CHALLENGES FACED BY THE PROVINCIAL ADMINISTRATION IN IMPLEMENTATION OF VISION 2030 STRATEGY IN MAGARINI DISTRICT, KILIFI COUNTY

BY

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DECLARATION

I declare that this project is my original work and has not been submitted to any other University for examination.

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DEDICATION

This research is dedicated to my staff at Magarini District Commissioner’s office, Victor, Shirley, Thethe and Arnold; to my Heads of Departments within the District and the Provincial Administration at the grassroots level. Lastly to my family for patience and encouragement.
ACKNOWLEDGEMENT

I would like to thank my supervisor Mr. Maina for his guidance which led to the success of my research preparation all through to completion.

Also my special appreciation goes to all the lecturers in the school of Business for imparting me with knowledge that enabled my work be focused. Lastly, I thank my provincial Commissioner for his acceptance to conduct the research in Magarini District, Kilifi County in Coast Province.
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<tr>
<td>AGOA</td>
<td>African Growth and Opportunity Act</td>
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<td>AIDS</td>
<td>Acquired Immune Deficiency Syndrome</td>
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<td>ALRMP</td>
<td>Arid Lands Resource Management Project</td>
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<td>ANC</td>
<td>Ante natal care</td>
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<td>ARV</td>
<td>Antiretroviral</td>
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<td>ASAL</td>
<td>Arid and Semi-Arid Lands</td>
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<td>ASIP</td>
<td>Agricultural Sector Investment Programme</td>
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<td>Agricultural Sector Programme Support</td>
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<td>BMU</td>
<td>Beach Management Unit</td>
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<td>BRRU</td>
<td>Business Regulatory Reform Unit</td>
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<td>CADSAL</td>
<td>Community Agricultural Development Project in Semi Arid Lands</td>
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<td>CBO</td>
<td>Community Based Organization</td>
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<td>CCK</td>
<td>Communications Commission of Kenya</td>
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<td>CDF</td>
<td>Constituency Development Fund</td>
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<td>CET</td>
<td>Common External Tariff</td>
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<td>CMS</td>
<td>Catchments Management Strategies</td>
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<td>COMESA</td>
<td>Common Market for Eastern and Southern Africa</td>
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<td>CRC</td>
<td>Convention on the Rights of the Child</td>
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<td>DEAP</td>
<td>District Environmental Action Plan</td>
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<td>DO</td>
<td>District Officer</td>
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<td>DPM</td>
<td>Directorate of Personnel Management</td>
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<td>EAC</td>
<td>East African Community</td>
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<td>EAP</td>
<td>Environmental Action Plan</td>
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<td>ECCD</td>
<td>Early Childhood Care and Development</td>
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<td>ECDE</td>
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<td>EEZ</td>
<td>Exclusive Economic Zone</td>
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<td>EIA</td>
<td>Environmental Impact Assessment</td>
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<td>Environmental Management and Coordination Act</td>
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EPI  Expanded Programme on Immunization
ERC  Energy Regulatory Commission
ERS  Economic Recovery Strategy
EU   European Union
FBO  Faith Based Organization
FDI  Foreign Direct Investment
FDSE Free Day Secondary Education
FFS  Farmer Field School
FGM  Female Genital Mutilation
KESSP Kenya Education Sector Support Programme
MDG  Millennium Development Goals
PA   Provincial Administration.
PC   Provincial Commissioner

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ABSTRACT

The research focuses on the challenges faced by the Provincial Administration in the implementation of Vision 2030 in Magarini District. The study aimed at investigating the functions of Provincial Administration in the implementation of vision 2030. The study also investigated the challenges encountered in implementing the vision, and finally, the study suggests effective intervention strategies necessary for successful implementation of vision 2030 at Magarini District. On the subject of challenges faced by the Provincial Administration in the implementation of vision 2030 in Magarini District of specific concern was the communities reactions towards accommodation of the tenets of vision 2030 specifically in relation to economic empowerment and challenges in different sectors ranging from agriculture, education, health, gender youth empowerment (to mention a few). Primary data was collected by the use of questionnaires dispatched to District Officers, Chiefs, Districts Agricultural Officers, Education Officers and Women Group Members. The questionnaires had two sections, where section one provided demographic information, while section two had questions on the objectives of the study. Data was analyzed using descriptive statistics which includes frequencies, percentages, and mean scores. The study results indicate that the structure of the organization directly affects the implementation strategy of vision 2030. Resource insufficiency has a negative relationship, same as human resource and communication. For the vision 2030 strategy to be well implemented then enough resources need to be provided, human resource should improve in their strategies since Their intriguing findings indicate that strategy implementation success depends crucially on the human or people side of project management, and less on organization and systems related factors. Communication should process should clearly explain what new responsibilities, tasks, and duties need to be performed by the affected employees. It should also include the reason why behind changed job activities, and more fundamentally the reasons why the new strategic decision was made firstly. In implementation of 2030 strategy the provincial administration should ensure there is an upward and downwards flow of communication. Information flow should be promoted. A communication directorate should provide an effective communication strategy.
CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Strategic management is the art, science and craft of formulating, implementing and evaluating cross-functional decisions that will enable an organization to achieve its long-term objective (Thompson and Strickland, 2003). Strategic management seeks to provide solutions to these issues by maintaining a long term focus to anticipate and deal with issues facing the organization with a view of long term growth, profitability and survival (Robbins and Coulter 2004). Strategy of an organization is the roadmap towards attainment of its long term goals and objectives. Today's global competitive environment is complex, dynamic, and largely unpredictable. To deal with this unprecedented level of change, a lot of thinking has gone into the issue of how strategies are best formulated. Complexity in the global environment is a product of contextual factors such as technological advances, diverse social and economic change, and political upheavals. More directly, for the firm complexity is intensified by the scope of its operations in global markets, at different levels of the value chain and how they are arrayed across markets, the interlinking and interdependencies between markets, and the increased blurring of product market boundaries, both functionally and geographically.

As noted by Thompson & Strickland (2003), the cornerstone of strategy implementation is building an organization capable of carrying out the strategy successfully. Strategic formulation includes the setting of the mission, goals and objectives for the organization, the analysis of the external environment as it affects the organization, together with its internal resources and the choice of strategic alternatives. Kaplan & Norton (2001) see the ability to execute the strategy as an even bigger management challenge than determining the right vision and the quality of the strategy itself. They point to the importance of adequate performance management systems as a critical success factor for implementing strategies. More and more companies are acknowledging that performance measurement systems need a focus, by linking them to the strategy of the organization. Many academicians and performance management consultants see a solution in new performance measurement systems. These initiatives perhaps seem to be attractive but there is still a lack of integration.
Organizations seem to have difficulties in implementing their strategies. However, researchers have revealed a number of problems in strategy implementation which include: weak management roles in implementation, a lack of communication, lacking a commitment to the strategy, unawareness or misunderstanding of the strategy, unaligned organizational systems and resources, poor coordination and sharing of responsibilities, inadequate capabilities, competing activities, and uncontrollable environmental factors (Galpin, 1998; Lares-Mankki, 1994; Beer and Eisenstat, 2000). According to Alexander (2005), the ten most frequently occurring strategy implementation problems include underestimating the time needed for implementation and major problems surfacing that had not been anticipated, in addition uncontrollable factors in the external environment had an adverse impact. With regard to people, the capabilities of employees involved were often not sufficient, leadership and direction and “training and instruction given to lower level employees were not adequate” (Alexander, 2005). Although the least frequent in this study in many cases the information systems used to monitor implementation were not adequate.

1.1.1 Strategy Implementation

Strategy can be defined as the direction and scope of an organization that ideally matches the results of its changing environment and in particular its markets and customers so as to meet stakeholder expectation (Johnson & Scholes, 2002). According to Greenley (2006), strategy is a unified and integrated plan that relates the strategic advantages of the firm to the challenges of the environment and that is designed to ensure that the basic objectives of the enterprise are achieved through proper execution by the organization.

Strategy implementation involves organization of the firm's resources and motivation of the staff to achieve objectives. Implementation is defined as the phase in which systems and procedures are put in place to collect and process the data that enable the measurements to be made regularly (Drazin and Howard, 2002). This process includes the various management activities that are necessary to put strategy in motion, institute strategic controls that monitor progress, and ultimately achieve organizational goals. According to Raps and Kauffman (2005), the implementation process covers the entire managerial activities including such matters as
motivation, compensation, management appraisal and control processes which entail cascading strategy to all functional areas in such a way as to achieve both vertical and horizontal logic and enhance implementation of policies. Galbraith and Schendel (2002) pointed out that almost all the management functions-planning, controlling, organizing, motivating, leading, directing, integrating, communicating and innovations are in some degree applied in the implementation process. Hendry and Kiel (2004) also explain that to effectively direct and control the use of the firm's resources, mechanisms such as organizational structure, information systems, leadership styles, assignment of key managers, budgeting, rewards and control systems are essential strategy implementation ingredients. There should be specific interim or ultimate time-based measurements to be achieved by implementing strategies in pursuit of the company's objectives. The implementation activities are in fact related closely to one another and decisions about each are usually made simultaneously (Alexander, 1985).

