003).

Raps (2004), observes that strategy may fail to achieve expected results especially when the strategy execution is flawed. The failure to execute is a major concern of executives because it limits organizational growth, adaptability and competitiveness. Executives are not judged by the brilliance of their strategy, but by their ability to implement it. The challenge is how to close the gap between strategy and actual results. Pryor, et al., (2007) concur that without coherent aligned implementation, even the most superior strategy is useless. He adds that most strategic planning efforts fail during this crucial phase, wasting significant resources already invested. Therefore, implementation and execution has attracted much less attention than strategy formulation or strategic planning (Bigler, 2001). While strategy formation and implementation are tightly integrated functions,

strategy implementation is the most complicated and time consuming part of strategic management. It cuts across virtually all facets of managing and needs to be initiated from many points inside the organization. Hambrick and Cannella (1989) state “Without successful implementation, a strategy is but a fantasy”.

The formulation of policies and strategies by the Ministry to ensure that it achieves its objectives will remain as a pipe dream unless the top managers in the Ministry of Devolution and Planning comes up with modalities that will ensure that there is effective implementation of policies and strategies since having a good strategy does not automatically mean that the Ministry achieves the objectives as set in the strategy. To ensure achievement of organizational objectives, the formulated strategy needs to be implemented at all levels of the Ministry.

1.1.3 The Public Sector in Kenya

The public sector is charged with the responsibility of offering effective and efficient service to the public of any given economy or country. In recent times, many public sector organizations have been engaging in activities that will improve their service delivery to their clients. The public sector is characterized as complex environments facing a variety of stakeholders with different, multiple and often vague objectives. Opiyo, (2006) states that in an effort to achieve the objectives and targets of economic recovery strategy and to manage performance challenges in public service, the government adopted performance contracting (PC) in public service as a strategy for improving service delivery to Kenyans.

Kenyan government made it compulsory for government agencies and ministries to make periodic strategic plans (GoK, 2006). One such activity is the development of strategic plans. Kenya's current development agenda is guided by Vision 2030, which is the official government long-term development strategy.

The vision is anchored on three key pillars namely; Economic, Social and Political and aims to transform Kenya into a newly industrializing, middle-income country providing a high quality of life to all citizens in a clean and secure environment. Simultaneously the vision aspires to meet the millennium development goals (MDGs) for Kenyans by 2015. Public sector organizations are guided by the Vision 2030 in developing their strategic plans. However in spite of the public sector organizations having elaborate and well developed and designed strategic plans, their performance has not exponentially improved as expected. This scenario has mainly been attributed to strategic plan implementation challenges.

1.1.4 Ministry of Devolution and Planning

The Ministry of Devolution and Planning is organized into two State Departments, namely State Department of Planning and State Department of Devolution. The State Department for Planning play the role of formulating and coordinating national development, mainstreaming youth into development and empowering them, building fairer gender equality, and tracking of development results in the economy to ensure the Ministry and the government as a whole achieve their strategic objectives.

The State Department of Devolution is responsible for overall coordination of implementation of devolution policies, sustainable development policy for Northern Kenya and other Arid Lands (ASALs) and implementation of programmes and projects to provide relief to the vulnerable groups and communities in arid and semi-arid lands (Ministry of Devolution and Planning Homepage, 2014).

The Ministry has restructured the state departments into 8 directorates, namely: Directorate of Public Service Management, Directorate of Planning, Directorate of Gender, Directorate of Youth Affairs, Directorate of Devolution and Intergovernmental Relations; Directorate of Special Programmes; Directorate of Arid and Semi-Arid Lands and Office of Management and Budget. In addition, the Ministry has overall policy coordination and facilitative responsibility over 25 affiliated parastatals, Semi-Autonomous Government Agencies, and Commissions and Independent Offices. The Ministry has a Unit dedicated to planning in all the line Ministries and under this strategic plan it will strengthen these units to include youth and gender officers so as to ensure an integrated provision of planning services at all levels (Ministry of Devolution and Planning, Kenya, Homepage, 2014).

The Ministry's functions include: strengthen capacities for county governments to perform their functions effectively, improve co-ordination of development planning, policy formulation and budgeting, spearhead affirmative action and empowerment for youth and women and gender mainstreaming in all aspects of national development.

In addition, the ministry transforms the public service for better quality service delivery to all Kenyans, mainstream ASAL development to bring it at par with the rest of Kenya and address communities' vulnerability through relief food management and implementation of special programmes and initiatives.

Moreover, the ministry is committed to the implementation of the policy goals adopted from the Jubilee Manifesto, with attention to the priority that it has given to youth employment, improving security, providing affordable healthcare, and moving the country forward under the three pillars of national cohesion and unity (“Umoja”), economic transformation (“Uchumi”), transparency and accountability (“Uwazi”) (Ministry of Devolution and Planning, Kenya, Homepage, 2014).

The Ministry so far faces several challenges that include; high turnover of skilled staff; perceived negative image of public service; a rapidly evolving political environment; high and increasing wage and pension, salary and fridge benefits disparities/differences across public service and unbalanced growth in the Counties.

1.2 Research Problem

Public engagement is an integral part of a stepwise process of decision making aimed at broadening the support for an organization's policy and activities, to avoid conflicts and to generate as much support as possible for the success of the plan over time. In the present day business environment where the society plays a great role in the success of an organizations strategy, it becomes imperative that an organization comes up with a

strategy that will not be resisted in totality by the society or if there is resistance, then the level of resistance should not curtail in total the implementation of the same project (Freeman, 2005). At different phases of organizations strategic planning, involvement may take the form of sharing information, consulting, dialoguing, or deliberating on decisions and this process is seen as a meaningful part of formulating and implementing good policy (Lapenu and Pierret, 2005). According to Elbanna (2006), results of successful stakeholder engagement in an organization will include encouragement of partnership, collaborative problem solving (sharing of power) and ultimately results in broader support for decisions which will result in successful implementation of its strategies and thus attainment of its goals.

