CHALLENGES OF STRATEGY IMPLEMENTATION AT
THE NATIONAL POLICE SERVICE IN KENYA

BY
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A Research Project Submitted in Partial Fulfillment of the
Requirements for the Award of Master of Business Administration
Degree (MBA) School of Business, University of Nairobi

OCTOBER 2014
DECLARATION

This research project is my original work and has not been presented for a degree in any other university or institution of higher learning and sources quoted have been acknowledged by means of complete referencing.

Signed…………………………… Date……………………

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Reg. No. D61/64474/2013

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

Signed…………………………… Date……………………

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DEDICATION

I dedicate this work to my parents Mr. & Mrs. Tanui, my brothers and sisters and the entire family. Their continuous support, prayers and encouragement were a source of strength during my study.
ACKNOWLEDGEMENTS

I wish to thank God for the opportunity to undertake this great journey and for his guidance all through. For provision of the resources, both financial and time. Special thanks to my supervisor, Dr. R. Kitiabi, PhD, for her commitment, constructive advice, professional guidance and availability during this research. The knowledge imparted was valuable not just for this project but also for the future. Thank you for being the guide in this academic journey. I cannot forget to thank both the academic and non-academic staff at the University of Nairobi, for their invaluable support in the course of my study. I am also greatly indebted to my student colleagues at the University of Nairobi. Special thanks to my employer, the National Police Service for the financial support, allowing me to go through the course and for allowing me to conduct my research project at Police headquarters. I would like to sincerely thank all those who availed their time to be interviewed, thus making it possible in data collection to complete my project.
DEDICATION

I dedicate this work to my parents Mr. & Mrs. Tanui, my brothers and sisters and the entire family. Their continuous support, prayers and encouragement were a source of strength during my study.
ABSTRACT

The strategy implementation process is a very vital process in the sustainability of the organization. A company that implements its strategies is more likely to achieve its objectives as to ones that doesn’t. The objective of the study was to establish strategy implementation challenges faced by national Police Service and to determine the measures taken by the National Police service to address the challenges faced by the service in strategy implementation. Despite the various studies on the challenges of strategy implementation by state corporations and how these organization have responded to the challenges there has been less focus on the security agencies in the country. The research therefore sought to close this gap by focusing on the national police service especially now that the constitution of Kenya and national Police act has realigned its organization structure. The study employed a case study research design where interviews were conducted through use of interview guide. Six senior managers in charge of overseeing strategy implementation at the national police service were interviewed. Data collected was analyzed using content analysis where inadequate resources, lack of appropriate technology, Political interference, evolution of international terrorism, inadequate human resources, insufficient funds and change of Government rules and regulations were revealed as some of the factors affecting implementation of the strategies. Some of the measures suggested included the need to align the organization culture to its strategy, ISO certification of police, benchmarking, motivation of staff to enhance performance, accountability of the leaders, need to invest in modern communication technology, strengthening organization values and teamwork. Strategy formulation process in the organization projects follows a top-down approach while implementation process adopts a bottom up approach. These disconnect in the strategy process of the organization and insufficient funds have in some way brought about challenges in the success of implementing the set strategies. The NPS should continue lobbying for more funds and involve all stake holders in strategy formulation. Further research on the same should be conducted at county levels or departments.
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<tr>
<td>COK</td>
<td>Constitution of Kenya</td>
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<td>CoPS</td>
<td>Community Policing Dispatch News</td>
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<td>GJIO</td>
<td>Governance, Justice, Law and Order Sector</td>
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<td>NPS</td>
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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organizations are created in order to serve the needs of the society in which they operate. The existence of such organizations has created the need for management, that is, the process by which organizations are run to achieve their goals (Mobisa, 1997). To deliver their value propositions, firms need to perfect the management process to make them proactive and responsive to the dynamic nature of the environments (Johnson Scholes and Whittington, 2007). For organizations to remain competitive in the dynamic, complex and unpredictable environment, strategy is crucial. Organizations change continually because they are open systems in constant interaction with the environment. Organizations use strategy to determine goals and objectives, identify necessary courses of action and allocation of resources necessary to achieve the set goals.

According to Pearce and Robinson (2000), in order for organization to achieve their goals and objectives it is necessary for them to adjust to the environment through strategy. The implementation of appropriate strategies remains one of the most difficult areas of management. Mintzberg (1999) noted that the plan rather than the implementation comes in far scrutiny when a strategy fails because it is less problematic to analyze.
1.1.1 The Concept of Strategy Implementation

According to Steiner and Miner (1977), implementation of strategy is concerned with the design and management of system to achieve the best integration of people, structure, processes and resources. Wheeler and Hunger (2010) notes that strategy implementation is the process by which strategies and policies are put into action through the development of programs, budgets and procedures. Thompson and Strickland (2003) highlights that implementing strategy entails converting the organizations strategic plan into action and then into result.

Effective implementation results when an organizations resources and actions are tied to strategic priorities and set objectives achieved, and when key success factors are identified and performance measures and reporting are aligned. Implementation of an organization strategy involves the application of the management process to obtain the desired results. Effective strategy implementation depends on competent personnel and effective internal organizations systems (Aosa, 1992).

Implementation of strategy remains the greatest challenge as many organizations are not able to address their goals adequately. Strategies and policies are translated by management into actions through budgets and procedures. To achieve success, a strategy has to be translated to carefully implementable actions. This means that strategy must be translated into guidelines for daily activities of firms members. The strategy and firm must become one, that is, the strategy must be reflected in the way the firm organizes its activities and in the firm values, beliefs and tone (Pearce and Robinson, 1991).
1.1.2 The Concept of Strategy Implementation Challenges

Kaplan (2005) stated that challenges in strategy implementation mainly rotate on individual barriers such as too many and conflicting priorities, insufficient top team functions, a top down management style, interfunctional conflicts, poor vertical communication and inadequate management development. Al-Ghamdi (1998) identified barriers to include competing activities that distract attentions from implementing the decisions, changes in the responsibilities of key employee’s not clearly defined, key formulators of strategic decisions not playing an active role, problems requiring top management not communicated early enough, overall goals not sufficiently understood by employees among many others.

The particular challenges that will face strategy implementation can be avoided if strategy development is coupled with implementation. The lack of understanding of a strategy and the liability to connect strategy formulation and implementation has an impact on successful implementation (Aosa, 1992).

1.1.3 National Security Organs in Kenya

The key security organs in Kenya per the Constitution 2010 are the Kenya defense forces, the national intelligence service and the national police service. The primary object of the national security organs and security system is to promote and guarantee national security in accordance with the principles under Article 238 (2) of the Constitution of Kenya (2010).
These principles are pursuance of national security in compliance with the law and with utmost respect for the rule of law, democracy, human rights and fundamental principles; respect of diverse culture, reflection of national diversity of the Kenyan people in their recruitment (COK, 2010).

The Kenya defense forces (army, air force, navy) are established under the constitution of Kenya 2010 chapter 241 with the responsibility of defense and protection of the sovereignty and territorial integrity, assist during national disaster as well as restoration of peace in any part of the country affected by unrest. The operations of the Kenya defense force are subject to approval by the established national defense council whose overall responsibility is policy, control and supervision (COK, 2010).

The National Intelligence Service (NIS) is established under Chapter 242 of the constitution of Kenya with the mandate of collecting security intelligence and counter intelligence to enhance national security in accordance with the constitution (COK, 2010). In other words they are charged with collecting, analyzing information, disseminating intelligence to national security for purpose of detecting and identifying any threat to national security and advising the president on any threat to the security of Kenya (Auma, 2013).