Failure in strategic management usually happens during the implementation of the strategic plan. For instance, Okumu and Roper (1998) noted that despite the importance of the strategy execution process, far more research has been carried out into strategy formulation while very few have been done into strategy implementation. Strikingly, organizations fail to implement about 70 per cent of their new strategies (Miller, 2002).

The challenges of strategy implementation are illustrated by the unsatisfying low success rate (only 10 to 30 percent) of intended strategies (Raps and Kauffman, 2005). Kenya Vision 2030 is the new country's development blueprint covering the period 2008 to 2030. It aims at making Kenya a newly industrializing, "middle income country providing high quality life for all its citizens by the year 2030". Vision 2030 is based on three pillars: the economic pillar, the social pillar, and the political pillar. In one way or the other, these pillars are all interrelated and the fibre that binds them together is the natural environment, with its inherent supply of renewable and non-renewable goods and services.

Development objectives and the need to protect and maintain the natural environment must go hand in hand. This is because, environmental Sustainability, including the conservation of biodiversity, underpins human well-being (UN 2005). Our natural environment not only provides...
us with the basic goods needed for sustenance such as water, food, and fibre, but also purifies the
air and water; produces healthy soils; cycles nutrients; and regulates the climate (WRI 2007).
These ecosystem services provided by the environment are important for the development and
maintenance of a healthy lifestyle and in national wealth creation and poverty reduction (UN
2005). Currently, Kenya’s population is nearly 38 million, having grown from just 8 million in
1960. With a yearly growth rate of 2.8 per cent it is projected to reach 51 million by 2025
(Thaxton 2007).

1.1.2 Challenges faced in Strategy Implementation
As proposed by Beer and Eisenstat (1996), there are three essential factors for successful strategy
implementation. First of all, the change process should be systemic. This means that both the
human and systemic aspects of the organization should fit with each other in the organization.
This is a very important point. It is easy to imagine a situation in which severe motivation
problems would arise in effect of a lack of interest in one of these aspects. The second factor is
the condition that the change process should encourage the open discussion of barriers to
effective strategy implementation and adaptation. All impediments to strategy should be taken in
account and the most reliable way to get the best information is to include the largest possible
number of the organization’s members into the discussion. This brings us to the third factor
proposed by the authors, which tells us that the change process should develop a partnership
among all relevant stakeholders (Campbell & Goold, 2000).

Elsewhere, Beer and Eisenstat (2000) catalogued a group of relevant, inhibiting factors to strategy
implementation and learning. The factors are: a top-down or laissez-faire management style,
unclear strategy and conflicting priorities, an ineffective senior management team, poor vertical
communication, poor coordination across functions, plus inadequate down-the-line leadership
skills and development. The authors seem to clearly acknowledge the need for large-scale
communication as well as at least partial participation and on the other hand leadership and
organizational integrity. The factors proposed by Beer and Eisenstat are present in a survey done
by Alexander (1985). The major problems present in strategy implementation: the
implementation taking more time than allocated, unanticipated, major problems surfacing during
implementation, poor coordination, competing activities, lacking competencies, etc. speak of a
poor fit between human resources and the organizations structure and systems as well as poor vertical communication in both directions.

Alexander goes on promoting five guidelines to overcome the problems, not unlike those proposed by Beer and Eisenstat. They are: communication, starting with a good concept, providing sufficient resources, obtaining employee commitment and developing an implementation plan (Beer and Eisenstat, 2000). Noble (1999) in turn speaks of barriers to effective implementation. The physical distances hindering the necessary, cross-functional collaboration in the organization form physical barriers. Turf barriers are the other side of this coin, representing the differing interests of the distinct units. Interpretive barriers are formed by the different ways different units interpret and comprehend the strategy. Personality barriers reflect the personal characteristics of key personnel, as well as between different groups in the organization's hierarchy. Another important barrier is that of varied goals amidst the organization and its units. Noble’s perspective, therefore, is that of the organization as consisting of different units and functional groups. His novel contribution to the discussion of effective implementation is that for effective implementation the strategist must create unofficial communication networks (Noble, 1999).

1.1.3 Provincial Administration

Political institutions, whether they exist in laws, norms, traditions, or practices that advance some societal values, are creatures of the very society that they seek to shape, influence, protect or control (Pearson, 2004). Although the PA has rightly been accused of being the face of repression, corruption and dictatorship, it must not be lost that it was a creature of the old Constitution that created an imperial presidency whose preoccupation was control and survival.

Akech (2010) noted, “members of the provincial administration and the police...understood that it was sometimes in the interest of their personal survival to follow what they understood to be the direction or inclinations of the president in their areas rather than to uphold the law”. That such modus operandi negated public accountability in the exercise of power and bred human rights violations, corruption and impunity is no surprise.
The PA was established by the colonial authorities as an instrument of the state whose activities included general representation of the authority of the executive at the local level, coordination of government activities in the field, and chairing a number of committees at the local level. During the colonial period, the PA was used to suppress any form of political opposition and thus maintenance of law and order became its major preoccupation (Oyugi, 1994:180).

After independence, President Kenyatta strengthened the provincial administration as a coercive institution, having killed a federal structure in order to gain firm control over any political threat to his government (Orvis, 2006). The consolidation of powers entrenched by Kenya’s post-colonial rulers has been blamed for the deterioration of ethical standards in the public service (Mbai, 2003).

As a department within the Office of the President, the PA was, and has on many occasions been used to enforce executive decisions. As an enforcement arm of the executive’s decisions, the PA has attracted love from those within the system and hatred from those opposed to it. For instance, as early as 1965, under the pretext of public safety and in accordance with the Public Order Act (Cap 56 Laws of Kenya), President Kenyatta issued a presidential directive to the PA to require all members of Parliament (MPs) to obtain permits before addressing any meetings, including those in their own constituencies. This directive put the PA in conflict with MPs who interpreted it as a move by the executive to control their political activities (Oyugi, 1994).

The PA was and still is a department within the Office of the President and forms an integral part of the central government bureaucracy. The PA system divided Kenya into eight administrative provinces: Nairobi, Central, Nyanza, Western, Rift Valley, Eastern, North Eastern and Coast. Each province was divided into districts, districts into divisions, and divisions into locations and sub-locations. Provincial commissioners headed provinces while District Commissioners head Districts. All were and are still presidential appointees (Republic of Kenya: Constitution, 2001). The 2010 Constitution has however phased out provinces.
Vision 2030 is a national long-term development blueprint to create a globally competitive and prosperous nation with a high quality of life by 2030, which aims to transform Kenya into a newly industrializing, middle-income country providing a high quality of life to all its citizens by 2030 in a clean and secure environment. The vision is anchored on three key pillars; economic, social and political governance.

1.2 Research Problem

Strategy implementation is the process of allocating resources to support the chosen strategies. In the world of management, increasing numbers of senior people are recognizing that one of the key routes to improved business performance is better implementation (Hambrick and Cannella, 2003). However, at the same time, it is also understood that implementation is one of the more difficult business challenges facing today's managers (Drazin and Howard, 2002). A well drafted strategic plan, prepared through a sophisticated process by a team of accomplished management consultants or a group of top managers, is hardly likely to fail by itself. The apathy to strategy implementation can be ascribed to several reasons, among them: greater likelihood of failures in implementing strategies; higher complexity in the process of strategy implementation; strategy implementation being considered to be less glamorous than formulation; and practical difficulties in research involving middle-level managers. Despite the neglect by academicians and consultants more challenges are experienced in practice in the course of strategy implementation. The organizations have to manage these challenges effectively for them to achieve their strategic intent.

The interest in the study 'challenges faced by the provincial administration in strategy implementation of vision 2030, has been inspired by the fact that there exists a gap in emerging economies and their unique needs. The demand for implementing vision 2030 both generally from a national point of view and specifically Magarini District may posed serious challenges, especially considering the demographic angles that afflict almost all spheres of economic performance. Such are high level of poverty, un-employment, and education level of the community, social, cultural considerations such as early marriages, diseases, believe in witchcraft, squatter problems and infrastructure. These problems were real, while the onus to
mitigate successful methods of intervention especially by District Commissioners for attainment in part of vision 2030 adds more challenges.

Studies have been done on the challenges of strategy implementation. For instance, Arumonyang (2009), did a survey on strategy implementation challenges facing regional development authorities in Kenya, Patrick (2009), on challenges of strategy implementation at Kenya wildlife service, Njoki (2009), on challenges of strategy implementation at Oxfam Great Britain-Kenya, Merikol (2010), on challenges of strategy implementation at the ministry of road and public works in Kenya and Aosa (1992), on an empirical investigation of aspects of strategy formulation and implementation within large, private manufacturing companies in Kenya. No known study has been done on challenges faced by the provincial administration in strategy implementation of vision 2030 in Magarini district, Kilifi County. This study therefore sought to fill this gap by investigating the challenges faced by the provincial administration in strategy implementation of vision 2030 in Magarini district, Kilifi County. The study therefore sought to answer the question: what are the factors influencing strategy challenges faced by the provincial administration in strategy implementation of vision 2030 in Magarini district, Kilifi County?