The Ministry of Devolution and Planning is expected to steer the country towards the achievement of vision 2030. This can only be achieved by the ministry by ensuring that it engages all the stakeholders. These stakeholders have diverging and often vague objectives. However, the objectives of these stakeholders need to be attended to. That does not necessarily mean that all stakeholders needs can or should be met, but the decision on which to attend to should be made on a rational foundation. This study therefore seeks to examine the influence of public engagement in the success of strategy implementation in the ministry of devolution and planning.

The international studies that have been undertaken on the role of stakeholders in the organizational strategy development and implementation include Yang et al., (2009) who researched on successful strategy implementation and stakeholder management and established that managing stakeholders with social responsibilities, assessing the stakeholders' needs and constraints to the project, and communicating with stakeholders properly and frequently were necessary for successful implementation of strategies. Okumus, (2003) researched on implementation of strategies in organizations and established that effective strategy implementation and execution relies on maintaining a balance between preventing failures and promoting success simultaneously.

Alexander, (1985) undertook a study on successful implementation of strategic decisions and established that difficulties faced by organizations in implementing their strategies was weak management roles in implementation, poor stakeholder management, lack of knowledge and communication to guide their actions, poor coordination, inadequate capabilities, competing activities within the working team, misaligned operation and insufficient monitoring and evaluation of the process. Kimiagari et al., (2013) undertook a study on the challenges of stakeholder involvement in managing multinational firms. The study found out that the challenges encountered were relationships, environmental context, managerial aspects and stakeholder engagement.

Local studies that have been done on the role of stakeholders in the organizational strategy development and implementation include: Musau (2007), Luseno, (2007), Mathenge, (2010) and Macharia, (2011). Mathenge, (2010) researched on the internal stakeholders involvement in decision making process in which she found out that despite the fact that these stakeholders were involved in the decision making process, there was need of the entire Stakeholder involvement process to undergo continuous evaluation, and the results of the evaluation must constantly inform the process, revising it as needed (formative evaluation).

Musau, (2007) studied the extent to which various stakeholders are involved in strategy formulation among Non-Governmental organizations within Nairobi and to establish the factors influencing the extent to which the stakeholders are involved. The study found out that NGOs involve their various stakeholders to various degrees in strategy formulation, that is, listeners, observers, reviewers, advisors, originators and decision makers.

Luseno, (2007) on his part undertook a research on the factors influencing communication among stakeholders in the integration process of East African Commission. He found out that the advantages of an effective early stakeholder's dialogue will be mutual understanding of project goals and interests and dissolve of possible issues preventing costly incidents and juridical and regulatory conflicts leading to time and cost overruns.

Macharia, (2011) researched on stakeholders' involvement and success of strategy implementation among public secondary schools in Nairobi, Kenya and found out that the schools appreciate the role of stakeholders in strategic process as they have helped the schools to broaden support for policy and activities, foster strategic development of partnership, collaborative problem solving, avoidance of conflict during implementation and broadening support for decisions. On the basis of the aforesaid studies, it is evident that there has been no study done on the influence of stakeholders in the success of strategy implementation. This current study will therefore seek to establish the influence of public engagement on strategy implementation in the Ministry of Devolution and Planning. The study will be guided by the following research question; what influence does public engagement have on the success of strategy implementation in the Ministry of Devolution and Planning, Kenya?

1.3 Research Objectives

- i. To determine the extent of public engagement by the Ministry of Devolution and Planning, Kenya.
- ii. To determine the influence of public engagement in the success of strategy implementation in the Ministry of Devolution and Planning.

1.4 Value of the study

This study will be useful to many players in the public sector in the country. The study findings will enable the Ministry management and the employees establish an appropriate working relationship with all other stakeholders in the Ministry of Devolution and Planning

since if there is resistance from any quarter the devolution which is meant to take resources to counties will not succeed. This study will offer an understanding on the importance of maintaining an effective public engagement that will provide the desired results and benefit to Kenyans.

This study will also create a monograph which could be replicated in other public and private organizations. Most importantly, this research will contribute to the literature on the stakeholder involvement and discuss how public-private partnership will encourage the realization of organizational objectives especially in developing countries like Kenya. It is hoped that the findings will be valuable to the academicians, who may find useful research gaps that may stimulate interest in further research in future. Recommendations will be made on possible areas of future studies.

The study will also add value to the studies and practice on stakeholder relationship and more so the stakeholder theory in the sense that the study will look in more detail how this relationship will foster the realization of objective in a government Ministry. It will depart from the earlier studies which have investigated the stakeholder relationship especially in profit making instigations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of theoretical and empirical foundation of the study, extent of public engagement, strategy implementation and the influence of public engagement in the success of strategy implementation.

2.2 Theoretical Foundation of the study

The study will be guided by stakeholder theory and the resource based view theory. These theories are discussed below.

2.2.1 Stakeholder Theory

Stakeholder theory asserts that organizations should consider the concerns of individuals and groups that can affect or are affected by their activities (Gibson 2000) while making decisions and achieving organizational goals. Organizations are expected to do so because they are responsible and accountable to a broad range of stakeholders for their activities, rather than just shareholders. Stakeholder theory recognizes the existence of a dynamic and complex relationship between organizations and their stakeholders (Gray, Owen & Adams 1996) and, emphasizes the management of these relationships (Friedman and Miles 2002). Therefore, stakeholder theory plays a significant role in understanding the stakeholders' influences on organizations actions and how organizations respond to these influences.

The stakeholder theory posits that an organization is a social construction made of interaction of various stakeholders. The organization is envisioned as the centre of a network of stakeholders, a complex system of exchanging services, information, influence and other resources (Freeman, 1999). The theory further argues that an organization's value is created when it meets the needs of the firm's important stakeholders in a win-win fashion. According to Freeman (1999) successful stakeholder involvement fosters strategic development of partnership, results in collaborative problem solving in which it ultimately results in broader support for decisions.