The National Police Service mandate is to maintain law and order, protection of life and property prevention and detection of crime, preservation of peace, border patrol as well as investigation of crime.
The National Police Service is headed by the inspector general with two deputies in charge of the Kenya Police Service and Administration Police service respectively. Initially both services, that is the Kenya Police and administration police used to operate independently but since the promulgation of the 2010 constitution both services are placed under the command of the inspector general who is appointed by the president with the approval of the parliament (COK, 2010).

The other security organs are the Kenya prisons service, Kenya wildlife service, Kenya forest service and national youth service through amendments of executive order No. 2/2013 and placed security personnel and equipment under the inspector general with the aim of making coordination of provision of security more efficient and effective.

In public sector organizations, those in executive positions often has their powers constrained by statutes and regulations which predetermine to various degrees, not the very purpose of the organization but also their level of freedom to diversity or to reduce; for example, a loss making service.

The primary financial driver in these organizations is not profit but to maximize output within a given budget and while elements of competition do exist, it is much more common to think of collaborators rather than competitors (Grey and Elaine, 1994).
1.1.4 The National Police Service

The National police service traces its origin to the late nineteenth century when it was associated with the imperial British East Africa Company. Originally the police force, that is the Kenya police force and administration police force were independently run as equal organs. Both had their commanders independent and answerable to the appointing authority who was the president. Over the years the Kenya police force has grown to include the criminal investigation department, general service unit, regular police and other specialized service unit, while the administration police has the rapid deployment unit, security of government building unit and border patrol unit. The National Police Service is established under the constitution of Kenya (2010) and the National Police Service Act (2011) which provides for the functions, organization and discipline of the police under the command of the inspector general and his two deputies.

The National police service is charged with the responsibility of maintaining law and order, prevention and detection of crime, apprehension of offenders, protection of life and property as well as enforcement of laws and regulations. Both the Kenya Police and Administration Police Service are structured into counties, sub counties, stations, and post. The service has had its organization structure realigned to include the inspector general, deputy inspector general, county commanders, sub county commander, station and post commanders. Under the office of both deputy inspector general there are several directors i.e. operations, planning and administration. This directors are responsible for the service strategic plan among other functions (The Kenya Police Service Strategic Plans, 2003: 2008).
The Kenya Police Strategic Plan (2008 – 2012) has its strategic priorities more or less the same as the previous strategic plan of 2003 – 2007 with the addition of public – private partnership aspects and monitoring and evaluation system. The inclusion of priorities of the previous strategic plan indicates that they were not addressed to a satisfactory extent while inclusion of public private partnership as well as monitoring indicates that these were lessons learnt. The effect of the past strategic plans’ implementation on the organization performance of the Kenya Police Service has not been evaluated. The strategic plan (2008-2012) has only highlighted the achievements of its predecessor and acknowledged room for improvement without focusing on the challenges and weaknesses experienced in its implementation (Auma, 2013).

The current strategic plan (2013-2017) which is still a dummy highlights corruption, lack of scheme of service, slow adoption and poor record of internal accountability as among the challenges that the police face. The plan entails renewed focus on intelligence-led policing, enhancing surveillance by incorporating CCTV cameras and integrating vital data needed for effective management. The plan calls for harmonization of terms and conditions of service and proper handling of the vetting process and continuous recruitment.

The successful implementation of the policing plan depends on the commitment and motivation of the individual officer. The support extended to the officer in terms of financial and other resources by the government and other stakeholders will go a long way in this direction.
In this regard, it is of paramount importance that a comprehensive review of the terms and conditions of service is undertaken at earliest (Kenya Police Plan, 2008-2012).

Strategy implementation is important because failure to carry out strategy can cause lost opportunities and leave police officers reluctant to do strategic planning. Lack of implementation creates problems in maintaining priorities and reaching organizational goals. The strategy execution task is commonly the most complicated and time-consuming part of strategic management. K.Omeje & J. Githiaro (2010) in their study on challenges facing state policing and its strategy execution in Kenya, an empirical study noted: Transport deficiencies, human resource capacity deficiencies, poor terms and conditions of service, budgetary deficits, the rise in transnational and organised crimes, corruption, and political interference as the major obstacles to policing and strategy implementation.

Nyongesa (2013) in her study on challenges facing strategy implementation in the Kenya police noted lack of cooperation from senior officers especially those in the field, rampant corruption within the system, inadequate finance, and political interference to the running of the police as major challenges. In addition, poor training, failure to embrace information technology at times leading to slow decision making, inadequate human resources, lack of modern security equipment’s and continued changes in rules and regulations a times throwing police to a state of confusion.
Though the creation of the national police service commission and the office of the inspector general in the new constitution has brought immense benefits to state policing in Kenya, lack of clearly spelt out functions of the commission and the inspector general of police has at times brought confusion where the commission has been accused of overstepping the operation functions of the inspector general. This has led to slowed decision making and a times legal battles leading to waste of time and loss of public confidence. The report by Usalama watch forum a none governmental organization on the police vetting noted lack of proper understanding on the commissions vetting regulation by both the public and police resulting to low participation by the public and stalling of police strategy implementation.

1.2 Research problem

The implementation process is one of the most important aspects of strategic management because without implementation a strategy has no concrete existence, but is merely an obstruction. Ngarachu (2008) asserts that African countries are known for formulation of plans, but they lack in achieving timely action or they procrastinate in executing these plans. He argued that this matter appears to be both a matter of leadership and strategic management. Mitzenberg and Quins (1991) stated that over 65% of well formulated strategies fail at implementation stage.

Bridging the gap between strategy formulation and implementation has for a long time been a challenge to many organizations. Even with excellent strategies many have performed poorly in its implementation.
The National Police is not an exception. Reports commissioned by the government of Kenya (Ransely, 2008), John Krigler Report (2007), the Kenya Police Task Force on reforms (2009) and Waki Report (2008) all indicated that the Kenya Police has poorly adapted to change in the external environment. Their recommendation was the formation of one national police service under one command, same vision and mission. It is against this background that this study seeks to establish the challenges experienced by the national police service in implementing its strategies and determine measures taken to address this challenges.

Several studies have been carried out on challenges of strategy implementation among organization though most have concentrated on the private sector with less attention on the public sector. Achoki (2010) looked at the challenges of strategy implementation in the Ministry of state for provincial administration. Machuki (2005) studied challenges to strategy implementation at CMC Motors Group.

Awino (2000) looked at the effectiveness and problems of strategy implementation of financing higher education in Kenya by the HELB. Kiraithe (2011) studied management of strategic change at Kenya police service. Auma (2013) in her study on challenges of strategy implementation at the Kenya Police Service noted lack of cooperation between officers, obsolete equipment, lack of finances and other resources, political interference, as some of the factors affecting strategy implementation.
From the above studies, it can be noted that though studies have been undertaken on strategy implementation in many organization both private and public and the Kenya Police no study has been undertaken on the national police Service especially under the new constitution and new organization structure. This study will therefore aim to answer the question: what are the challenges of strategy implementation in the national police service?

1.3 Research objectives

This study was guided by the following objectives:

i. To establish strategy implementation challenges faced by the National Police Service.

ii. To determine the measures taken to address strategy implementation challenges in the National Police Service.