1.3 Objective of the Study

1.3.1 General Objective

The main objective of this study was to analyze the challenges faced by the provincial administration in strategy implementation of vision 2030 in Magarini district, Kilifi County.

1.3.2 Specific Objectives

The study sought to achieve the following specific objectives:

i. To establish how organisational structure affect strategy implementation of vision 2030 in Magarini District, Kilifi County.

ii. To establish how resource insufficiency affect strategy implementation of vision 2030 in Magarini District, Kilifi County.

iii. To determine how human resource of provincial administration affect strategy implementation of vision 2030 in Magarini District, Kilifi County.
iv. To examine how communication affect strategy implementation of vision 2030 in Magarini District, Kilifi County.

1.4 Research Questions

The study was guided by the following questions:

i. How does organisational structure affect strategy implementation of vision 2030 in Magarini district, Kilifi County?

ii. How does resource insufficiency affect strategy implementation of vision 2030 in Magarini district, Kilifi County?

iii. How does human resource affect strategy implementation of vision 2030 in Magarini district, Kilifi County?

iv. How does communication affect strategy implementation of vision 2030 in Magarini district, Kilifi County?

1.5 Significance of the study

Findings of the study may be particularly useful in providing additional knowledge to existing and future institutions on strategy implementation and provide information to potential and current scholars on strategic management in Kenya. This may expand their knowledge on strategy implementation and also identify areas of further study. The study may be a source of reference material for future researchers on other related topics; it will also help other academicians who undertake the same topic in their studies.

The findings of this study may help in enlightening the key decision makers in provincial administration policies formulation and on how to successfully implement their strategies and how they could purpose to mitigate the challenges facing them. The study may in addition to the above, be useful to stakeholders, donors, and investors in formulating and planning areas of intervention and support.

Finally, the study may be important not only to PA but also to other state corporation. It would help them understand challenges faced by the provincial administration in strategy
implementation of vision 2030. It would help them understand why different firms achieve success better than others.

1.6 Scope of the Study

The study will cover the challenges faced by the provincial administration in strategy implementation of vision 2030 in Magarini district, Kilifi County. In this case the study will collect the required information from Magarini district, Kilifi County, Kenya.

1.7 Definition of operational terms

**Communication**: An act of transmitting information. Organizational communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation (Rapert, Velliquette & Garretson 2002).

**Organizational Culture**: is the personality of the organization (Peters and Waterman 2008)

**Strategy**: Strategy can be defined as the balance of actions and choices between internal capabilities and external environment of an organization. Accordingly, strategy can be seen as a plan, play, pattern, position and perspective (Thompson & Strickland 2007).

**Strategic implementation**: Strategic implementation is concerned with carrying out of the chosen strategy for the organization or putting the strategy into practice (Pearce and Robinson, 2007)
CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction
This chapter provides literature review from related fields to the factors affecting strategy implementation. The section provides information on the theories related to the study, implementation strategy, the factors affecting strategy implementation and covers the conceptual framework.

2.1 Theoretical review
The study was guided by the following theories;

2.1.1 The Agency Theory
Agency theory is a management approach where one individual (the agent) acts on behalf of another (the principal) and is supposed to advance the principal's goals (Jean et al. 2002). The agent therefore advances both the principals' interests and his own interests in the organization. A balance of these interests should be merged in order to arrive at the corporate objectives of the organization through the agent because he/she is in charge of the vast resources of the organization. Laffort & Martimost (2002) contends that the agency theory of strategic Management is so crucial since the action chosen by a particular individual (the agent) affects not only one, but several other parties (the principals). Hence, the agents' role in strategic formulation and the overall strategic management process cannot be underestimated. They say that the firm is often characterized as a nexus of both explicit and implicit contracts linking the management and its different stakeholders, including claimholders, workers, unions, customers, suppliers and the state among others. The Agency Theory holds the view that there should be proper synergy between the management and its stakeholders in order to work towards a common goal. The Agency Theory has also been described as the central approach to managerial behavior. Ross (1987) says that the Agency Theory is used in the managerial literature as a theoretical framework for structure and managing contract, which is among the emerging issues in strategic management. It therefore explains the behavior of principals and agents relationships in performance contracting in management.
The agency theory also gets a lot of support from Alchian and Demsetz 2002, Jensen and Meckling 1996 as a framework for strategic management as they say that this theory focuses on accountability by correction for opportunistic behavior that can result from exploiting asymmetric information- one part has an economy of knowledge about something, which the other part does not have. Moreover the principal-agent theory as agent theory is also called has been applied extensively to a range of contractual relationships between organizations, boards, directors and managers and employees in organizations (Bogart 1995, Dharwadhar, George and Brandes 2000, Lee and O’Neill 2003) They further say that in this theory the principal chooses to contract with an agent for reasons of cost and expertise. The former therefore decides that their firm lacks the expertise or resources required to produce and that the cost of hiring or developing that expertise in-house exceeds the costs associated with contracting for the expertise. The principal and the agent therefore agree on the terms of the contract. Bernheim and Whinston (1986) provide an additional insight into agency theory in particular relevance to stakeholders’ theory where they distinguish between delegated and intrinsic agency. They say that delegated common agency arises when several parties voluntarily and independently bestow the right to make certain decisions upon a single (common) agent. In addition, intrinsic common agency arises instead when an individual is naturally that is not voluntarily and not independently endowed with the right to make a particular decision affecting other parties who may in turn attempt to influence that decision. They therefore give prominence to the agency theory in the theories of strategic management. They say that intrinsic common agency in agency theory resembles the relationship found between many stakeholders and managers because communities do not choose to entrust decisions to firm managers (agents) but find themselves subject to these managers decision- making activities. In response, communities often attempt to influence these managers’ resource allocations, which affect the whole process of strategic management within a firm.

It is on this premise that the agency theory should be embraced in strategy formulation where the principals should always co-operate with the agents in formulating the organization’s mission, vision and the objectives. All that is done at the strategy formulation to strategy evaluation and control should carry the hopes, aspirations and the values of the principals, the agents and all other stakeholders of the firm. Mintzberg H, (2003) Joseph L, (2004) James B. Q, (2003),
contends that strategies emanate from the agency theory as it is the agents who are judged with
the responsibility of strategic formulation by other stakeholders who have direct control over the
firm. Gibbons (2004) calls the agency theory the simplest possible theory of strategic
Management; one boss (or principal) and one worker (or ‘Agent’). In his response, he says that
the agency theory of strategic management rests on the firm’s shareholders as the principal and
the CEO to be the agent but it is on this context that he says that one can enrich this modality in
analyzing a chain of command in organizations. It is therefore on this basis that he says we can
talk about a principal, a supervisor and an Agent in the chain of command.

The agency theory tends to take precedence against other strategic management theories.
Krueger (2004) in his paper in strategic management and management by objectives says that the
plethora of strategy implementation is the agency theory in practice at all levels of the strategic
management process. He contends that starting from the corporate strategy to operational
strategy the objectives designed at all these levels must be supervised by the agents or managers
for the organization to achieve its objectives management by objectives which observes that
organization must formulate objectives at all strategic hierarchy levels cited by Henry et al
(2006) stresses that for these objectives to be achieved there has to be collaborative efforts
between the managers as agents and subordinates. Strategic management programs require top
managers to provide clear and visible support to the program without that support of the manager
as the agent the synthesis between the individual and the organization goals does not develop.
Krueger (2004) observes that strategy formulation relies upon a team approach that flows from
the corporate level to the functional level of the firm. The process relies on input from all levels
of management (top to bottom and bottom up). The CEO as the agent should therefore embrace
synergy by searching for information resulting in an evaluation of the task to be carried out
(strategy formulation) and secondly he proposes a strategy to the board (principals), for their
agreement and then carries out the agreed task (strategy implementation) in order to gain
competitive advantage.

In conclusion therefore that the Agency theory of strategic management proves to be superior to
any other theory of strategic management when it comes to strategy implementation hierarchy.
This is in the light that at each level of the strategic formulation hierarchy, there has to be an agent charged with the responsibility of representing other stakeholders at other levels. It is therefore prudent to note that there should be synergy using the Agency theory and proper understanding between the principal and the Agent for the organization to achieve its objectives efficiently and effectively. Thus in conclusion the agency theory should be embraced particularly at the strategy formulation level of strategic management and generally to the overall process of strategic Management to enhance the organizational competitive performance.