However, the goals of the stakeholders may be in conflict with each other; they may threaten business organizations. At the same time conflicts arising among the stakeholders, if well managed, can act as a synergy factor leading to a better cooperation and participation of the stakeholders. Organizations need to satisfy stakeholders' demands as an unavoidable cost of doing business. Rowley, (2009) noted that the survival of the corporation depends on how well it satisfies its stakeholders. Therefore, the management of competing stakeholders has emerged as an important topic for formulating business strategies.

The stakeholder theory embeds two distinct approaches: the organization focusing on its stakeholders in order to propose suitable managerial techniques, and the manner a stakeholder approaches the organization claiming his/her rights. Whilst one side of the coin seems to be related to how an organization behaves when dealing with its stakeholders, the other side seems to be related to how a stakeholder holds the

organization accountable to himself/herself. Successful stakeholder involvement fosters strategic development of partnerships, results in collaborative problem solving (sharing of power), ultimately results in broader support for decisions. According to Savage et al., (2004), the basic premises of stakeholder theory are that; the organization enters into relationships with many groups that influence or are influenced by the company, the theory focuses on the nature of these relationships in terms of processes and results for the company and for stakeholders; the interests of all legitimate stakeholder are of intrinsic value and it is assumed that there is no single prevailing set of interests.

Donaldson and Preston (1995) presented taxonomy of stakeholder theory types – normative, instrumental, and descriptive – and used the taxonomy to guide their discussion on the stakeholder literature. They suggest the central core to stakeholder theory is the normative approach, which implies that “organizations should acknowledge the validity of diverse stakeholder interests and should attempt to respond to them within a mutually supportive framework because it is a moral requirement”.

2.2.2 Resource Based View Theory

Barney, (1991) posits that resources can be classified into three categories: physical capital resources such as plant and equipment, human capital resources such as training relationships and experience, and organizational capital resources, for example, reporting structure, formal/informal planning and controlling. For firm resources to be the source of a sustained competitive advantage, they must pass the valuable, rare, imperfectly imitable, (non-) substitutable) test (Barney 1991).

A firm's aim must be to achieve competitive advantage over its competitors, which it ideally derives from valuable resources that are superior in use, hard to imitate and difficult to substitute. Resources can occur in different forms such as patents, relationships or processes. Barney (1991) further argues that the contrary is applicable for strategic implementation. The strategy implementation can be characterized as a functional competence in that it deals with distributing a firm's resources to fit the strategic alignment of the firm. Strategic initiatives need to be distributed and executed as dictated by the strategic plan.

The success and rapid growth of many organizations have largely been attributed to effective strategic management which focuses on strategic planning capabilities and company planning practices. Thompson and Strickland (2005) observe that the formulation of a strategy is the prerogative of top management and more importantly it is a rational exercise, involving the objective analysis of company resources and external environment in which the company operates. Planning is often seen as the key to a company's success, since it reduces uncertainty, it ensures that alternatives are considered and assists managers in dealing with investors. According to Petered (1993) implementation of strategies that will give a competitive advantage of a firm lies on primary application of the bundle of valuable interchangeable and intangible tangible resources at the firm's disposal. To transform a short-run competitive advantage into a sustained competitive advantage requires that these resources are heterogeneous in nature and not perfectly mobile.

2.3 Public Engagement and Strategy Implementation

Involving relevant stakeholders throughout the strategic implementation process is very important to broaden the support for policy and activities, to avoid conflicts and to generate as much support as possible for the success of the plan over time. The importance of participatory processes is generally well understood, but traditional administrative and political processes are reluctant to open up policy development and decision-making to a wider, but more unfamiliar (and perhaps less manageable) public (Lapenu and Pierret 2005). Effective participation cannot be achieved by simply adopting a successful model from another context. Public participation should be designed and informed by key principles and be sensitive to relevant local institutions and governance arrangements. Organizations try to account for their stakeholders; map stakeholder roles according to business objectives; analyze the results and draw the results collectively into a strategic plan.

Pearce and Robinson (2007) argue that, to ensure success of the strategy implementation, the strategy must be translated into carefully implemented action this is because the firm strategy is implemented in a changing environment and therefore the need for strategic control during the implementation. Implementing strategy is difficult and without proper implementation, no business strategy can succeed. Difficulties abound due to lack of execution know-how and the ability to confront difficult organizational and political obstacles that stand in the way of effective implementation.

According to Rodrigues and Hickson (1995), the success factors in strategy implementation are somewhat different between public and private sectors. In private sector the success of strategy implementation is more dependent on resources whereas in public sector the essential challenge is to attain appropriate participation. In other words, especially as it comes to public sector organizations, it is vital to motivate employees in order to get their participation to the strategy implementation.

Successful strategy implementation is best achieved when those responsible for implementation are also part of the formulation process unfortunately most managers know more about developing strategy than they do about implementing it since rarely do they get involved in the implementation. Consequently, implementation is left to lower level employees who rarely get involved in the planning and formulation stages. However, managers can learn the key steps or variables that lead to successful execution. A model of implementation that outlines implementation actions and key processes and decisions involved, can be availed to provide a logical approach to making strategy work (Mitchell, 2009). Strategy implementation always consumes organization's financial and human resources. In addition, successful strategy implementation quite often requires important changes in, for instance, organizational structures, management and human resource practices, as well as in values and organizational culture. (Beer and Eisenstat 2000) Moreover, it is very difficult, perhaps even impossible to implement a strategy that the operational core of an organization is not able to understand as such.

Therefore a strategy should not be too abstract; when designing the new strategy, members of strategic apex should try to use the same concepts and similar kind of thinking as those in operational core do, as well as try to look the strategy from their perspective. As a consequence it should be possible for the members of operational core to interpret the strategic aims in right ways (Mantere et al., 2003).