1.4 Value of the study

The findings of this study will help the managers and administrators in the national police in the formulation and implementation of their strategies. The management will be able to see the key areas in which to focus on while implementing the strategies so as to achieve optimum performance. The study will be useful to government and policy makers in different institutions in formulating policies on areas that necessitate smooth strategy implementation in organization. To the academicians and researchers, the study will add to the existing body of knowledge in the strategic management discipline and also form a basis for further research in strategy implementation.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter will undertake to look at the theoretical analysis of strategic planning and strategic plan implementation. It will also examine the challenges of strategic implementation planning and components of effective strategic implementation.

2.2 Theoretical Foundations of Strategy Implementation

2.2.1 Mckensey 7s Framework Theory

One of the early and widely accepted theories that identify the key factors that best explain supervisor performance is the Mckensey 7s framework. The framework provides a useful visualization of the key components managers must consider in making sure a strategy permeates the day to day life of the firm. Once the strategy has been designed Mckinsey suggest that managers must focus on six components to ensure effective execution, that is; structure, culture, leadership and staff motivation. This model is relevant to any organization and therefore can be used to identify the gaps and inconsistencies in strategy implementation in a security sector. The Mckensey aims at analyzing how well an organization is positioned to achieve its intended objective.

Management is identified with skills and leadership with style. This distinction is important. Management is about coping with complexity. Its practices and procedures are largely a response to one of the most significant development of the 20th century: the emergence of large organization without good management, complex enterprise tend to
become chaotic in ways that threaten their very existence. Good management brings a degree of order and consistency to key dimensions like the quality and profitability of products (John P, Kotter, 1990).

Leadership by contrast is about coping with change. Part of the reason it has become so important in recent years is that the business world has become more competitive and more volatile. The net result is that doing what was done yesterday or doing it 5 percent better is no longer a formula for success. Major changes are more and more necessary to survive and compete effectively in this new environment. More change always demands more leadership (John P, Kotter, 1990).

The leadership challenge is to galvanise commitment among people within an organization as well as stakeholders outside the organization to embrace change and implement strategies intended to position the organization to do so leaders galvanise commitment to embrace change through three interrelated activities. Clarifying strategic intent, building an organization and shaping organization culture (Pearce & Robinson, 1998).

Organization culture is the set of important assumptions (Often unstated) that members of an organization share in common. Every organization has its own culture. An organizations culture is similar to an individual’s personality -an intangible yet ever present theme that provides meaning, direction and the basis for action.
In much the same way as personality influences the behavior of an individual the shared assumption (beliefs) and values among firm’s members’ influences opinions and actions. Leaders typically attempt to manage and create distinct cultures through variety of ways; that is emphasizing on dominant values, encouraging dissemination of stories, institutionalizing practices that reinforce desired beliefs and values and adopting very common themes in their own unique ways (Pearce & Robinson, 1998).

The execution of strategy ultimately depends on individual organization members, particularly key managers. Motivating and rewarding good performance by individuals and organizational units are key ingredients in effective strategy implementation. If strategy accomplishment is a top priority then the reward system must be clearly and lightly linked to the strategic performance. Motivating and controlling management personnel in the execution of strategy are accomplished through a firms reward mechanism, compensation, raises, bonuses, stock options, incentives, benefits, promotions, demotions, recognition, praises, criticism, more or less responsibility. These mechanisms can be positive and negative short run and long run.

Successful strategy implementation depends in large part on the firm’s primary organizational structure. Structure helps the firm identify the firm’s key activities and the manner in which they will be coordinated to achieve the firms strategic purpose. A primary organization structure comprises the firm’s major elements, components or differentiated units.
Such a structure portrays how key tasks and activities have been divided to achieve efficiency and effectiveness. Organization structure defines how task is allocated coordinated and supervised.

2.2.2 Resource based view theory

Resource based view theory is a model that sees resources as key to superior firm performance. According to resource based view proponents, it is much more feasible to exploit external opportunities using existing resources in a new way rather than trying to acquire new skills for each different opportunity. In RBV model resources are given the major role in helping companies to achieve higher organizational performance.

There are two types of resources tangible and intangible. Tangible assets are physical things lands buildings machinery and capital. Physical resources can easily be bought in the market so they confer little advantage to the companies in the long run because rivals can soon acquire the identical assets. Intangible assets are everything else that has no physical presence but can still be owned by the company brand reputation, trademarks intellectual property. Intangible resources usually stay within a company and are the main resource of sustainable competitive advantage.

According to Barney (1991) resource based view has two critical assumptions that is heterogeneous and immobile. Heterogeneous assumption complies the skills, capabilities and other resources that organizations possess differ from one company to another.
If organizations could have the same amount and mix of resource they could not employ different strategies to outcompete each other. The second immobile assumption is that resources are not mobile and do not move from company to company, at least in short-run. Due to this immobility, companies cannot replicate rivals resources and implement the same strategies.

The resource based view holds that firms can earn sustainable super normal returns if and only if they have superior resources and those resources are protected by some form of isolating mechanism preventing their diffusion throughout industry. According to Edith (1959), a firm is more than administrative unit, it is also a collection of productive resources the disposal of which between different users and overtime is determined by administrative decisions. When we regard the function of the private business firm from this point of view, the size of the firm is best gauged by some measure of the productive resources it employees.

A firm that possess a particular valuable resource that is rare possessed by fewer firms than required to generate perfect competitive dynamics and obtained in unique historical circumstances can gain a sustained competitive advantage i.e. can improve its efficiency and effectiveness in ways that competing firms cannot and in ways they cannot immediate (Barney, 1991).
2.2.3 Agency theory

A supposition that explains the relationship between principal and agents in an organization. It’s concerned with resolving problems that exist in agency relationships that is between principals i.e. the shareholders and agents of principal e.g. company executives. An agency in general is the relationship between two parties where one is a principal and the other is an agent who represents the principal transactions with a third party. The agency theory assumes both the principal and the agent are motivated by self-interests therefore sometimes leading to conflict of interests. For this theory to work the principal and the agent most share common interests.

Essentially, this means that both the principal and the agent desire the same outcome. Secondly the principal must be knowledgeable about the consequences of the agents’ activities in other words, the principal knows whether their agents actions serves in the principal best interest. If either of these statements is false, it follows that agency loss is therefore likely to arise.

2.3 Strategy Management

Strategy is defined as the activity performed according to a plan in order to achieve an overall goal. Strategy is an important element of management process (Aosa, 1992). Johnson and Scholes (2002) define strategy as a direction and scope of organization as the long – term which achieves advantages for the organization through its configuration of resources within a changing environment to meet and fulfill expectations.
The strategic decisions in an organization are a blend of elaborate and purposeful actions aimed at marching the activities of the organization in which it operates. Reed and Buckley (1988) noted that new strategies are selected because they offer new opportunities and potential benefits but their implementation which involves changes implies risk; hence implementation strategies should seek to maximize benefits and minimize risk. The heart and soul of any strategy are the actions in the market place that senior management is taking with a view of improving the financial performance, strengthen the competitive position and to gain competitive advantage.

Organizations come up with new strategies time and again in order to stay relevant in the market and to be able to survive amidst competition; grow and become profitable. An organizations vision, objectives and strategy constitute a strategic plan. Camillus (1997) believes that strategic management represents an organizations ability to analyze strengths, weaknesses, opportunities and threats facing the organization;

Strategic goods are set in the strategic plan as targets that relate to long term survival; value and growth of the organization that also reflect effectiveness and efficiency. An organizations strategy becomes a pattern of actions and resource allocation geared towards achieving organization objectives. For strategies to be successful they need to match the skills and resources of the organization to the opportunities in the environment (Betaman and Zeithaml, 1993).
There are three ongoing processes that are central to the strategic management process: strategy analysis; strategy formulation and strategy implementation. These three processes are highly interdependent that even though one of the processes is successful it does not, guarantee success to the organization as a whole (Dess and Lumpkin, 2003).