2.1.2 Communication theory
Communications theory focuses explicitly on communication and which facets are appropriately studied, but organizational theory does not. Rather, it generally addresses the nature of organizations and their role in society (Euske and Roberts 1987). Despite this lack of specific attention to communication by organizational theorists, a close examination of organizational theory uncovers implications for communication research. For example, the classical organizational theorist Max Weber suggested that the ideal authority structure or bureaucracy has, among other characteristics, formal lines of communication in which written rules and regulations are communicated downward. Thus, both communications theory and organizational theory suggest a focus on various facets of communication, including frequency, direction, modality, and content (Farace, Monge, and Russell 1977; Guetzkow 1965; Jablin et al. 1987; Rogers and Agarwala-Rogersl 976). Judge and Stahl (1995) have set up a conceptual model of implementation effort by middle managers in a multinational context. They have refined Guth and MacMillan’s (1986) insights by identifying the relative importance of the three determinants of implementation effort based on communication: perceived ability, perceived probability of success, and perceived consistency between personal goals and the strategic change goals. As a further extension of this theory, they found that the personal characteristics of the middle managers influence their perceptions. They have also found that national culture characteristics influence the perceptions of middle managers.
2.1.3 Strategic Management Theory and Practice

Different authors and managers use the term differently (Mintzberg, 1993). Quinn (1980) defines strategy as the pattern or plan that integrates an organization’s major goals, policies and action sequences into a cohesive whole. He goes further to state that a well formulated strategy helps to marshal and allocate an organization’s resources into a unique and viable posture based on its relative internal competencies and shortcomings, anticipated changes in the environment and contingent moves by intelligent opponents.

Strategy helps to position a firm in the wider external environment. It also defines the obligation of the firm to its stakeholders (Johnson and Scholes, 1999). Strategy helps to define the specific business of the firm in terms of products, markets and geographical scope. Strategy can also be considered as a firm’s game plan that enables the firm to create competitive advantage (Pearce and Robinson, 2007). The firm needs to look at itself in terms of what the competitions are doing. This is critical because firms in the same industry tend to compete for the same customers. Ansoff and Mc Donnell (1990) define strategy as a set of decision making rules for guidance of organizational behavior. This strategy is used as a yardstick to measure firm’s performance and to define its relationship with the external environment. Strategy needs to take into consideration both the immediate and remote environments.

There is no single exhaustive definition of strategy. What emerges, however, is that strategy is defined by how a firm relates to its environment. This has to take into account the internal capabilities of the firm which defines the firm’s competitive advantage. The success or failure of a firm’s strategy will depend on skillful formulation and effective implementation. However, all successful strategies have some common elements. They are based on simple consistent and long term objectives. They are also based on a profound understanding of the competitive environment and objective appraisal of available resources (Cox and Britain, 2000).

2.2 Implementation of Strategy

Strategy implementation has attracted much less attention in strategic and organizational research than strategy formulation or strategic planning. Alexander (1985) suggests several
reasons for this: strategy implementation is less glamorous than strategy formulation, people
overlook it because of a belief that anyone can do it, people are not exactly sure what it includes
and where it begins and ends. Furthermore, there are only a limited number of conceptual models
of strategy implementation. In the world of management, increasing numbers of senior people
are recognizing that one of the key routes to improved business performance is better
implementation (Renaissance Solutions Ltd, 1996). 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 this aim (Boyatzis, 1982).

Implementing strategies successfully is about matching the planned and the realizing strategies,
which together aim at reaching the organizational vision. The components of strategy
implementation; communication, interpretation, adoption and action are not necessarily
successive and they cannot be detached from one another. Okumus (2003) observe that “despite
the importance of the strategic execution process, far more research has been carried out into
strategy formulation rather than into strategy implementation”, while Alexander concludes that
literature is dominated by a focus on long range planning and strategy “content” rather than the
actual implementation of strategies, on which “little is written or researched” (Alexander, 1985)

Reasons put forward for this apparent dearth of research effort include that the field of strategy
implementation is considered to be less “glamorous” as a subject area, and that researchers often
underestimate the difficulties involved in investigating such a topic especially as it is thought to
be fundamentally lacking in conceptual models (Alexander, 1985). More “practical” problems
associated with the process of strategy implementation, meanwhile, include communication
difficulties and “low” middle management skill levels (Otley, 1999).

What tends to be absent from these programmes is attention to any higher order competencies
which enable managers to use these educational or technical abilities to make a difference to the
organization (Harris, 1989). As an example, better financial management may require senior
managers not only to have a good grasp of financial principles but also to “remain open minded”
or to “lead by example” under the difficult circumstances of trying to get other managers to keep
a closer eye on expenditure. Similarly, improved chairmanship may demand qualities of “self
confidence” and the ability to “read interpersonal or political situations” which often crop up in management meetings, as well as learning about techniques for running meetings. Exactly the same is argued to be true for organizational strategy and other areas of business improvement (Ulrich, 1998).

2.3 Factors Affecting of Strategy Implementation

According to Alexander (1985), the ten most frequently occurring strategy implementation problems include underestimating the time needed for implementation and major problems surfacing that had not been anticipated, in addition uncontrollable factors in the external environment had an adverse impact. Reed and Buckley (1988) discuss problems associated with strategy implementation identifying four key areas for discussion. They acknowledge the challenge and the need for a clear fit between strategy and structure and claim the debate about which comes first is irrelevant providing there is congruence in the context of the operating environment. They warn that, although budgeting systems are a powerful tool for communication, they have limited use in the implementation of strategies as they are dominated by monetary based measures and due to their size and the game playing associated budget setting “it is possible for the planning intent of any resource redistribution to be ignored” (Reed and Buckley, 1988). Another problem is when management style is not appropriate for the strategy being implemented, they cite the example of the “entrepreneurial risk taker may be an ideal candidate for a strategy involving growth, but may be wholly inappropriate for retrenchment” (Reed and Buckley, 1988).

2.3.1 Organization Structure

Organization structure is the formal system of task and reporting relationships that controls, coordinates and motivates employees so that they cooperate and work together to achieve an organisation's goals. Organisation structure is the framework that defines the boundaries of the formal organization and within which the organization operates. The structure of an organization reflects how groups competes for resources, where responsibilities for profits and other performance measures lie, how information is transmitted, and how decisions are made (Rue and Byars, 2000). Organisational structure refers to the division of labour as well as the patterns
of co-ordination, communication, workflow, and formal power that direct organizational activities (Mcshane and Glinow, 2000). Organisational structure is a formal system of working relationships that both separates and integrates tasks. Separation of tasks makes clear who should do what and integration of tasks indicates how efforts should be meshed (Ezigbo, 2011).

The manager determines the work activities to get the job done, writes job descriptions, organizes people into groups and assigns them to superiors. He fixes goals and deadlines and establishes standards of performance. Operations are controlled through a reporting system. The structural organization implies the following:-: the formal relationships with well-defined duties and responsibilities; the hierarchical relationships between superior and subordinates within the organization; the tasks or activities assigned to different persons and departments; coordination of the various tasks and activities; and a set of policies, procedures standards and methods of evaluation of performance which are formulated to guide the people and their activities. The arrangement which is deliberately planned is the formal structure of organization. But the actual operations and behaviour of people are not always governed by the formal structure of relations. Thus the formal arrangement is often modified by social and psychological forces and the operating structure provides the basis of the organization.

The starting point of implementation in many organisation strategies (Ansoff 1984; Higgins 1990; Pearce and Robinson 1996; Yavitz and Newman 1982) is the selection and transformation of organizational structure. The basis of strategy implementation, according to these, is the coordination of goals and tasks, resources and control. The next concern in many textbooks is formed by the organization’s systems, the budgeting being one of the most important concerns. Structure and system interconnect in many cases since both are wide and abstract concepts that nominate the rule-like, human-independent aspects of organizational life.

Whilst the strategy should be chosen in a way that it fits the organization structure the process of matching structure to strategy is complex (Bryson, 2005). The structure that served the organization well at a certain size may no longer be appropriate for its new or planned size. The existing structure and processes in the organization support in different ways, there is likely to be
problems should the existing structures be used to implement the changes (Meldrum and Atkinson, 1998). The current structures may as well distort and dilute the intended strategy to the point where no discernible change takes place. According to McCarthy (1986), creating that structure for managers is the selection of the organization structure and controls that will implement the chosen strategies effectively.

Lippitti (2007) argues that in the rush to act on strategy, too little attention is paid to finding the best implementation initiatives. Shortcuts such as repackaging existing projects which appear to support the new strategy, cannot work because while strategic plans can be copied, execution cannot be duplicated. Execution must address the intangibles of cross functional integration, reward systems, and cultures as well as the tangibles captured in most planning documents. For many firms, false starts, delays and confusion characterize implementation.

According to Pearce and Robinson (2003), an organizational structure is the division of tasks for efficiency and clarity of purpose, and coordination between interdependent parts of the organization to ensure organizational effectiveness. Structure balances the need for specialization with need for integration. It provides a formal means of decentralizing and centralizing consistent with the organizational and control needs of the strategy.