David, (2003) posits both managers and employees should be involved in the implementation decision and adequate communication between all parties is important for successful implementation. Elements that require consideration during the implementation process include annual objectives, policies, resource allocation, management of conflict, organizational structure, managing resistance to change, and organizational culture (David, 2003). In developing policies during the implementation process, methods, procedures, rules, forms, and administrative practices are established.

Successful strategy implementation will yield organizational benefits such as proper utilization of resources with financial and human and thus enhance organizational growth, development of efficient systems that will enhance coordination that would guarantee achievement of organizations goal and set targets, increased organizational impact due to improved organizational performance and sustain its competitiveness, the organization will be able to have a clear focus and direction in its growth path and in the process attract competent and resourceful human resource base (Pearce and Robinson, 2007).

2.4 Influence of Public Engagement in Strategy Implementation

Public engagement is an integral part of a stepwise process of implementing strategies. At different phases, involvement may take the form of sharing information, consulting, dialoguing, or deliberating on decisions; it should be seen always as a meaningful part of formulating and implementing good policy (Lapenu and Pierret, 2005). Specific involvement initiatives may be seen as part of an ongoing relationship among the different societal partners who are concerned by issues. In addition, stakeholder involvement techniques should not be viewed as convenient tools for “public relations”, image-building, or winning acceptance for a decision taken behind closed doors.

According to Wolf and Putler (2005), successful public engagement fosters strategic development of partnerships, results in collaborative problem solving (sharing of power) and ultimately results in broader support for decisions. They further state that emphasis is on external stakeholders and their involvement helps make sure that everyone’s on the same page, external stakeholders communicate informally with friends and neighbors – give them accurate, credible, up-to-date information and integrate stakeholder involvement and risk communication processes into technical planning and resourcing. Lapenu and Pierret (2005) further contend that the advantages of an effective early stakeholder’s dialogue will be mutual understanding of project goals and interests, early identification and dissolve of possible issues preventing costly incidents and juridical and regulatory conflicts leading to time and cost overruns.

The establishment of shared agreement within the initiation will minimize surprises and provide a higher level of acceptance from the project team, client and stakeholders (Lapenu and Pierret 2005). In addition, the participation of stakeholders makes the initiative more credible and attractive for investing and financing. Strategies may be categorized according to three distinct levels: corporate strategy, business strategy, and functional strategy. Some strategic business units have homogeneous services or products that are independent from the other strategic business units. Business strategy, a subset of corporate strategy, is defined as the basis upon which an organization achieves a competitive advantage; it has a direct and significant effect on business performance (Smith et al, 1999). Business strategy can help business leaders achieve business goals. According to Mitchell et al., (1997), the stakeholders attribute include power, legitimacy, and urgency. They further go to define power as a capability of one stakeholder to get another stakeholder to do something. Legitimacy is a generalized perception or assumption that the actions of a stakeholder are desirable, or appropriate within some socially constructed system of norms, and beliefs. Urgency is the degree to which stakeholder claims call for immediate attention. Another stakeholders' variable, stakeholders' salience, is the degree to which managers give priority to competing stakeholders' claims.

Business strategies can be formulated considering key factors such as resources or capabilities, SWOT assessments, new values, and stakeholders. Stakeholder demands play a vital role because in the current business environment, most businesses are confronted with powerful stakeholders having different goals (Lepineux, 2005).

He for example stated that Business to business sites may be confronted with obstinate resistance from existing off-line channel suppliers, however, buyers and suppliers can reduce their cost via electronic procurements. Therefore, these sites need to formulate business strategies based on the conflicting demands of different stakeholders. From a stakeholders' perspective, corporate performance can be assessed by the use of social or financial measures.

Wood, (1991) defined a corporate social performance as an organization's configuration of social responsibility. Ruf et al., (2001) selected five dimensions for the corporate social performance measurement — employee relations, products, community relations, environmental stewardship, and treatment of women and minorities. A corporate financial performance (CFP) measures a firm's value as a function of growth and profitability and includes Return on equity (ROE) and return on assets (ROA). Berman et al., (1999) used ROA to examine a strategic stakeholder management model and concluded that improvements in corporate social performance have both immediate and continuing financial impacts. According to Smith et al., (2002), corporations may have several strategic business units and that business performance in each strategic business units is related with the capability to satisfy the demands of the major stakeholders. Thus, stakeholder's relationship affects business performance and improving the relationship between strategic business units and its stakeholders can enhance the business social performance.

Further, Beach (2008), observe that the current business analysis phase defines and analyzes strategic business units and related stakeholders. The emphasis is on the analysis of stakeholders' demands. The strategy development phase offers strategic alternatives according to five guidelines: resolution, replacement, integration, reaggregation, and balance. Then, it filters these alternatives through core competences and weaknesses. In the strategy evaluation phase, the alternatives are evaluated by the stakeholder relationship improvement index (SRII). SRII estimates how the strategy can improve the relationships between a business organization and its stakeholders.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology that was used to carry out the study. The chapter describes the research design, data collection instruments and how data was analyzed.

3.2 Research Design

The research design was a case study. A case study is an in-depth investigation of an individual, institution or phenomenon. Case studies allow a researcher to collect in-depth information, more depth than in cross-sectional studies with the intention of understanding situations or phenomenon. It also helps to reveal the multiplicity of factors, which have interacted to produce the unique character of the entity that is subject of study. Babbie and Mouton (2004) posits that an individual case study entails a detailed account of one person. Studies of organizations and institutions entail an in-depth study of a firm, company, corporation and trade union. However, organizational studies have many foci including best practice, policy implementation and evaluation, human resource practices, management and organizational issues, organizational culture, processes of change and re-engineering and so on.

The study will be used to identify the influence of public engagement in the success of strategy implementation in the Ministry of Devolution and Planning. The reason for this choice was based on the knowledge that case studies are the most appropriate for examining the processes by which events unfold, as well as exploring causal relationships and also they provide a holistic understanding of the phenomena.