According to Aosa (1992), once strategies have been developed, they need to be implemented; they are of no value unless they are effectively translated into action. This is necessary if such organizations are to remain competitive and relevant to current market trends. The process might involve changes within the overall cultures, structures and or the management system of the organization (Pearce and Robinson, 1998).

The strategy and firm must become one, that is, the strategy must be reflected in the way the firm organizes its activities and in the firm values, beliefs and tone (Pearce and Robinson, 1991). Transforming strategies into action is more complex, difficult and challenging undertaking and therefore not as straightforward as one would assume (Aaltonen and Ikavalko, 2001). A manager who aspires to manage or influence strategy needs to develop a capability to take an overview of the whole rather than just the parts of the situation facing an organization (Johnson and Scholes, 2002).

Strategy Implementation requires strategic control. Strategy control refers to managements attempt to keep track of a strategy as it is being implemented, detect problems or changes in the underlying premises and make necessary adjustments.
Management literally asks themselves two guiding questions; whether they are moving in the right direction and if employees understand what the organization is doing and why they often feel that they are part of the firm and become committed to assisting it. This can be achieved through communication (Dobni, 2003).

2.4 Strategy Implementation

Strategic management has grown in importance over the last 5 years, largely on account of the increasing complexity of modern organization. The process of strategic management does not end when organization makes decision as to what strategy to pursue. It calls for consideration of several steps from formulating vision and objectives to their implementation. In the world of management; increased number of senior researchers are recognizing that one of the key routes to improved business performance is better implementation. However, at the same time, it is also understood that implementation is one of the more difficult business challenges facing today’s managers (Pfeffer, 1996). Within this, management ability, or competence is seen as an important contributor to achieving the aim.

The strategic management process does not end when the firm decides what strategy or strategies to pursue. There must be a translation of strategic thought into strategic actions. Tools for successful implementation include annual objectives policies and functional strategies. Short terms objectives are milestones that organization must achieve to reach long term objectives. They work as guidelines for action directing and channeling efforts and activities or organization’s members (Mobisa, 1997).
The importance of annual objectives is postulated by the fact that they represent the basis for allocation of resources, act as primary mechanism for evaluating managers, establish organizational, divisional and departmental priorities, and are a major instrument for monitoring progress towards achieving long term objectives. Annual objectives aid strategy implementation.

Policies refer to specific guidelines, methods, procedures, rules, forms and administrative practices established to support and encourage work towards stated goals. According to Pearce and Robinson (1997) policies are broad precedent-setting decisions that guide or substitute for repetitive managerial decision making and therefore are directives designed to guide the thinking, decisions and actions of managers and their subordinate in implementing the organization’s strategy will be implemented successfully.

The other tool for successful strategy implementation is functional strategies. Functional strategies are short term activities that each functional areas within the organization must undertake to implement the grand strategy (Pearce and Robinson, 1997). These strategies are designed and managed in a coordinated way so that they interrelate with each other and at the same time collectively allows the competitive strategy to be implemented.
2.5 Challenges of Strategy Implementation

Successful strategy formulation does not guarantee successful strategy implementation. Implementation challenges can arise because of shift in responsibilities, especially if strategy formulation decisions come as a surprise to middle and lower managers. Strategy implementation can pose a number of challenges.

Owen (1982) contends that in practice there are problems areas associated with successful implementation. There must be clear fit between the strategy and the structure and they must be supportive of each other. This is one of the huddlers that face organizations where there is misfit; the people must be willing to change jobs or to relocate in order to accommodate the new structure. It is not feasible to change the structure every time there is a change in corporate strategy, instead, acceptable modification to the existing structure are preferred to more significant changes.

The way in which change is presented to employees is of great influence to their acceptance of it. To deal with this critical situation, an integrated communications plan must be developed. Such a plan is an effective vehicle for focusing the employees’ attention on the value of the selected strategy to be implemented. According to Johnson and Scholes (2002), communication is a key success factor within strategy implementation. Communicating with employees concerning issues related to the strategy implementation is frequently delayed until the changes have already crystallized.
It is recommended that an organization institute a two way communication program that permits and solicits questions from employees about issues regarding the formulated strategy, in order to ensure smooth strategy implementation. In addition, the communications should tell employees about the new requirements, tasks and activities to be performed by the affected employees and the reason behind changed circumstances (Alexander, 1985).

According to Aaltonen and Ikavalko (2002), overall though, it is increasingly acknowledged that lack of top management backing is not the main inhibiting factors to effective strategy implementation. Rather, the major challenges to be overcome appear to be more cultural and behavioral in nature including the impact of poor communication and diminished feelings of ownership and commitment (Aaltmen and Ikavalko, 2002). The role of middle managers, arguing they are the key actors who have a pivotal role in strategic communication. Barlett and Goshal (1996), talk about middle managers as threatened silent resistors whose role needs to change more towards that of a “coach” building capabilities, providing support and guidance through the encouragement of entrepreneurial attributes.

Resource insufficiency is a serious strategy implementation challenge. The availability of resources in terms of staff skills, knowledge, finance and time is thought to be a crucial part of strategy implementation. Allocating resources to particular divisions and departments does not mean that strategies will be successfully implemented. This is because a number of factors prohibit effective resource allocation.
This includes overprotection of resources, too much emphasis on short run criteria, organizational policies, vague strategy targets, reluctance to take risk and lack of sufficient knowledge (Mobisa, 1997).

The importance of the environment to an organization is clearly illustrated in the Heracleous’ (2000) work, where environment is illustrated in his learning models as a key element which affects actions organizations take for both the development and implementation of strategies. Hence, if there are significant changes in the environment an organization needs to react to these changes or may find that the strategies that they want to implement may no longer be viable for the organization.

Wessel (1993) notes that most barriers to strategy implementation fall into either one of these categories, many conflicting priorities, dysfunctional top teams, a top down management style, poor communication interfunctional conflicts and in adequate management development. Whereas these can be addressed, there are increased possibilities of successful strategy implementation.

Getz et al (2001) cites migration management as the missing link in many organizations, thus inability to convert strategy into coherent and lasting actions. By creating and using properly the clear statements of the desired future identity and by having sequential interrelated paths of action programs that are oriented towards learning and adaptation, organizations have been able to overcome challenges associated with traditional approaches to strategy implementation.
2.5.1 Challenges of Strategy Implementation in the Police

The success of the strategic plan is hugely dependent on the type of policing South Africans are expected to receive. It is also dependent on the types of formal and informal partnership developed with communities’ business labor, traditional authorities, the faith sector and indeed all sectors of society. The strategic plan of the police department creates its opportunity for South Africans to reflect on how far they have come, what commitments they have made and how to measure themselves in term of their objectives. Their vision of a safe and secure South Africa must be realized if they are going to succeed in creating a better life for the people. The environment in which the police department has to execute its mandate is a challenging one. High expectations of the police men and women to deliver safety in the faces of ongoing content and property crimes (Mthetha, 2010).