An organization is necessary if strategic purpose is to be accomplished. Thus, organizational structure is a major priority in implementing a carefully formulated strategy. If activities, responsibilities and interrelationships are not organized in a manner that is consistent with the strategy chosen, the structure is left to evolve on its own. If the structure and the strategy are not coordinated, this may result in inefficiencies, misdirection, and fragmented efforts.

Rantakyro (2000) states that, to implement the chosen strategies, there are many important decisions to make such as how to structure the company. The organizational structure has to support the strategies. Structuring the organization involves decisions about how to coordinate activities, relationships, and communication among the internal stakeholders. The organization can be structured by focusing on functionality, products, markets, projects or cooperation.
2.3.2 Resource Insufficiency

Resource insufficiency is another common strategy implementation challenge. This may be as a result of lack of resources which include financial and human or indivisibility of resources. Established organizations may experience changes in the business environment that can make a large part of their resource base redundant resources, which may be unable to free sufficient funds to invest in the new resources that are needed and their cost base will be too high (Johnson and Scholes, 2002).

The resource-based view of the firm seeks to explain how organizations develop and maintain competitive advantage using firm-specific resources and capabilities (Wernerfelt, 1984). According to this perspective, resources are assets or inputs to production that an organization owns or accesses (Helfat & Peteraf, 2003); while capabilities are the ability to use resources to achieve organizational

One of the major problems of strategy implementation as a result of resource insufficiency is a failure to translate statements of strategic purpose, such as gaining market share into critical factors that will make the purpose achievable and ultimately achieved. This a critical success factor analysis can be pursued as a start in resource planning. For example a definite timetable might be needed for an organization trying to introduce. A detailed examination of the timing has to be done if production and its marketing would be a success; as well as the allocation of funds for this undertaking. The problem here is that due to the non-uniformity in the times needed for the various activities, it is difficult to know where to start. Scholes et al (1999) writes that the circularity of the problem is quite usual in developing a plan of action, and raises the question of where to start- with a market forecast, an available level of funds, a production-level constraint, or what? The answer is that it may not matter too much where the starting point is, since the plan will have to be re-worked and re-adjusted several times. A useful guideline is to enter the problem through what appears to be the major change area. An organization planning new strategies of growth may well start with an assessment of market opportunity. Someone starting a new business may begin with a realistic assessment of how much capital they might have available. Critical path analysis is recommended for strategies which have detailed planning of implementation. Another problem envisaged is the conflict arising among departments on the
allocation of funds especially where money is involved in the implementation of the new strategy.

2.3.4 Human resources

Effectiveness of strategy implementation is, at least in part, affected by the quality of people involved in the process (Govindarajan, 1999). Here, quality refers to skills, attitudes, capabilities, experiences and other characteristics of people required by a specific task or position (Peng & Litteljohn, 2008). Viseras, Baines, and Sweeney (2009) group 36 key success factors into three research categories: people, organization, systems in the manufacturing environment. Their intriguing findings indicate that strategy implementation success depends crucially on the human or people side of project management, and less on organization and systems related factors. Similarly, Harrington (2006) finds that a higher level in total organizational involvement during strategy implementation had positive effects on the level of implementation success, firm profits and overall firm success.

A study by Okumus (2003) found that the main barriers to the implementation of strategies include lack of coordination and support from other levels of management and resistance from lower levels and lack of or poor planning activities. Meldrum and Atkinson (1998) found out a number of implementation pitfalls such as isolation, lack of stakeholder commitment, strategic drift, strategic dilution, strategic isolation, failure to understand progress, initiative fatigue, impatience, and not celebrating success. Sterling (2003) identified reasons why strategies fail as unanticipated market changes; lack of senior management support; effective competitor responses to strategy application of insufficient resources; failure of buy in, understanding, and/or communication; timeliness and distinctiveness; lack of focus; and bad strategy poorly conceived business models.

Top management refers to senior-level leaders including presidents, owners, and other high-ranking executives (CEO, CFO, etc.) and senior-level managers. Several researchers have emphasized the effect of top management on strategy implementation (Hrebiniak, 2006; Smith & Kofron, 2009; Schmidt & Brauer, 2006; Schaap, 2006). Most of them point out the important figurehead role of top management in the process of strategy implementation. Schmidt and
Brauer (2006), for example, take the board as one of the key subjects of strategy implementation and discuss how to assess board effectiveness in guiding strategy execution. Hrebiniak (2006) find that the process of interaction and participation among the top management team typically leads to greater commitment to the firm’s goals and strategies. This, in turn, serves to ensure the successful implementation of the firm’s strategy. Smith and Kofron (2009) believe that top managers play a critical role in the implementation – not just the formulation – of strategy. Nutt, (1995) points out that subtle changes taking place in the attitudes of employees towards working, their employers, and their lives are requiring companies to change their personnel management techniques accordingly to motivate their employees and instill them with commitment.

2.3.5 Communication

Forman and Argenti (2005) rightly note that, “although an entire discipline is devoted to the study of organizational strategy, including strategy implementation; little attention has been given to the links between communication and strategy.” But Forman and Argenti also note that business communication researchers have become increasingly interested in the contribution of corporate communication to a company’s ability to create and disseminate its strategy in the last decade. However, very few authors have investigated the link between corporate communication and strategy, and when they have their focus has primarily been on how corporate communication affects the firm’s relationship with its various stakeholders. At least, numerous researchers have already emphasized the importance of communication for the process of strategy implementation (Peng & Litteljohn, 2001; Heide & Gronhaug & Johannessen, 2002; Rapert & Velliquette & Garretson, 2002; Forman & Argenti, 2005; Schaap, 2006). That research in this area is needed is emphasized by an older finding by Alexander from 2005: Based on interviews with 21 presidents and 25 governmental agency heads, Alexander (2005) points out that communication is mentioned more frequently than any other single item promoting successful strategy implementation. The content of such communications includes clearly explaining what new responsibilities, tasks, and duties need to be performed by the affected employees. It also includes the why behind changed job activities, and more fundamentally the reasons why the new strategic decision was made firstly. Rapert and Wren (1998) find that organizations where employees have easy access to management through open and supportive
communication climates tend to outperform those with more restrictive communication environments (Rapert, Velliquette and Garretson, 2002).

In addition, the findings of Peng and Litteljohn (2001) show that effective communication is a key requirement for effective strategy implementation. Organizational communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation. In fact, communication is pervasive in every aspect of strategy implementation, as it relates in a complex way to organizing processes, organizational context and implementation objectives which, in turn, have an effect on the process of implementation. Communication barriers are reported more frequently than any other type of barriers, such as organizational structure barriers, learning barriers, personnel management barriers, or cultural barriers. Heide, Grønhaug and Johannessen's (2002), for example, indicate that there are various types of communication problems (without specifying what they are). These communication issues may be influenced to some extent by the organizational structure. According to Heide, Grønhaug and Johannessen, they constitute the key barrier to the implementation of planned strategic activities. Rapert, Velliquette & Garretson (2002) state that communication and shared understandings play an important role in the implementation process. In particular, when vertical communication is frequent, strategic consensus (shared understanding about strategic priorities) is enhanced and an organization’s performance improves. They explore vertical communication linkages as a means by which strategic consensus and performance can be enhanced.
2.4 Conceptualization

2.1: Conceptual Framework

<table>
<thead>
<tr>
<th>Organization Structure</th>
<th>Strategy implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resource Insufficiency</td>
<td></td>
</tr>
<tr>
<td>Human resource</td>
<td></td>
</tr>
</tbody>
</table>

2.5 Measures to Deal With Factors Affecting Of Strategy Implementation

The strategy implementation process normally requires much more energy and time than the mere formulation of the strategy. A creative chaos can be advantageous for the formulation phase whereas the more administrative strategy implementation phase demands discipline, planning, motivation and controlling processes (Alexander 1985).

The second most important thing to understand is that strategy implementation is not a top-down-approach. The success of any implementation effort depends on the level of involvement of middle managers. To generate the required acceptance for the implementation as a whole, the affected middle managers’ knowledge (which is often underestimated) must already be accounted for in the formulation of the strategy. Then, by making sure that these managers are a
part of the strategy process, their motivation towards the project will increase and they will see themselves as an important part in the process (Tavakoli and Perks 2001).

Communication aspects should be emphasized in the implementation. Even though studies point out that communication is a key success factor within strategy implementation (Miniace and Falter, 1996), communicating with employees concerning issues related to the strategy implementation is frequently delayed until the changes have already crystallized. Traditional strategy implementation concepts generally over-emphasize the structural aspects and reduce the whole effort down to an organizational exercise. It is dangerous, however, when implementing a new strategy, to ignore the other existing components. Strategy implementation requires an integrative point of view. Not only the organizational structure, but cultural aspects and the human resources perspective are to be considered as well. An implementation effort is ideally a boundary less set of activities and does not concentrate on implications of only one component, e.g. the organizational structure (Aaltonen and Ikavalko, 2001).