3.3 Data Collection

The study used primary data which was collected using an interview guide. An interview guide is a set of questions that the interviewer asks when interviewing. The respondents to be interviewed were the heads or assistants of the directorates of devolution, special programs, arid & semi arid lands, youth affairs, public service management and economic planning. These were considered to be key informants for this research since they are involved in the formulation and implementation of policies and strategies that are geared towards the achievement of Ministry's' objectives.

This method should be considered more often by researchers since it provides more qualitative information, more depth, more representation, more efficiency, more statistics, and more value (Stokes and Bergin, 2006). The interviews were semi-structured such that some questions were omitted or added whenever some new and useful information came up throughout the whole process which was face to face interviews.

3.4 Data Analysis

The data obtained from the interview guide was analyzed using content analysis. Content analysis is the systematic qualitative description of the composition of the objects or materials of the study (Hsieh and Shannon, 2005). It involves observation and detailed description of objects, items or things that comprise the object of study.

Content analysis, as a class of methods at the intersection of the qualitative and quantitative traditions, is used for rigorous exploration of many important but difficult-to-study issues of interest to management researchers (Carley, 2003). This approach is more appropriate for the study because it allows for deep, sense, detailed accounts in changing conditions.

CHAPTER FOUR: DATA ANALYSIS, INTERPPRETATION AND DISCUSSION

4.1 Introduction

The research objective was to establish the public engagement and the success of strategy implementation at the Ministry of Devolution and Planning in Kenya. This chapter presents the results and findings with regard to the objective and discussion of the same.

4.2 Interviewees Profile

The interviewees comprised the middle and top managers in the ministry of Devolution and Planning. In total, the researcher interviewed five interviewees out of the seven that had been intended to be interviewed. Two of the interviewees were not available during the interview. The duration in which the interviewees have worked in the ministry varied from one to eight years. Four of the interviewees have worked with the ministry for more than four years while the other one had worked for less than four years. This indicates that majority of the interviewees have worked in the ministry for a longer duration of time and therefore understand the role of public engagement on implementation of strategies in the Ministry. The duration that the interviewees have been holding the current position varied although majority has worked in their respective positions for more than three years. Majority (four) of the interviewees held managerial position in the ministry and therefore considered to be more versed with the subject matter of the study. On the level of education, four of the interviewees indicated that they were post graduate holders while the other one interviewee indicated that undergraduate level was the highest level of education attained.

4.3 Stakeholder Engagement

This section intended to establish whether the Ministry has engaged its stakeholders in the formulation of policies and strategies. On the question of whether the Ministry engages other stakeholders in their strategic process, all the respondents answered to the affirmative. The respondents noted that as the Ministry gears itself to effectively respond to the changes in the country, it needs to become aware of the ever emerging conditions pertaining in the local and external economy that will affect its operations. One of these conditions and partners that are important in the strategic process of the institution are the public. The common groups of stakeholders that are normally involved in the strategic process include the local authorities, land commission, elected leaders, various task forces, donors and the investors. These respondents are engaged through focused group discussions and validation workshops, stakeholder meetings, conferences, and consultations with town hall meetings. Also through National Youth Council (NYC) that consists of elected youth delegates. This is where they provide input on areas that they want something to be done and they give suggestions on how to be done.

On the stage at which the Ministry engages the public in strategic process, the interviewees pointed out that most of the stakeholders are involved in strategy formulation while others are involved at implementation phase. Generally, the interviewees observed that the level of engagement in the strategic process in the Ministry include formulation of relief food management guidelines, choice of projects for food for work or food for assets programme, development of service delivery charter, at validation state, projects

identification, budgeting and adoption, development and finalization of strategic plans. In addition, they noted that some of the stakeholders are involved during framework for guidelines for intersectoral forums whereby a team was set to go throughout the counties and the main players were county governments. This meant that public engagement varies depending on the type of area that they are specialized on as well as area of need.

On the question regarding the specific input brought about by the public on the Ministry's strategic process, the interviewees noted that the Ministry has attained a position of leadership in managing public affairs. To this position, they lay claim to the cordial relationship existing between the Ministry and the public involved. The interviewees were also to expound on whether the Ministry had a mechanism of dealing with the various groups of representing the public. To this question, all the interviewees indeed said that they have a formal mechanism of dealing with the public.

A number of mechanisms were used by the Ministry highlighted were open days, media briefings, press conferences, consultative forums, customer care points, adverts in both electronic and print media, through provincial administration and through other directorates and departments and this will enable the Ministry to reach and engage the different types of stakeholders. They argued that different stakeholders will be reached better using roads shows and seminars in their locality while others will be best incorporated if the same deliberations are done through formations of task force.

The interviewer requested the interviewee to explain the influence that the public have had on the Ministry strategic process and they were unanimous that that indeed the Ministry has benefited from the process of engaging stakeholders in its strategic process. The Ministry's service has improved to be customer focused as a result of their engagement and this has led to its ranking to go up the ladder. It was also noted that the stakeholders has been conducting research services on behalf of the directorate, provide consultancy services to the Ministry on macro-economic issues then paid by United Nations Development Programme (UNDP).

On the question regarding the importance of public views on development of strategies in the Ministry, the interviewees noted that the Ministry's strategic process had been affected by public engagement. Several effects were identified and included policy formulation, reduction in the process time for strategy implementation due to the reduction of resistance by the stakeholders.

The other effect in the operations of the Ministry is that it has shaped some of the reforms in the Ministry such as information management and development of strategies to combat corruption and poor service delivery. It was therefore appreciated that the identification of areas that requires improvement in the Ministry will not have been known and acted upon had it not been due the engagement of the public.

Other benefits accruing to the Ministry strategic operations included devolution of services to the counties and engagement of public especially civil society has helped to ensure that public resources are only channeled towards important activities meant for public good. Scrutiny of the Ministry operations has helped in efficient utilization of resources such that wastage through such actions as corruption and unnecessary expenditure has been continuously scaled down. Further, request for more structured involvement in Ministry policy and legislative process has been institutionalized.