The Detroit Police Department Michigan USA in its first 2014 quarter report action plan noted poor restructuring in the past resulting to increased command levels, lack of confidence by the Detroit community on police, unfavourable working relationships, lack of direct connection between the police and the community, lack of accountability budget deficits leading to reassigning of uniformed personal to administrative function and lack of a follow up to strategy implementation as a major challenge. According to Detroit Police, the leadership team is determined to win the public trust by improving and cutting crime, and to earn loyalty of Detroit Police Officers by providing leadership that respects their opinions and expertise and enlists their enthusiastic support in a sustainable effort to turn things around.
Before the Organization for Security and Cooperation in Europe (OSCE) was forced to plan and implement its police training police was faced with over centralization, polarization and militarization of the police apparatus as well as a reputation for human rights abuses and endemic corruption and lack of accountability. To counter this the OCSE implemented a training programme for the police and reform projects in a very challenging environment often on short notice and without any template or an organizational memory to rely on. On training lack of time in regard to basic training for multi ethnic police units, lack of relevant documentation in developing a curriculum, in adequate knowledge on local legislation, uncertainties as some partners i.e. KOSOVO made it clear that they would not accept Yugoslavian law of 1999 which they felt was discriminatory. In selection of trainees the strategy faced a challenge where the selection process was heavily influenced by political affiliation of the applicants, lack of reliable information about applicants since relevant documents had vanished during the war as well as lack of sound human resource.

A report by community policing dispatch e-news (COPs) on tribal policing in India noted inadequate resources, understaffed law enforcement agencies, high turnover, lack of equipment’s as a major impediments to implementation of community policing as a strategy. According to the cops report there is a need to seek new and innovative strategies that will strengthen coordination and cooperation among federal states and community law enforcement agencies, improve joint training and enhance standards of professionalism of law enforcement.
2.6 Measures to Mitigate the Challenges of Strategy Implementation

In order to counter the problems associated with strategy implementation, the following should be practiced. There should be a clear allocation of responsibilities. Necessary actions should be identified, planned and responsibilities allocated. This will assist people to be accountable and will avoid a blame game. The number of changes and strategies being pursued should be limited at any time to ensure that the resources cope with the changes. Milestones and progress points should be established as well as measures of performance, monitoring and control mechanisms (Owen, 1982).

According to Machuki (2005), successful strategies require properly marched organization structure. If an organization significantly changes in its overall structural design, its existing organization structure may become ineffective. However, changes in structure should not be expected to make a bad strategy good, or to make managers good, or to make good managers bad managers, or to make bad products sell (Chandler, 1992). Alexander (1985) argues that how organization does things and manages strategy is far more important than the actual strategy and proposed change. The leadership style of the leader affects the desirability of the strategic alternatives he provides for the organization. The organization structure delegation mechanisms, freedom and incentives and reward systems will ultimately affect the effectiveness of the implementation.

Allio (2005) proposed a few practical guidelines for implementing strategy that will assist in effective and successful implementation. The guidelines includes keeping it simple, establishing a common language, dividing roles and responsibilities using straight
forward qualitative and quantitative methods, balancing short term targets with long term targets being precise and use of action verbs. One of a common format to enhance uniformity and communication, meeting regularly in structural time meetings and anchoring implementation activities in the organizations financial infrastructure and be ready to consistently manage the implementation process.

Of outmost importance is the ability to understand and maintain a distinction between strategic ends and tactical means to get there, balancing consistency of purpose with the reality of business cycles and coping with the fact that strategy implementation is both deterministic and emergent. This will help the leaders engage in the right actions at the right time knowing that the process is very dynamic and the plan need to be altered as the business cycles and the market demands (Getz et al, 2007).

In his research, Okumus (2001) puts it that studies in the strategic management field indicate that there is lack of knowledge in strategy implementation necessitating more research into this critical area of strategic management concluding that there is significant need for detailed and comprehensive conceptual models related to strategy implementation. It is notable that people will learn and perform better when they are actively involved in making the targets they have to meet as opposed to just being told what to do. According to Sterling (2003), organizations need to be prepared to change their strategies or their implementation tactics as the external environment changes or as the organization is impacted by unknowns.
Strategies and strategic plans are not cast in stone and should not be treated like they cannot change. Organizations need to monitor the environment vis-a-vis their strategies and strategic plans and alter them as need be so that they can both be in tandem. While an anticipated change may upset a strategy, the failure to recognize and react is what significantly erodes performance not the change itself.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter looks at the analytical frame work of the research design, data collection and data analysis. It encapsulates the research design that was employed, how data was collected and analyzed in order to generate a report and provide findings.

3.2 Research design
This study was modeled on a case study design that aimed at establishing the challenges of strategy implementation at the National Police Service. A case study method is popular for qualitative analysis and involves a careful and complete observation of a social unit, person or institution. It is an intensive investigation of the particular unit under consideration (Katheri, 2004). It is a very powerful form of qualitative analysis that drills down rather than wide (Kothari, 1990).

According to Robinson (2002) a case study design should be considered when the focus of the study is to answer “how” and “why” questions; one cannot manipulate the behavior of those involved in the study; one wants to cover contextual conditions because they believe they are relevant to the phenomenon under study. Since this study looks at building a profile on the challenges of strategy implementation at the National police service a case study was deemed to be more appropriate since there was no other organization that can be compared to the National police service.
3.3 Data collection

The study utilized both secondary and primary data that was collected through face to face interview and the review of the contents of various relevant publications. An interview guide consisting questions assisted in collecting data. The interviews were administered to senior managers in the National police service that is director of operations, personnel and administration, planning and national police chief economist. This involved in-depth discussion through individual meetings at the police headquarters. These respondents were selected because of the key role they play in strategy formulation and execution at the National police.

Qualitative research encourages a person to reveal information in details opposed to other data collection methods. These interviews endeavored to identity challenges of strategy implementation. With unstructured questions the respondents’ response may give an insight to his feelings background, hidden motivation interests and decision and give as much information as possible without holding back (Robinson, 2002).

3.4 Data Analysis

Data from the study was analyzed using content analysis since it was a qualitative study. This was the best suited method of analysis in a case study. Content analysis is defined by Mugenda and Mugenda (2003) as a technique for making inferences by systematically and objectively identifying specific characteristic of messages and using the same approach to relate trends.
According to Mugenda and Mugenda (2003) the main purpose of content analysis is to study the existing information in order to determine factors that explain a specific phenomenon. The researcher used content analysis to categories and make valid and replicable inferences from data, summarized qualitative analysis of messages that relied on the scientific method. Qualitative research will assist the researcher to know how and why things happen as they do by encouraging the respondent to reveal things in detail since they will have an opportunity to do so in the interview which will be structured but no limited (Cooper A Schinder, 2011).
CHAPTER FOUR
DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction
This chapter documents the findings of this study whose data was collected through personal interviews with the aid of an interview guide. The research objective was to establish strategy implementation challenges faced by national police service and to determine measures taken by the service to address the challenges during the strategy implementation process.

4.2 Strategy Implementation in the National Police Service
This section of the interview guide sought to establish from the respondents whether they understood the strategic plan of the national Police Service. The section covered questions on the strategic period, persons involved in the process and the involvement of the staff in the process.

On the question of whether the respondents are aware of the strategic plan of the national police service, it emerged that they are well conversant as most of them were involved during the formulation as the process was consultative, informative, participatory and all inclusive. It was established that the strategic plan is a five year term plan with the current one covering the year 2013-2017. All the stakeholders in the governance, justice law and order sector (GJLO) were involved in strategy formulation. These are the Kenya anticorruption commissions, Kenya human rights, the judiciary, the police and the donors.
This widespread involvement implies that the strategic formulation process is an inclusive process. The researcher established that the entire director’s, formation commanders, head of departments, section commander’s, unit’s and county commanders are charged with overseeing strategy implementation in their respective dockets to enhance ownership, teamwork and faster implementation.