Teamwork plays an important role within the process of strategy implementation. When it comes down to implementation activities, however, it is often forgotten. It is indisputable, that teams can play an important part to promote the implementation (Drazin and Howard, 1984). To build up effective teams within strategy implementation the Myers-Briggs typology can be useful to ascertain person-to-person differences. Differences in personality can result in serious inconsistencies in how strategies are understood and acted on. Recognizing different personality types and learning how to handle them effectively is a skill that can be taught.

To facilitate the implementation in general implementation instruments should be applied to support the processes adequately. Two implementation instruments are the balanced scorecard and supportive software solutions. The balanced scorecard is a popular and prevalent management system that considers financial as well as non-financial measures. It provides a functionality to translate a company’s strategic objectives into a coherent set of performance measures (Kaplan and Norton, 1993). When it comes to meeting the criteria of a strategy implementation instrument, there is an excellent fit. The individual character of each balanced
scorecard assures that the company’s strategic objectives are linked to adequate operative measures. As a consequence, it provides even more than a controlling instrument for the implementation process. It is a comprehensive management system, which can support the steering of the implementation process.
CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction
This chapter presents the research methodology which was used in the study. It covers the research design, target population, sample design, data collection, validity and reliability of data collection instruments, data analysis techniques, and ethical considerations.

3.1 Research Design
The design used to study was a descriptive study through a case study was used to obtain an in-depth investigation of an individual, institution or phenomenon (Mugenda and Mugenda, 2003). A descriptive study design is deemed the best design to fulfill the objectives of the study. Case study research design has the advantage of generating new understandings, explanations and is cheaper than survey and takes less time; it is for this that the study adopted a case study research design. A research design is the general plan of how one goes about answering the research question (Saunders, Lewis and Thornhill, 2000).

3.2 Target Population
According to Mugenda and Mugenda, (2003), a population can be defined as an entire set of relevant units of analysis or data. The target population of this study is 34 Provincial Administrators and Head of Departments in Magarini district which is composed of Marafa, Fundissa, Magarini and Garashi constituencies. The target population is drawn from a group of representatives from the four constituencies from magarini district.

Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Category</th>
<th>Population size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marafa</td>
<td>10</td>
</tr>
<tr>
<td>Fundissa</td>
<td>15</td>
</tr>
<tr>
<td>Magarini</td>
<td>20</td>
</tr>
<tr>
<td>Garashi</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
</tr>
</tbody>
</table>
3.3 Sampling Procedure

Sampling technique provides a range of methods which enables reduction of data to be collected, by focusing on data from a sub-group rather than all cases of elements. The sampling design used is probabilistic since it allows a selection of individuals who work as provincial administrators in Magarini district, Kilifi County who are best suited to answer the research question. This technique is also suitable when working with smaller samples since it caters for cases that are particularly informative.

The researcher used stratified random sampling technique to select a sample size of 16 provincial administrators from the population of 50 administrators in Magarini Kilifi county, Kenya. Mugenda and Mugenda, (2003), states that a sample of 30% is considered representative for a population less 500. So if the population is less or equal to 30% it is appropriate to carry out census study. The sample size is justified by 30% since it will minimize the duplicity and redundancy of data obtained and the size is large enough to ensure collection of comprehensive data.

Table 3.2: Sample Population

<table>
<thead>
<tr>
<th>Category</th>
<th>Population size</th>
<th>30% sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marafa</td>
<td>10</td>
<td>3</td>
</tr>
<tr>
<td>Fundissa</td>
<td>15</td>
<td>5</td>
</tr>
<tr>
<td>Magarini</td>
<td>20</td>
<td>6</td>
</tr>
<tr>
<td>Garashi</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>16</td>
</tr>
</tbody>
</table>

3.4 Data Collection Methods

The primary data was obtained from the respondents through a structured questionnaire comprising of closed and open-ended questions.

The questionnaire were divided into 2 parts where Part A covered general demographic data of the respondents, part B consisted of questions focusing on challenges faced by the provincial administration in strategy implementation of vision 2030 in Magarini district, Kilifi County.
3.5 Validity of Instruments

Joppe (2000) provides the following explanation of what validity is in quantitative research where Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. In other words, does the research instrument allow you to hit "the bull’s eye" of your research object? Researchers generally determine validity by asking a series of questions, and will often look for the answers in the research of others.

Wainer and Braun (1998) describe the validity in quantitative research as “construct validity”. The construct is the initial concept, notion, question or hypothesis that determines which data is to be gathered and how it is to be gathered. They also assert that quantitative researchers actively cause or affect the interplay between construct and data in order to validate their investigation, usually by the application of a test or other process. In this sense, the involvement of the researchers in the research process would greatly reduce the validity of a test. Data quality will be incorporated in the entire study process especially at the data collection point to include completeness of questionnaires, legibility of records and validity of responses. At the data processing point, quality control included; data cleaning, validation and confidentiality. There are three types of validity which will be addressed and stated; Face validity with pre-testing of survey instruments was a good way used to increase the likelihood of face validity. Content validity the use of expert opinions, literature searches, and pretest open-ended questions helped to establish content validity.

3.6 Reliability of Instruments

Joppe (2000) defines reliability as the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable.

The most popular methods which will be used in estimating reliability is the use of measures of internal consistency. The questionnaire will be pre-tested through a pilot test with individuals from the same organizations previously involved in control systems but not part of the sample population in the study to avoid double inclusion of pre-test participants in the main study. Their
feedback helped in making vital adjustments to enhance reliability and validity of the study findings. To ascertain the reliability of the data collection instrument will be examined by professionals who include researchers, supervisor and border control systems experts and modifications will be done based on the responses obtained.

3.7 Data Analysis
Data was collected, examined and checked for completeness and clarity. Descriptive statistics were used to analyze the data. Data was analyzed using tables and percentages, means and standard deviations. Statistical Package on Social Sciences version 17 were used for statistical analysis.

3.8 Ethical Consideration
Ethics are norms governing human conducts which have a significant impact on human welfare. It involves making a judgment about right and wrong behavior. Bryman (2007) states that it is the responsibility of the researcher to carefully assess the possibility of harm to research participants, and the extent that it is possible; the possibility of harm should be minimized. The researcher recognized that the issue under study was sensitive because it involved the core business of the organization. Therefore, there was need to protect the identity of the respondents as much as possible. This means that the questionnaires did not require the respondent’s names or details that may reveal their identity.

The researcher obtained a letter from Kenyatta University allowing to undertake the study and an introductory letter explaining the purpose of the study and Confidentiality was upheld for all respondents.
CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter provides an analysis of data collected from the field. The results have been presented in tables, figures and content delivery to highlight the major findings. They are also presented sequentially according to the research questions of the study. Mean scores and standard deviations analyses have been used to analyse the data collected.

4.1 Demographic Characteristics

The study sought to establish the information on the respondents employed in the study with regards to the gender, age, department worked, the level of education and duration of service. These bio data points at the respondents’ appropriateness in answering the study questions

4.1.1 Gender

The respondents were asked to show their gender, this was expected to guide the researcher on the conclusions regarding the degree of congruence of responses with the gender characteristics. Figure 4.1 below shows the study finding. The results as in the figure 4.1 show that majority of the respondent were male at 67% while female was 33% implying that most of the provincial administration officers were male.

Figure 4.1: Gender

Source: Research 2013
4.1.2 Distribution of Age Group

The respondents were asked to disclose their age. The figure below shows the study finding.

Figure 4.2: Distribution of Age Group

Source: Research 2013

The results presented in figure 4.2 show that a large proportion of 43% the respondents were aged from the ages of 31 to 40 years; this was followed by a significant percentage 29% that had also attained ages from 40 years and above, while 21% and 7% are for ages 26-30 years and 21-25 years respectively.

4.1.3 Terms of employment

The respondents were asked to indicate their terms of employment.
From figure above it can be interpreted that 70% of the respondents were in permanent employment, 20% had been employed in contract while 10% had been employed on temporary basis. These findings indicate that majority of the respondents had been employed on permanent basis in their administrative roles.

4.1.4 Length of Service

<table>
<thead>
<tr>
<th>Years</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>3yrs and below</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td>3 to 5 years</td>
<td>5</td>
<td>33</td>
</tr>
<tr>
<td>5 to 7 years</td>
<td>7</td>
<td>47</td>
</tr>
<tr>
<td>Over 7 years</td>
<td>2</td>
<td>13</td>
</tr>
<tr>
<td>Total</td>
<td>15</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Research 2013
Table 4.1 presents the findings on the duration of respondents work in the present capacity. From the figure, 47% indicated that they had been in the present company for 5-7 years. 33% indicated a period of 3-5 years. 13% indicated a period of over 7 years while 7% indicated that they had worked for less than 3 years. These findings indicated that majority of the administration officers had worked in their present capacity for 5-7 years.