4.4 Influence of Public Engagement on Strategy Implementation

This section of the interview guide sought to establish the influence of public engagement on strategy implementation in the Ministry. Public engagement is an integral part of a stepwise process of decision making aimed at broadening the support for the Ministry's policy and activities. Hence this section aimed to determine how the same engagement had affected the Ministry's operation. All the interviewees pointed out that indeed the Ministry's operations have been positively affected by the action of involving the public in the strategic process of the Ministry.

Some of the effects of engagement include, support of the public in engaging the National Youth Service recruits in Kibera slum cleaning was possible because the locals were convinced by their representatives on the need to support the project. In addition, the cooperation has influenced the legislation, service charters and requirements of the Ministry, customer care policies and information sharing.

The interviewees noted that recent policies and legislation spearheaded by the Ministry has been more acceptable to the public and example of the decentralization of services to the counties as well as the automation of the ministry's operations like acquisition of loans through Uwezo fund and Youth Enterprise Fund. This acceptance has also helped in marshalling resources by providing funding for moving activities by donors who now feel that the funds will be better utilized than before. The interviewees further noted that public engagement has improved relationship with the public as it has led to the establishment of a secretariat dealing with policy planning and research in order to assist in coordination of policy development, monitoring and evaluation programmes and performance contracting process.

The engagement has also led to the establishment of youth, women and people with disabilities offices whose mandate is to coordinate the implementation and cascading of national policies with the aim of empowering the youth, women and people with disabilities. Public engagement has also seen the establishment of a vibrant audit where internal audit committee has been established.

The audit committee compiles periodic audit reports, advises senior Ministry officials on the appropriate intervention measures, conducts regular audit inspections in the decentralized units, development of the fraud prevention policy, development of the internal audit charter, review of internal audit manual, and review of the internal audit guide.

The researcher sought to establish from the interviewees the effect of public engagement on problem solving capacity in the Ministry. The interviewees noted that it makes the implementation of the strategic process easy because the public have been involved since strategic planning. In addition some of the public have been able to advise on somewhat complex scenarios which the Ministry on its own with the competency lacking will have had problems or consumed more time to accomplish the task at hand. The recent policies and legislation spearheaded by the Ministry has been more acceptable to the public since their inputs were incorporated from the beginning. At the same time those who have actively participated in engaging the Ministry have been publicly recognized while some have had their names indicated in the final document as being among the key developers. Successful implementation of strategies necessitates the involvement of developers in the implementation of strategy and on the extent to which the Ministry involve the developers in strategy implementation the interviews said that the Ministry has ensured that the formulators of the strategy are involved in implementation by incorporating part of the formulators in implementation of policies and plans. The interviewees noted that it makes the implementation of the strategic process easy because the public have been involved since strategic planning.

In addition some of the stakeholders have been able to advise on somewhat complex scenarios which the Ministry on its own with the competency lacking will have had problems or consumed more time to accomplish the task at hand. The recent policies and legislation spearheaded by the Ministry has been more acceptable to the public since their inputs were incorporated from the beginning. The researcher further probed the

interviewees on how public engagement has influenced the ministry level of continuous improvement. The interviewees observed that the Ministry operations have improved as a result of this engagement and they gave an example of huduma centres which have been opened in major towns within the country that have become a one stop shop where the public get several services in one building and this has helped in alleviating the public suffering of having to visit several offices in order to be served.

The interviewees further said that involvement of the public has helped the Ministry in the review of legislations and policies like the legislation of the urban areas act and the implementation of Uwezo fund is an improvement of Women Enterprise Fund due to public participation. In monitoring and evaluation the stakeholders have brought on a new system of reporting on project implementation. An example that was cited is the National Integrated Monitoring and Evaluation System (NIMES); improved relief food distribution guidelines hence better services; ownership of projects and youth fund which nowadays provide the youth with greenhouses, incubators, infrastructure like stalls in markets. Initially it was giving only money to the youth but now improvements can be seen.

Effective participation cannot be achieved by simply adopting a successful model from another context. Public participation should be designed and informed by key principles and be sensitive to relevant local institutions and governance arrangements. The interviewees noted that by involving the public the Ministry has been able to achieve several objectives that would not have been achieved.

The notable ones include the public viewing Uwezo fund as being their project and therefore willing to see it through thus fewer complaints from the public, better customer relations, efficient implementation, high morale on both sides of the divide, ease of work and hence better service delivery and efficient usage of public resources. The interviewees also noted that engaged in implementation also own up the project and also give their own ideas and input, evaluate success and failures.

Stakeholder engagement also comes about with challenges and the Ministry will need to identify the ones that will be beneficial to it and those that will affect its operations and be able to take the appropriate action. Towards this end, the researcher also sought to establish from the respondents whether, there are challenges that have been brought about by the public engagement in the strategic process of the Ministry. The interviewees were able to identify several instances where public engagement has brought about a sub optimal results in the implementation of strategies. It was noted that some stakeholders want to push forward strategic areas beneficial to them without necessarily considering the public good. Consultation with the many stakeholders was also cited as a time consuming exercise and also a drain on the limited resources available hence causing delay because it could be having time frame.

Public engagement might also not lead to the desired results because might exists a gap between the expectations of this collaboration and what actually is present in the current arrangement. The researcher also sought to find if such a gap exist in the case of the Ministry. Indeed it was noted that there exists a gap in the expectation of the parties in

this relationship. They noted that most stakeholders from outside are unaware of the Government procedures and would want to overlook them which according to the government officials is not good as it brings collisions. In addition, there is no structured way of engaging the public and therefore it leads to implementation of ideas/comments with no proper communication strategy and response on issues raised by the public. It was also observed that there is need to enhance the sharing of vital information between the Ministry and the public through the process of widening the level of participation of the public. It was noted that at times participation was limited to a few stakeholders who may not represent a wider public and this at times leads to clear misunderstanding of the real issues. It also came out that there exist a communication gap between stakeholders and the senior officers and this can be reduced through establishment of a structured communication structure.