Their primary task is to offer leadership and create unity of purpose and to ensure that all members share in the common vision. The respondents had faith in the review process which is undertaken regularly in a bid to check on the progress of implementation vis-à-vis the challenges.

The National Police Service appreciates the role played by its employees in the formulation and implementation process of the strategic plan and therefore it was established that employees are involved during validation workshops, preparation of work plans budgets and setting performance targets and later on during performance of their duties to achieve the set targets. They argued that the workshop is meant to create ownership and eliminate resistance during the implementation process leading to success.

4.3 The Role of Stakeholders in Strategy Implementation

Organizations do not function in isolation. On the contrary they always interact with their external environment. Stakeholder cooperation is an essential part in organizations success. The researcher wanted to establish how the stakeholders are contributing to strategy implementation.
It emerged that the national police service stakeholders are its employees, members of the public, government ministries, the state’s law office, directorate of public prosecution, other security agencies and development partners among others who in different ways impact the exercise of the policing function in the country.

For instance the public who are the recipients of police services assist in providing free flow of information as well as giving feedback on quality of services offered. The judiciary which arbitrates the cases brought to it by the police helps in deterrence of crime through penalties and interpretation of the law. In a nutshell the roles of the stakeholders to the police cannot be exhausted as they are contributing immensely to the realization of the national police strategic plan.

4.3.1 Employees

Strategic implementation process requires the work and attention of employees and managers at all levels within an organization. Every individual employee implements the strategy in their day-to-day operation. The researcher established that the National Police Service employees just like other organizations employees offer technical advice, professional advice, competencies and skills to facilitate proper implementation of planned activities in accordance with the government of Kenya laid down procedures and regulations. These officers are expected to implement all the commands from their seniors with utmost humility, loyalty and respect to the rule of law.
4.3.2 Leadership and Management

Leadership is critical to forming and implementing strategy and without it, good strategy does not happen. Leaders have primary responsibility for overseeing the implementation of the chosen strategy. Implementing strategy requires a team effort headed by organization leadership.

A lack of leadership – specifically strategic leadership in the management structures of organization has been identified as one of the possible barriers to the effective implementation of strategy. The researcher established that the inspector general of police plays a critical role in determining the direction of the police, offering of advice, guidance and wisdom. He oversees the entire police services and acts as a liaison between executive and the police.

4.3.3 National Police Service Commission

The National police service commission is an Independent Commission established under the constitution of Kenya to ensure smooth functioning of the National Police Service. The researcher established that the commission has a great role in strategy implementation where the commission is expected in undertaking its function to recruit and appoint persons to the National Police Service as well as observing due process and exercise discipline in the service. The commission is charged with overseeing the running of the police service, giving guidance and coming up with policies. Through the vetting process the commission has enhanced suitability of the office holders, created public confidence in the police and helped in proper deployment as per the competencies.
All the respondents appreciate the work done by the commission and especially now that the conflicting function of the commission and the inspector general has been sorted through National Police Act, 2013 amendments.

4.4 Linking Police Function to the National Police Strategic Plan

The researcher established that the National Police Service draws its mandate from the political pillar of the Kenya Vision 2030 where the main mandate includes; promotion of the rule of law transparency and accountability public administration and service delivery, security, peace building and conflict management as well as enhancement of the bills of rights. From the long-term plan vision 2030 the National Police Service has come up with a short term plan which is the 2013 – 2017 strategic plan and the national police service modernization plan. The police leadership is then charged with translating the strategy into actions and then deliver the results.

4.5 Matching organization structure to the strategy

It is critical for the organization structure to match the strategy if success is to be realized. An organization structure defines how the organization functions. The study attempted to find out if the national police service structure matched the strategy. The respondents were convinced that the structure matched the strategy even though it keeps on changing depending on the strategies being pursued, challenges and the external environment.
A good example given is the creation of county commanders as a result of promulgation of the 2010 COK and also the creation of the internal affairs unit to deal with complaints against the police. Another case is the plan to devolve the internal affairs unit to the county level as well as creation of county commands and anti-terrorism unit.

4.6 Factors leading to success in strategy implementation

The success of an organizations plan is dependent on several factors. On the question of what factors are considered to affect the success or failure of the strategic process in the organization the respondents noted that political goodwill from the president and the executive, prudent utilization of the available resources, committed staff, embraced teamwork, guaranteed funding by the government and donor support, transparency and accountability, commitment to the police core values and the national police services motto as some of the key factors that influence organization success. The unending support in terms of funding and training of the police by the European Union and the USA has transformed the police service and is ranked as the best in East and central Africa.

The respondents appreciated the continued good will by the top leadership of the country in providing both the software and hardware needed in the police plan implementation. They pointed out that the leadership should continue directing both human and material support towards strategy implementation process as well as liaising with other stakeholder outside the police that will affect the success of the strategies being undertaken.
4.7 Challenges of strategy implementation at the National Police Service

Formulating appropriate strategy is not enough. For effective strategy implementation the strategy must be supported by decisions regarding the appropriate organization culture structure, management, leadership, resources and capacity. Just as the strategy of the organization must be matched to the external environment. It must also fit the multiple factors responsible for its implementation. The respondents reported a number of challenges that they encounter during the strategic plan implementation. They underscored the fact that if these challenges could be dealt with, then the implementation process would indeed be smoother and ultimately yield more success.

However, they also acknowledged that they do not expect a scenario when there will be no challenges and therefore a need to put proper measures to deal with such challenges in advance. The challenges ranged from organization culture, structure, leadership and management, motivation, inadequate resources and capacity building.

4.7.1 Inadequate / lack of finance

Strategy implementation is a very expensive process which requires finance to implement the plan. For many years the national police service has been suffering from inadequate budget allocation. This has stalled many projects e.g. housing, better remuneration, medial cover and so on. Most of the respondents noted that lack of adequate finance has been a major obstacle to realization of police strategic plan. The 2014-2015 national budget by the treasury had the police given 42% less of the budget estimate.
The respondent agrees to the recommendations made by judge Krigler commission of the need to increase budget allocation for the purpose of modernizing the police service.

**4.7.2 Use of obsolete/inappropriate technology**

The nature of crime in the world has been changing so fast that the Kenyan Police has found themselves being outmaneuvered by the modern organized crimes. Most of the respondents noted that the national police service has been neglected for many years. Lack of modern communication gadgets, use of outdated riffles, lack of modern vehicles i.e. bullet proof vehicles and vests are major contributions to failing strategic plan. The respondents noted that for the strategic plan to be achieved then the police need to appreciate and invest in new technology.

**4.7.3 Inadequate personnel**

Strategic implementation processes require the work and attention of employees and managers at all levels within an organization. Employees offer a vast amount of knowledge that can be leveraged during strategic planning and implementation and therefore the need to have the right number and kind of personnel. Though there was agreement by the respondents that the police service is over stretched some respondents felt strongly that the police service is actually suffering from inappropriate deployment where a good number of police officers are undertaking functions which are supposed to be carried out by other people.
A good example is the use of police officers as drivers for the judges in the judiciary, the legislators and senior government officials both present and former. The respondents noted that deployment of police officers without consideration of their competencies, skills as well as their safety is not helping in strategic plan achievement. The continued loss of police men in the battle field to the criminals due to lack of proper equipments e.g. the Baragoi incident as well as the rise in suicidal cases is really affecting strategy implementation. It was also noted that in the recent past the service has been losing senior employees to other sectors and by the key officers leaving the organization during strategy implementation process the successful realization of the objectives is greatly affected.