4.2 Challenges faced by the provincial administration in strategy implementation of vision 2030

4.3 Organization structure

4.3.1 Organization structure affect strategy implementation

The respondents were asked to indicate the extent to which organization structure affected strategy implementation of vision 2030. The figure below shows the results of the study.

Figure 4.4: Organization structures affect strategy implementation

The figure above shows that organization structure affected strategy implementation to a high extent since it was indicated by the majority 40% of the respondents. This was followed by 30%
who indicated very high extent. 20% indicated to a moderate extent while 7% indicated low extent and 3% indicated to a very low extent.

### 4.3.2 Factors on Organization structure affect strategy implementation of vision 2030

The respondents were asked to rate the extent to which organization structure affected strategy implementation of vision 2030

#### Table 4.4: Organization structure factors

<table>
<thead>
<tr>
<th>Description</th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Structure is matched to the strategy</td>
<td>15</td>
<td>1</td>
<td>5</td>
<td>2.3098</td>
<td>0.9685</td>
</tr>
<tr>
<td>Size of structure is adequate to cover all strategies</td>
<td>15</td>
<td>1</td>
<td>5</td>
<td>2.2782</td>
<td>0.3265</td>
</tr>
<tr>
<td>Existing structure is used to implement changes</td>
<td>15</td>
<td>1</td>
<td>5</td>
<td>2.1345</td>
<td>0.5685</td>
</tr>
<tr>
<td>The current structures may as well distort and dilute the intended strategy</td>
<td>15</td>
<td>1</td>
<td>5</td>
<td>3.6543</td>
<td>0.8574</td>
</tr>
<tr>
<td>Tasks are divided efficiently and they are clear</td>
<td>15</td>
<td>1</td>
<td>5</td>
<td>3.0342</td>
<td>0.6985</td>
</tr>
<tr>
<td>Structures are well coordinated</td>
<td>15</td>
<td>1</td>
<td>5</td>
<td>3.2331</td>
<td>0.6372</td>
</tr>
<tr>
<td>Decisions on how to coordinate activities, relationships are clear.</td>
<td>15</td>
<td>1</td>
<td>5</td>
<td>2.9768</td>
<td>0.8762</td>
</tr>
</tbody>
</table>

**Source: Research 2013**

The table above presents the findings as follows: The current structures may as well distort and dilute the intended strategy was rated with a mean of 3.6543. This was followed by those who indicated that structures are well coordinated with a mean of 3.2331. Another majority indicated that Tasks are divided efficiently and they are clear m= 3.0342, Decisions on how to coordinate activities, relationships are clear, m= 2.9768. It was noted that Existing structure is not used to implement changes since it was rated lowest with a mean of 2.1345.
4.3.3 How structures in the provincial administration affect the implementation of vision 2030 of the organization

The structural organization affects the formal relationships since it helps in coming up with well-defined duties and responsibilities; the hierarchical relationships between superior and subordinates within the organization; the tasks or activities assigned to different persons and departments; coordination of the various tasks and activities; and a set of policies, procedures, standards and methods of evaluation of performance which are formulated to guide the people and their activities. The basis of strategy implementation, according to these, is the coordination of goals and tasks, resources and control. Balances the need for specialization with need for integration. It provides a formal means of decentralizing and centralizing consistent with the organizational and control needs of the strategy.

4.3.4 Improving provincial administration structures

The provincial administration structures can be improved by ensuring it’s effective in division of labour as well as the patterns of co-ordination, communication, workflow, and formal power that direct organizational activities. It should incorporate a formal system of working relationships that both separates and integrates tasks this is because Separation of tasks makes clear who should do what and integration of tasks indicates how efforts should be meshed.
4.4 Resources insufficiency

4.4.1 Resource insufficiency factors that affect in strategy implementation of vision 2030 in your organization

Table 4.5: Resource insufficiency factors

<table>
<thead>
<tr>
<th>Description</th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resource insufficiency is as a result of poor planning and budgeting.</td>
<td>15</td>
<td>1</td>
<td>5</td>
<td>3.8714</td>
<td>0.3779</td>
</tr>
<tr>
<td>Resource insufficiency is not only lack of finances but also includes human, physical and technological insufficiency</td>
<td>15</td>
<td>1</td>
<td>5</td>
<td>4.2001</td>
<td>0.3124</td>
</tr>
<tr>
<td>Resources are usually not fairly allocated to all administrators</td>
<td>15</td>
<td>1</td>
<td>5</td>
<td>4.0235</td>
<td>0.9961</td>
</tr>
<tr>
<td>There is poor management of resources which greatly affects the distribution.</td>
<td>15</td>
<td>1</td>
<td>5</td>
<td>3.6658</td>
<td>0.6875</td>
</tr>
</tbody>
</table>

Source: Research 2013

The table above shows that resource insufficiency is not only lack of finances but also includes human, physical and technological insufficiency was rated with a mean of 4.2001. It was also seen that resources are usually not fairly allocated to all administrators $m = 4.0235$, resource insufficiency is as a result of poor planning and budgeting $m = 3.8714$ and there is poor management of resources which greatly affects the distribution $m = 3.6658$.

4.4.2 How the organization manage the resource insufficiency problem

An organization planning new strategies of growth may well start with an assessment of market opportunity. Someone starting a new business may begin with a realistic assessment of how much capital they might have available. Critical path analysis is recommended for strategies which have detailed planning of implementation. Then allocation of funds in the departments
should be done fairly especially where money is involved in the implementation of the new strategy.

4.5 Human resource

4.5.1 Human resource factors that affect strategy implementation of vision 2030

Table 4.6: Human resource factors

<table>
<thead>
<tr>
<th>Description</th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effectiveness of strategy implementation affects the quality of people involved in the process</td>
<td>15</td>
<td>1</td>
<td>5</td>
<td>3.3564</td>
<td>0.6208</td>
</tr>
<tr>
<td>Strategy implementation success depends crucially on the human or people side of provincial administration.</td>
<td>15</td>
<td>1</td>
<td>5</td>
<td>4.2146</td>
<td>0.527</td>
</tr>
<tr>
<td>Higher level in total organizational involvement during strategy implementation has positive effects on the level of implementation success</td>
<td>15</td>
<td>1</td>
<td>5</td>
<td>3.7894</td>
<td>0.3004</td>
</tr>
<tr>
<td>The board is one of the key subjects of strategy implementation and they should discuss how to assess board effectiveness in guiding strategy execution</td>
<td>15</td>
<td>1</td>
<td>5</td>
<td>4.0653</td>
<td>0.4365</td>
</tr>
<tr>
<td>Process of interaction and participation among the top administration team typically leads to greater commitment to the provincial administration goals and strategies.</td>
<td>15</td>
<td>1</td>
<td>5</td>
<td>3.6651</td>
<td>0.9874</td>
</tr>
</tbody>
</table>

Source: Research 2013
From the descriptive statistics in the table shown above shows that Strategy implementation success depends crucially on the human or people side of provincial administration $m = 4.2146$. The board is one of the key subjects of strategy implementation and they should discuss how to assess board effectiveness in guiding strategy execution $m = 4.0653$. Higher level in total organizational involvement during strategy implementation has positive effects on the level of implementation success $m = 3.7894$ and process of interaction and participation among the top administration team typically leads to greater commitment to the provincial administration goals and strategies $m = 3.6651$.

4.5.2 Main barriers in human resource while implementing in vision 2030

The study found that the main barriers to the implementation of strategies include lack of coordination and support from other levels of management and resistance from lower levels and lack of or poor planning activities. Number of implementation pitfalls such as isolation, lack of stakeholder commitment, strategic drift, strategic dilution, strategic isolation, failure to understand progress, initiative fatigue, impatience, and not celebrating success. why strategies fail as unanticipated market changes; lack of senior management support; effective competitor responses to strategy application of insufficient resources; failure of buy in, understanding, and/or communication; timeliness and distinctiveness; lack of focus; and bad strategy poorly conceived business models.
4.6 Communication

4.6.1 Communication factors that affect strategy implementation

Table 4.7: communication factors

<table>
<thead>
<tr>
<th>Description</th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication is a vital process in strategy implementation to be done effectively</td>
<td>15</td>
<td>1</td>
<td>5</td>
<td>4.4098</td>
<td>0.6543</td>
</tr>
<tr>
<td>The content of such communications includes clearly explaining what new responsibilities, tasks, and duties need to be performed by the affected employees</td>
<td>15</td>
<td>1</td>
<td>5</td>
<td>4.3342</td>
<td>0.5876</td>
</tr>
<tr>
<td>Organizational communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation</td>
<td>15</td>
<td>1</td>
<td>5</td>
<td>4.0987</td>
<td>0.5567</td>
</tr>
<tr>
<td>Communication relates in a complex way to organizing processes, organizational context and implementation objectives.</td>
<td>15</td>
<td>1</td>
<td>5</td>
<td>4.1209</td>
<td>0.3376</td>
</tr>
<tr>
<td>The organization has clear communication channels</td>
<td>15</td>
<td>1</td>
<td>5</td>
<td>3.4351</td>
<td>0.5123</td>
</tr>
</tbody>
</table>

Source: Research 2013

4.6.2 Communication problems experienced in strategy implementation of vision 2030

Organizational communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation. Communication is pervasive in every aspect of strategy implementation, as it relates in a complex way to organizing processes, organizational context and implementation objectives which, in turn, have an effect on the process of implementation. Communication barriers are reported more frequently than any other
type of barriers, such as organizational structure barriers, learning barriers, personnel management barriers, or cultural barriers.