4.5 Discussion

The public are involved at different levels in the strategy implementation in the Ministry ranging from strategy formulation to implementation. The level of engagement in the strategic process in the Ministry includes formulation of related bills, at validation stage, projects identification, budgeting and adoption, development and finalization of strategic plan. This therefore means that the level of engagement varies depending on the type of area that the various stakeholders are specialized on as well as area of need. As Lapenu and Pierret (2005) observed, for effective results to be realized from the process, public engagement should always be viewed as an integral part of a stepwise process of decision making.

Specific engagement initiatives may be seen as part of an ongoing relationship among the different societal partners who are concerned by issues and should not be viewed as convenient tool for “public relations”, image-building, or winning acceptance for a decision taken behind closed doors.

Public engagement by the ministry was found to have resulted in several benefits that include reduction in the process time for strategy implementation due to the reduction of resistance by the stakeholders, poor service delivery, ensuring that public resources are only channeled towards important activities meant for public good and that it has helped in efficient utilization of resources such that wastage through such actions as corruption and unnecessary expenditure has been continuously scaled down.

The results of the study are consistent with Lapenu and Pierret (2005) findings that the advantages of an effective early stakeholder’s dialogue will be mutual understanding of project goals and interests, early identification and dissolve of possible issues preventing costly incidents and juridical and regulatory conflicts leading to time and cost overruns. The establishment of shared agreement within the initiation will minimize surprises and provide a higher level of acceptance from the project team, client and stakeholders. Involving relevant stakeholders throughout the strategic implementation process is very important to broaden the support for policy and activities, to avoid conflicts and to generate as much support as possible for the success of the plan over time.

The importance of participatory processes is generally well understood, but traditional administrative and political processes are reluctant to open up policy development and decision-making to a wider, but more unfamiliar (and perhaps less manageable) public (Lapenu and Pierret 2005). This are consistent with the findings of the study which noted that public engagement has resulted in the formulation of strategies and policies by the ministry, the public viewing Uwezo fund as being their project and therefore willing to see it through thus fewer complaints from the public, better customer relations, efficient implementation, high morale on both sides of the divide, ease of work and hence better service delivery and efficient usage of public resources

The public engagement in the Ministry has had several effects on the strategy implementation and these effects include reduction in the process time for strategy implementation due to the reduction of resistance by the stakeholders, decentralization of services to the counties as well as the automation of the ministry's operations like acquisition of loans through Uwezo fund and Youth Enterprise Fund and opening of huduma centres in several towns. Thus as Freeman (1999) posited that engagement of the public in the organizations strategic process has the benefit of meeting the expectations of majority of the members of the society and will be positively embraced by the government as well as consumers of the product or service.

CHAPTER FIVE: SUMMARY, CONCLUSION, LIMITATIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusion, recommendations of the study and suggestion for further research.

5.2 Summary of Findings

The study shows that the interviewees are aware of the role of public in the strategic process of the Ministry. The knowledge about the operations and mandate of the Ministry was exhibited by the interviewees by virtue of all of them having worked in the Ministry for more than four years and also due to the fact that all of the respondents were engaged in the day-to-day management and operations of the strategic process of the Ministry. In addition, the respondents were found to be well versed with the subject matter of the study and all had attained first degree in their academic background. The study established that the Ministry has been engaging the public at different levels in the implementation of strategies. The level of engagement in the strategic process in the Ministry include formulation of bills, at validation stage, projects identification, budgeting and adoption, development and finalization of strategic plan, formulation of relief food management guidelines, choice of projects for food for work or food for assets programme, development of service delivery charter, at validation state, projects identification, budgeting and adoption, development and finalization of strategic plans.

This therefore that the level of involvement varies depending on the type of area that the various stakeholders are specialized on as well as area of need. The engagement consists of a formal process and a number of formal mechanisms of dealing with the stakeholders exist.

The Ministry was found to have benefited a lot from engagement with the public and these benefits include improved service delivery as a result of their engagement and this has led to its ranking to go up the ladder, undertaking of research on behalf of the Ministry and the stakeholders' views have been incorporated in Ministry's strategic process during the development of budget plans, work plans and outputs. Public engagement has had several effects on the implementation of strategies in the Ministry and these include policy formulation, reduction in the process time for strategy implementation due to the reduction of resistance by the stakeholders, devolution of services to the counties and engagement of public especially civil society has helped to ensure that public resources are only channeled towards important activities meant for public good and efficient utilization of resources such that wastage through such actions as corruption and unnecessary expenditure has been continuously scaled down

Engaging the public by the Ministry in strategy implementation was found to have broadened the support of the ministry policies and legislations that are aimed at taking services to counties as well as automation of ministry's operations like acquisition of loans through Uwezo fund, biometric registration of civil servant and Youth Enterprise Fund.

The engagement has also led to the establishment of youth, women and people with disabilities office whose mandate is to coordinate the implementation and cascading of national policies whose aim is to empower the youth, women and people with disabilities. The involvement of the public in strategy implementation has seen them support fully since their input has been incorporated in the Ministry's strategic plan. The Ministry has ensured that the formulators of the strategy are involved in implementation by incorporating part of the formulators in implementation of policies and plans. Involving the public was found to have helped the Ministry review legislations and policies like the legislation of the urban areas act and the implementation of Uwezo fund is an improvement of Women Enterprise Fund due to public participation.

Stakeholder engagement also has its fare share of challenges, and this include stakeholder who want to push forward strategic areas beneficial to them, time consuming as a result of consulting many stakeholders, draining the limited resources available hence causing delay and the public not being aware of Government procedures and would want to overlook them which according to the government officials is not good as it brings collisions.