4.7.4 Influence from the external environment

The success of implementing an organization strategy will depend on the ability of the organization to steer through the environmental challenges that will face the firm. It is on this basis of the same that the researcher sought the views of the respondents on how environmental factors affect their strategies. It was established that undue interference from other public agencies and non-governmental organizations particularly pressure groups lead to discouragement of police officers. It was also found that political interference for many years has been affecting plan implementation and ultimately police performance. The passage of the 2010 constitution has been a major boast to the police as they are much independent and free from political interference unlike the past.
4.8 Other Challenges

Ineffective coordination and sharing of responsibilities among the staff came out as another factor that affects the success of implementing strategies in the national police service. Overlapping of activities during the implementation was found to create confusion among the implementers and therefore leading to delays in the implementation and unnecessary bureaucracies. A good example sited is the lack of coordination between the Kenya police and the administration police in carrying out their functions.

Implementers of the strategies need to be answerable to their actions. It was noted that lack of accountability and transparency in decision making in the service has become a source of discouragement to other staff members who are expected to be accountable. Motivation levels at the national police service staff is wanting due to lack of morals, misrepresentation of the organization strategy therefore affecting police performance.

The culture of an organization affects the success of strategy implementation process. The culture of corruption in the national police service has eroded the core values of the police, thereby creating a negative image and lack of trust by the public. There is need to align the organization culture to its strategies and strengthen the core values. Currently, the police reforms being carried out is seen by the respondents as a necessary tool in aligning police culture to the organization strategies and redemption of the police image.
4.8.1 Recommended Measures to mitigate the challenges

The respondents highlighted a number of measures that needs to be undertaken in overcoming some of the challenges faced by the National police in the implementation of its strategies.

They recommended various ways of addressing these challenges among them communication of roles and responsibilities at an early stage and involvement of middle level managers at strategy development process to enhance ownership. Also there is a need for a ground tailored strategic plan to eliminate resistance by juniors during implementation.

Alignment of the organization culture to the strategy, motivation of staff to enhance performance As well as accountability of the leaders. Ensuring that the strategy formulation process is a participatory consultative and informative process to enhance ownership. To deal with limited resources there was an agreement across the bond of the need for the police service to continue lobbying for more funds while at the same time utilizing the available funds in a more transparent and accountable way. It was also suggested for the need to partner with county governments e.g. in the issue of housing, procurement of equipment’s. To handle resistance within the service or lack of cooperation there is a need to carry out a sensitization program targeting officers of all ranks on the organization strategy.
On ways to deal with shortage of personnel the respondents suggested the need to scale down of police officers involved in VIP protection and other non-police functions as well as having a clear policy on deployment of officers as per their competencies, skills, experience and knowledge. The issue of mass transfers and replacement was established as a major source of demotivation and victimization.

The respondents suggested the need to invest in modern technology to ensure effectiveness in police operation. Also the need for regional and international cooperation through intelligence sharing and information in order to deal with modern organized crimes e.g. terrorism and cybercrimes. Though the conflict between the national police service commission and the inspector general has been sought through amendments of National police service Act the respondents agreed that there is a need to fast track the implementation of the National Police Act 2011 and chapter 242 of the Constitution of Kenya as well as the Ransley recommendation. Finally the respondents felt a need to benchmark the national police service to the best in the world. Also there was agreement on ISO certification of the police to ensure that their services are standardized.

4.9 Discussion

The research findings agreed with the resource based view theory that states that each organization is a collection of unique resources and capabilities. The uniqueness of its resource and capabilities is the basis of a firm’s strategy and its ability to earn above average returns (HIH, 2013).
The national police service suffers from insufficient funds, inadequate capital and qualified personnel. This indeed affects the implementation of the organization strategy. This is also in agreement with Muthuiya (2004) when he observed that availability of the necessary resources is key to the success of an organization strategy implementation. The research findings agrees with the Mckinsey 7s framework theory on the need to realign the organization culture, systems, structure, skills in terms of personnel, leadership style and staff to organization strategy to improve performance ,that the respondents felt that all the seven models have a great impact either positively or negatively to strategy achievement. Ineffective coordination and sharing of responsibilities among the staff came out as another factor that affects the success of implementing strategies in the National Police Service. Overlapping of activities during the implementation phase create confusion among the implementers and therefore leading to delays in implementation.

The research findings agrees with the agency theory on the need for stakeholder involvement as agents during the implementation of strategies for the success of an organizations strategy and as Shimechero (2010) noted that an organization’s value is created when it meets the needs of the firm’s important stakeholders in a win-win fashion by attending to the interests of all the stakeholders - not just their shareholders. The success of an organizations strategy implementation process will depend on the level of involvement of stakeholders; both internal and external. It was found that the National police service had widespread consultation in process during the development of its strategies.
However, the same consultation seemed to concentrate more on the senior managers and commanders. This agrees with Nyongesa (2013) recommendations of the need to involve junior employees in strategy formulation.

The observation made by Kaplan and Norton (2001) to the effect that in practice, managers and supervisors at lower hierarchy levels who have important and fertile knowledge are seldom involved in strategy formulation and when they do, the probability for realizing a smooth targeted and accepted strategy implementation process increases substantially seem to apply to this case. It therefore becomes imperative that an organization considers involving all cadres of employees to enhance the level of success of the implemented strategies.

The research findings agrees with a report by community policing dispatch e-news (COPs) on tribal policing in India which noted that inadequate resources, understaffed law enforcement agencies, high turnover, lack of equipment’s as a major impediments to implementation of community policing as a strategy.

The research findings on the influence of external environment to the organization underscores its importance as clearly illustrated in the Heracleous’ (2000) work, where environment is illustrated in his learning models as a key element which affects actions organizations take for both the development and implementation of strategies. Hence, if there are significant changes in the environment an organization needs to adopt to these changes otherwise their strategies may no longer be viable for the organization.
CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
This chapter presents a summary and conclusion as exhibited from the research findings. It also gives suggestions for further research together with recommendations and impact on policy theory and practice.

5.2 Summary
In summary, the study reveals that the respondents understand very well the National Police Strategic Plan and the Challenges that affect the success of its implementation. The National Police Strategy covers period of 5 years and is regularly reviewed to take care of the changing external environment. Though the junior officers are involved in strategy formulation through workshop there was an agreement of a need to have a ground tailored strategic plan to ensure there is ownership of the process.

Several factors were identified to affect the success or failure of the strategic plan in the National Police Service. For instance; Inadequate funds, external interference especially from the pressure groups and politicians, use of inappropriate technology, inadequate personnel due to in appropriate deployment were noted as some of the challenges facing strategy implementation. In addition, the top leadership of the organization affects the strategy implementation process through giving direction, advice, wisdom and offering material support towards the strategy implementation.
Other challenges identified in the strategy implementation process of the organization was lack of cooperation from relevant stakeholders i.e. judiciary and lack of strategic leadership by lower level managers. Failure to embrace the use of information communication technology is slowing down the dissemination of information to those in the field or getting feedback therefore slowing down decision making. External interference both politically and by the pressure groups was noted to be affecting the performance of the police. The change in political leadership leads to a change in service leadership and with such changes the organization plans is affected. The evolution of terrorism, cybercrimes and organized crimes were also cited as some of the other factors affecting implementation of the strategies.