4.6.3 How communication challenges can be resolved

Communication challenges can be resolved by drawing clear lines of communication. The management should be able to ensure that the organization has effective communication this can be done through training to ensure all members understand how the organization chart of communication flows. Information should be disseminated in the right ways without bridging any gap. A company’s ability to create and disseminate its strategy.
5.0 Introduction
This chapter presents summary of findings as discussed in chapter four and interpretations, conclusions and recommendations based on the findings.

5.1 Summary of findings
An organization structure consists of activities such as task allocation, coordination, and supervision, which are directed toward the achievement of organizational aims. It can also be considered as the viewing glass or perspective through which individuals see their organization and its environment. An organization can be structured in many different ways, depending on their objectives. The structure of an organization will determine the modes in which it operates and performs. Organization structure allows the expressed allocation of responsibilities for different functions and processes to different entities such as the branch, departments, work-group and individual. Organizational structure affects organizational action in two ways: First, it provides the foundation on which standard operating procedures and routines rests. Second, it determines which individuals get to participate in which decision-making process, and thus, to what extent their views shape the organization’s actions.

The study found that the main barriers to the implementation of strategies include lack of coordination and support from other levels of management and resistance from lower levels and lack of or poor planning activities. Number of implementation pitfalls such as isolation, lack of stakeholder commitment, strategic drift, strategic dilution, strategic isolation, failure to understand progress, initiative fatigue, impatience, and not celebrating success.

The study found that resource insufficiency is a common strategy implementation challenge. This may be as a result of lack of resources which include financial and human or indivisibility of resources. Established organizations may experience changes in the business environment that can make a large part of their resource base redundant resources, which may be unable to free sufficient funds to invest in the new resources that are needed and their cost base will be too high. One of the major problems of strategy implementation as a result of resource insufficiency
is a failure to translate statements of strategic purpose, such as gaining market share into critical factors that will make the purpose achievable and ultimately achieved. This a critical success factor analysis can be pursued as a start in resource planning.

The study found that the main challenges to human resource in the implementation of strategies of vision 2030 include lack of coordination and support from other levels of management and resistance from lower levels and lack of or poor planning activities. A number of implementation pitfalls such as isolation, lack of stakeholder commitment, strategic drift, strategic dilution, strategic isolation, failure to understand progress, initiative fatigue, impatience, and not celebrating success.

It was noted that communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation. Communication is pervasive in every aspect of strategy implementation, as it relates in a complex way to organizing processes, organizational context and implementation objectives which, in turn, have an effect on the process of implementation. Communication barriers are reported more frequently than any other type of barriers, such as organizational structure barriers, learning barriers, personnel management barriers, or cultural barriers.

5.2 Conclusion
Strategy is a central concern for practically any organization these days. In situations where the organization's environment is changing, the organization itself is faced with a need to change. Even in relatively stable environments an organization is bound to be faced with continuous choices to be made. It should be self-evident that every possible choice made or all change is not for good. Organizational choices should reflect a direction that will ensure the organization's success or at least survival.
5.3 Recommendations

The study recommends that efficiencies can further be realized as functional organizations integrate their activities vertically. The structure of an organization affects not only productivity and economic efficiency but also the morale and job satisfaction of the workforce structure should be designed therefore, so as to encourage the willing participation of members of the organization and effective organizational performance.

In implementation of 2030 strategy the provincial administration should ensure there is an upward and downwards flow of communication. Information flow should be promoted. A communication directorate should provide an effective communication strategy. Various paths of communication should be provided and everybody should know how to follow them. This can be done through frequent training.

5.4 Suggestion for Further Studies

Further study should focus on how culture can affect the strategy implementation of vision 2030. Other studies should also look in-depth at the way communication can affect strategy implementation since communication is broad and covers all aspects of implementation. Other studies can also focus on how structures can be effectively implemented to ensure they don’t pose a great challenge to implementation of strategies.
REFERENCES


Lares-Mankki, L (1994), Strategy Implementation Bottlenecks: Identification, Analysis and Removal, Lappeenranta University of Technology, Lappeenranta,


Thompson, A. A. and Strickland, A. (2003), Strategic Management Concept and Cases edition, New York, USA.


APPENDIX I: Introduction Letter

To Whom It May Concern,

Dear Respondent,

SUBJECT: REQUEST FOR RESEARCH INFORMATION

I am a postgraduate student at Kenyatta University - Mombasa Campus, undertaking a Master of Business Administration Degree. I am carrying out an academic research on “The challenges faced by the provincial administration in implementation of vision 2030 strategy in Magarini district, Kilifi County”.

Kindly take some of your time to respond to the attached Questionnaire. This research is purely for academic purpose and the information provided will be treated with utmost confidentiality.

Thanking you in advance

Yours faithfully,

Richard Karani

Kenyatta University.
Appendix 2: Questionnaire

Instructions

Please tick (☐) the box that matches your answer or fill the space provided

PART A: General Information

1) What is your gender? (tick one)
   Male ( )
   Female ( )

2) Age (tick one)
   20-30 ( )
   21-30 ( )
   31-40 ( )
   40 and above ( )

3) What is your academic background?
   Certificate [ ]
   Diploma [ ]
   Undergraduate [ ]
   postgraduate [ ]

4) What are your terms of employment:
   Temporary ( )
   Permanent ( )
   Contract ( )

5) How long have you worked as a provincial administrator?
   Less than 3 years ( )
   3 to 5 years ( )
   5 to 7 years ( )
   Over 7 years ( )

PART B:
The questionnaire seeks to find out the challenges faced by the provincial administration in strategy implementation of vision 2030.

6) To what extent does the organization structure affect in strategy implementation of vision 2030?

- Very low extent [ ]
- Low extent [ ]
- Moderate extent [ ]
- High extent [ ]
- Very high extent[ ]

7) Rate the extent to which the following factors are employed in your organization in regards to the way organizational structure affect in strategy implementation of vision 2030. use in Likert 1-5 scale, with 1 being ‘to no extent at all’, 2 being ‘to a small extent’ 3 being ‘to some extent’, 4 being ‘to a high extent’ and 5 being ‘to a very high extent’.

<table>
<thead>
<tr>
<th>Description</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Structure is matched to the strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Size of structure is adequate to cover all strategies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
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<td></td>
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<td>The current structures may as well distort and dilute the intended strategy</td>
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<td>Tasks are divided efficiently and they are clear</td>
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<td>Structures are well coordinated</td>
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<td></td>
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<td>Decisions on how to coordinate activities, relationships are clear.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

53
8) In your opinion on how the structures in the provincial administration affect the implementation of vision 2030 of the organization


9) How can the provincial administration structures be improved to ensure it does not affect the implementation of vision 2030?


Resource Insufficiency

10) Rate the extent to which the following factors on resource insufficiency affect in strategy implementation of vision 2030 in your organization.

<table>
<thead>
<tr>
<th>Description</th>
<th>1</th>
<th>2</th>
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<td>There is poor management of resources which greatly affects the distribution.</td>
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<td></td>
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</tbody>
</table>

11) How does the organization manage the resource insufficiency problem?


54
### Human resources

12) Rate the extent to which the following factors on human resource affect in strategy implementation of vision 2030 in your organization?

<table>
<thead>
<tr>
<th>Description</th>
<th>1</th>
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<th>5</th>
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<td></td>
<td></td>
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<td>The board is one of the key subjects of strategy implementation and they should discuss how to assess board effectiveness in guiding strategy execution</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Process of interaction and participation among the top administration team typically leads to greater commitment to the provincial administration goals and strategies.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

13) What are the main barriers in human resource while implementing in vision 2030?
14) Rate the extent to which the following factors on how communication affect in strategy implementation of vision 2030 in your organization?

<table>
<thead>
<tr>
<th>Description</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
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<tbody>
<tr>
<td>Communication is a vital process in strategy implementation to be done effectively</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>The content of such communications includes clearly explaining what new responsibilities, tasks, and duties need to be performed by the affected employees</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation</td>
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<td></td>
</tr>
<tr>
<td>Communication relates in a complex way to organizing processes, organizational context and implementation objectives.</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organisation has clear communication channels</td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

15) What are the problems experienced in strategy implementation when the communication barriers arises.

........................................................................................................................................................................

........................................................................................................................................................................
16) In what ways can communication challenges be resolved to ensure that it does not affect strategy implementation.

Thank you for your Time

KENYATTA UNIVERSITY LIBRARY

KERicho CAMPUS