5.3 Conclusion

From the research findings, some conclusions can be made about the study. Strategy implementation of an organization is an important step towards the realization of the organizations objective. From the findings, it was established that the strategy implementation in the Ministry is an all inclusive exercise where both internal and

external stakeholders are engaged. An organization should take into consideration the needs, interests and influences of peoples and groups who either impact on or may be impacted by its policies and operations. Therefore stakeholder-oriented policies are justifiable based upon the supposition that they do hold legitimate interests in the organizational activities that should be taken into consideration by managers. Therefore managers should consider the interest and the influence of these public during the development and implementation of its strategies. It is expected that in the present day open society, the role of the public in the implementation of the Ministry strategy will grow in importance due to public interest, greater coverage by the media and also concerns about corporate governance.

Effective public engagement and partnering activities are crucial components of any effective strategy implementation. They are integral to strategic planning efforts, and must be included in scheduling, budgeting, and resource management of strategic projects. Greater input from a variety of parties generates a variety of ideas and potentially enriches strategy implementation of the Ministry. The public engagement emerges as the most important condition for good and satisfactory outcomes in the strategic process of an organization. Public engagement becomes increasingly more important for ensuring that the ministry stays in tune with concurrently changing public expectations.

The stakeholder engagement becomes a moving target, making it increasingly necessary to adapt and change according to shifting public expectations, but also to influence those expectations. Managers need to improve their corporate ‘stakeholder information strategy’ to keep the general public better informed about their need for involvement in strategic process and to achieve legitimacy and good reputations.

5.4 Limitations of the Study

The study was undertaken at the Ministry of Devolution and planning alone and therefore there was no room for comparison of findings with other government Ministries. The interviewees were the top management employees at the Ministry and therefore there was no room to compare divergent views. Some interviewees were suspicious of the study although they were assured on confidentiality of the information. The limitations however did not affect the data collected to undertake the study.

5.5 Recommendations

The study found out that public engagement in the Ministry of Devolution and Planning positively affects the implementation of strategies in the Ministry. It is therefore recommended that the government directs more resources to the financing of the public engagement of the various Ministries due to their many beneficial effects. Currently, the government provides funds that do not meet its requirements.

The important role being played by various stakeholders need to be highlighted and the critical role they facilitate in the realization of the organizations objective need also to be clarified. The management of the Ministry needs to appreciate the importance of external stakeholders in the realization of the institutions objective.

The study found out that it might be difficult to meet the demands of all the public stakeholders. It is therefore recommended that the Ministry establishes the demands that it will be able to fulfill and also is in line with its strategic objectives. The Ministry should be wary of public stakeholders with excessive demands that might not be met and in such cases the management of the Ministry should be wary of such stakeholders when dealing with them.

Finally, the study found out that there is less resistance by the public if they are involved in strategy formulation and implementation. It is therefore recommended that in order to reduce the level of resistance, Ministries should consider making it a policy to incorporate the views of appropriate public stakeholders where consensus is necessary.

5.6 Suggestion for Further Research

The study confined itself to the Ministry of Devolution and Planning. This research should therefore be replicated in other Ministries so as to establish the extent to which public engagement influences strategy implementation and the results be compared so as to make a decisive conclusion regarding the engagement of the public in strategy implementation.

5.7 Implications of the Study on Policy, Theory and Practice

The findings of the Study have several implications on policy, theory and practice for the CEOs and strategic planning teams. Firstly, it is apparent that government institutions operating in Kenya depend on the changes that occur at a particular time and the public will be a key ingredient that affects the successful implementation of the Ministry's strategy. Consequently, successful strategy implementation, especially in government units, requires wide consultation and incorporation of public input in order to receive full backing from the stakeholders. The leadership of the Ministry would be in the forefront in realizing the set objectives of the ministry. Competent and sufficient CEOs would give organizations a distinctive advantage necessary for effective and efficient implementation process.

One of the most influential components in strategic formulation is sufficient and correct information. However, the information cycle; right from the determination of the information requirement through collection and analysis; to dissemination, in these organization is not formally outlined. Organizations therefore would endeavor to use technology in an integrated manner throughout the environment in order to avail the necessary information to the strategy implementation teams.

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APPENDIX I: INTERVIEW GUIDE

The interview guide will seek to achieve the following objectives;

1. To determine the extent of public engagement by the Ministry of Devolution and Planning.
2. To determine the influence of public engagement in the success of strategy implementation in the Ministry of Devolution and Planning.

Section A: Demographic Data

1. Name of the respondent(optional)
2. For how long have you been holding the current position in the Ministry?
3. For how long have you worked in the Ministry?
4. What is the highest level of education you have achieved?

Section B: Public Engagement

5. Does the Ministry engage the public in the formulation of its policies and strategies?
Explain
6. If yea, at what level of strategic process does the ministry require their input? What are some of the areas that they are involved?
7. Has public participation been designed and informed by key principles and sensitive to relevant local institutions and governance arrangements?
8. How does the ministry inform the public genuinely about the objectives of a project in order to participate?

9. Have the external stakeholders influenced in anyway the ministry's strategic process?
How?
10. How important are the views of the public in the development of strategies in the ministry?
11. How does satisfaction with engagement influence satisfaction with, and participation in, implementation?

Section C: Influence of public engagement in the success of strategy implementation

12. How has public engagement influenced successful implementation of strategies in the Ministry of Devolution and Planning?
13. How does the Ministry appreciate the role of public participation in strategy implementation?
14. How does the ministry ensure that those responsible for strategy implementation are also part of formulation process in order to ensure successful strategy implementation?
15. Has success public engagement by the ministry fosters strategic development of partnerships, results in collaborative problem solving (sharing of power) and ultimately results in broader support for decisions?
16. Have the external stakeholders influenced in anyway the ministry's strategic process?
How?
17. How has the involvement brought about the continuous improvement in your Ministry's activities? Would you please provide some of the examples of improvement?

18. What are some of positive attributes that have arisen from public engagement in strategy implementation in Ministry? Please identify and explain how the same has led to a positive attribute.
19. What are some of the negative attributes from public engagement in strategy implementation?