A number of measures were identified that will help in reducing the factors that affect the success of strategy implementation in the National Police Service. Some of the measures included the need to have a ground tailored strategic plan, appropriate deployment of officers as per their knowledge, skills and competencies, partnership with stakeholders i.e. community policing, investing in modern technology, motivation of staff to enhance performance and alignment of the organization culture to strategy.

5.3 Conclusion

Strategic planning is not only necessary but also sufficient exercise for an organization to succeed. A strategic plan acts as a road map that guides an organization to achieving the intended objectives. It helps to anticipate challenges that the organization will encounter and come up with mechanisms of how to deal with them.
From the findings, it was established that the strategy formulation process in the organization follows a top down approach while implementation process adopts a bottom up approach. This disconnect in the strategy process of the organization has in some way brought about challenges in the success of implementing the set strategies.

Another important conclusion from the study is the need to strengthen the stakeholder roles in the strategy formulation process. This will enhance ownership of the strategy and will reduce conflicts between the stakeholders. For instance the members of the public must understand their role in policing functions through community policing. By empowering the public the conflict between the police and public will greatly be reduced. Further effective monitoring and evaluation of the strategies during implementation was found to be critical. The National police should be able to put in place measure for tracking down progress and facilitating learning and decision making in a quick manner and therefore increase the chances of achieving the same strategies.

5.4 Implications on policy and practice

Strategy planning is an exercise undertaken by many organizations but a few of them attain the objectives as stated in the strategic plan. There is a distinct difference between planning and actual implementation hence it is critical for the strategic plan not only to be implemented but implemented in the best way possible. To achieve this there is need for capacity building and training. Basic policies and procedures should be addressed for effective operations of the police service.
Clear alignment and deployment of individuals as per their knowledge, skills and competencies for service delivery should be embraced by the senior officers. The National Police should not only lobby for more finance allocation from the national treasury but also partner with county governments and donors. Proper utilization of available resources to avoid losses as a result of misuse as well as ensuring there is accountability and transparency among the leaders. To avoid stalling projects there should be adherence to public finance and procurement regulations. In the issue of house constructions and planning there is a need for the National Police Service and interior ministry to come up with clear policies to avoid the bureaucracy involved in getting clearance from the department of public works.

There is a need to restructure and realign the directorate of planning and redefine its functions as at the moment it’s more of a housing development department. Strategy implementation process should not be taken as a one-time process in which the program is initiated and then rolls on continuously without any intervention from the management. In the past the strategic plan is the police remained a paper work where it died immediately after colorful launching. The plan needs to permeate to the junior most person on the ground if the strategic plan is to be achieved and ultimately the vision 2030 Social and political pillar.

To enhance a positive and adoptive culture, the police service has to work on its relationship with the external environment. There is a need to partner with actors in both internal and external environment and collaborate with them to support its efforts.
Furthermore there is a need to deal with corruption in the police once and for all to ensure stakeholder confidence. Rehabilitative approach to dealing with corruption in the service rather than punitive approach will go a long way in eradicating this menace.

5.5 Limitations of the study

The major limitation of this study was the fact that some of the respondents were not willing to reveal fully all the information in fear of being victimized or being disloyal to the government and code of conduct. Most of them dwelt majorly on the obvious challenges but did not want to go deeper to reveal the real challenges they experience in strategy implementation due to the nature of the office they hold. Some of the targeted respondents were too busy and opted to delegate the responsibility to junior officers therefore limiting the amount of data collected. This forced the researcher to rephrase some of the questions to ensure the respondents are comfortable answering the questions. The study was limited only to the top managers at the National police service and therefore the findings could not reflect the real challenges faced by officers in all parts of the country during strategy implementation since the challenges vary from place to place.

5.5 Recommendation for the further studies

Considering that the National police is an organization with many departments there is a need to undertake research on challenges facing different departments or programs in strategy implementation, for example in enforcing community policing, housing projects, nyumba kumi initiative or terrorism.
Many studies conducted in the field of management have dealt with identifying the challenges of strategy implementation. It would also be educating to conduct a study on how security agencies especially in developed countries deals with challenges associated with strategic plan implementation in order to ensure that the implementation is a success. This will help the local agencies on understanding how best to handle challenges and best ways to implement their strategic plans.
REFERENCES


Minister Mthetha for Police, South Africa (2010-2014).


APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

TO WHOM IT MAY CONCERN

The bearer of this letter, **JAHU FRANCIS KIKUNGU**, Registration No. **NG1 64474 2013**, is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

**PATRICK NYABUTO**
MBA ADMINISTRATOR
SCHOOL OF BUSINESS

[Signature]

[Stamp: UNIVERSITY OF NAIROBI
School of Business
15 Sep 2014]
APPENDIX II: INTERVIEW GUIDE

Introduction.
This is a management research looking to establish the challenges of strategy implementation at the National Police Service in Kenya. This guide has been solely designated for the purpose of giving direction to the interview process for the study and information contained in shall be used for the purpose of the study only and treated in ultimate confidence.

Section A
1. Names ____________________________
2. Current Job title ____________________________
3. How long have you held this position? ____________________________
4. How long have you been in the National Police Service? ______________

Section B
5. Are you familiar with the National Police Service Strategic Plan and what does it entail?
6. What time span does the Strategic plan cover?
7. Who is involved in strategy formulation?
8. Who is charged with strategy implementation?
9. How often is the strategic plan reviewed?
10. At what stage of strategy implementation process is the organization staff involved?
11. What are the employee’s roles in implementation?

Section C
12. How do you link the strategic plan with the police operations to ensure strategy is achieved?
13. What are the factors leading to strategy implementation Success at your organization?
14. How does leadership and management influence strategy implementation? Is there adequate support from the top leadership during strategy implementation?
15. How does the organization structure match the strategy?
16. How does the organization culture help in strategy implementation?
17. Do the resources and capacity support strategy implementation?
18. How do you deal with resource constraint if any?
19. What are the employee’s roles in strategy implementation?
20. What is the role of stakeholders in strategic plan? Do they contribute in its implementation?
21. How is the national police service commission helping in strategy implementation?
22. What’s your take on police vetting and strategy implementation?
23. What are the main challenges facing the national police strategic plan?
24. What do you think can be done differently in order to ensure a successful strategy implementation?
## APPENDIX III: KNOWLEDGE GAP

<table>
<thead>
<tr>
<th>Author</th>
<th>Knowledge Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achoki E.A (2010)</td>
<td>Did a study on the challenges of strategy implementation in the ministry of state for provincial administration. However the study was only limited to provincial administration under the old constitution and not the Kenya police service.</td>
</tr>
<tr>
<td>Auma R. N (2013)</td>
<td>Did a study on the challenges of strategy implementation in the Kenya police service. She only limited her study only to the Kenya police leaving the administration police which is part of the national police service under the new constitution.</td>
</tr>
<tr>
<td>Njiinu, A. N. (2012)</td>
<td>Did a study on the Challenges of strategic plan implementation at the bank of Africa limited. His study focused on the banking industry which is a profit making entity unlike the security sector which the researcher is interested in.</td>
</tr>
<tr>
<td>Kiraithe E. K. (2011)</td>
<td>Did a study on management of strategic change at the Kenya Police Force. Again his study was limited to strategic change management and did not venture into challenges of strategic implementation.</td>
</tr>
<tr>
<td>Koske F. K. (2003)</td>
<td>Did a study on strategy implementation and its challenges in public corporations using the case of Telkom Kenya limited. Unlike this study which focused on many public corporations the researcher is limiting his study to only the Kenya Police Service.</td>
</tr>
</tbody>
</table>