

**FACTORS INFLUENCING IMPLEMENTATION OF BUILDING POLICY AT
THE CITY COUNCIL OF NAIROBI**

MATOKE A ALOYS



**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENT OF MASTER OF BUSINESS ADMINISTRATION OF
SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI**

NOVEMBER 2012

DECLARATION

This Research Project is my original work and has not been presented for a degree in any other University.

Signed ..  Date .. 

Matoke A Aloys

D61/62640/2010

This Research Project has been submitted for examination with my approval as the University Supervisor.

Signed ..  Date .. 

Prof. Martin Ogutu

Department of Business Administration

University of Nairobi

DEDICATION

I dedicate this research project to my wife Buyaki, son Barrack and parents.

ACKNOWLEDGEMENTS

I acknowledge my Supervisor Prof Ogutu, Moderator Mr. Mududa and lecturers for their input into this research project.

I also acknowledge my colleagues in class and office for their support.

ABSTRACT

Strategy implementation is an iterative process of implementing strategies, policies, programs and action plans that allows a firm to utilize its resources to take advantage of opportunities in the competitive environment. Implementation is the process that turns plans into action assignments and ensures that such assignments are executed in a manner that accomplishes the plan's stated objectives. Good strategies alone will not work, appropriate implementation processes to produce intended results have to be put in place. Putting strategy into place and getting individuals and organization units to execute their part of the strategic plan is essentially an administrative task. Although effective implementation of strategy is important it is not easy. Once an organization has chosen a strategy to achieve its goals, it has to be put into action by selecting appropriate organizational structure and managing its execution through tailoring the management systems of the organization to the requirements of the strategy. There have been frequent disasters and calamities that have befallen the country and the City of Nairobi in the recent past. The proliferation of slums, dangerous buildings, incompatible land uses, dilapidated and risky houses, collapse of buildings under construction, strain over social amenities and congestion are just but a few glaring indications of the problem facing the built sector. Thus this research is aimed at investigating factors influencing implementation of building policy at the City Council of Nairobi.

TABLE OF CONTENTS

DECLARATION	i
DEDICATION.....	ii
ACKNOWLEDGEMENTS.....	iii
ABSTRACT	iv
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background of the study	1
1.1.1 The Concept of Strategy Implementation.....	2
1.1.2 Local Authorities in Kenya.....	4
1.1.3 An Overview of the City Council of Nairobi	4
1.2 The Research Problem	5
1.3 Research Objective	6
1.4 Value of the Study	6
CHAPTER TWO: LITERATURE REVIEW.....	8
2.1 Introduction.....	8
2.2 The Concept of Strategy	8
2.3 Strategy Implementation.....	9
2.4. Challenges of Strategy Implementation.....	10
2.5. Factors Influencing Strategy Implementation.....	11
2.5.1 Internal Factors Influencing Strategy Implementation	12
2.5.2 External Factors Influencing Strategy Implementation	14

CHAPTER THREE: RESEARCH METHODOLOGY	17
3.1 Introduction.....	17
3.2 Research Design	17
3.3 Data Collection Method.....	17
3.4 Data Analysis.....	17
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS	19
4.1 Introduction.....	19
4.2 Response Rate.....	19
4.3 Implementation of Building Policy.	19
4.4 Internal Factors Influencing Implementation of Building Policy.....	20
4.4.1 Leadership Factors.....	20
4.4.2 Culture Factors.....	20
4.4.3 Organizational Structure	21
4.4.4 Human Capital	21
4.4.5 Budget Forecast	22
4.5 External Factors Influencing Implementation of Building Policy.....	22
4.5.1 Compliance Factors	22
4.5.2 Accountability Factors.....	23
4.5.3 External Environment.....	23
4.5.4 Technological Advancement	24
4.5.5 Demographical Factors.....	25
4.6 Discussion of Findings	25

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND

RECOMMENDATIONS28

5.1 Introduction.....28

5.2 Summary of Findings28

5.3 Conclusions of the Study29

5.4 Areas for Further Research.....30

5.5 Limitations of the Study31

5.6 Recommendations for Policy and Practice31

REFERENCES33

APPENDIX I: DATA COLLECTION COVER LETTER38

APPENDIX II: INTERVIEW GUIDE39

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Strategic management is the name of an academic field of study, strategy is the main topic of study (Schendel, 1994). Strategic management is a series of managerial decision and activities which assign long-term performance of an organization. It consists of inspecting environment (internal & external), formulating strategy (long-term or strategic planning), implementing, evaluating and controlling. So strategic management focuses on monitoring and assessing external opportunities and threats, along with considering strengths and weaknesses (Hunger and Wheelen, 2010).

Every organization has both a strategy and an internal action agenda for executing it, however conscious or well considered or imperfect they may be. Sometimes strategic plans are openly stated by management, and sometimes they remain implicit in management decisions and the organization's patterns of operation. Sometimes courses of action are chosen after exhaustive analysis, and sometimes strategic decisions emerge haphazardly from chance occurrences and historical accidents occasioned by the experiences and personalities of previous leaders, the position of the company in the industry, and the economic circumstances surrounding its development. Or, in perhaps the most frequent case, an enterprise's menu of strategic actions and approaches is the product of many internal analyses and reviews, years of market feedback regarding what worked and what didn't, prior strategic moves and decisions, assessments about what the

future will bring, and a solid dose of experience and judgment, in other words all the knowledge gained in time by an organization (Nedelea and Păun, 2009).

Strategic management is the key factor in achieving organizational performance and it has five critical components namely: Defining the organization's business and developing a strategic mission as a basis for establishing what the organization does or doesn't do and where it's headed, Establishing strategic objectives and performance targets, formulating a strategy to achieve the strategic objectives and targeted results, implementing and executing the chosen strategic plan and evaluating strategic performance and making corrective adjustments in strategy and/or how it is being implemented in light of actual experience, changing conditions and new ideas and opportunities.

1.1.1 The Concept of Strategy Implementation

Michael (2004) avers that Strategic management is a set of decisions and actions resulting in formulation and implementation of strategies designed to achieve objectives of an organization. It is the process of formulating, implementing and evaluating business strategies to achieve future objectives according to (Pearce and Robinson, 2003). Strategy implementation is the process of putting into action the strategy that has been chosen for the success of the organization. The strategy and the firm must become one, that is, the strategy must be reflected in the way the firm organizes its activities, the key organizational leaders, the culture of the organization (Pearce and Robinson, 2011). Chakravarthy (1987) suggests that the lack of fit between a strategic plan and its contexts could result in strategic plans tending not to be subjected to corrective action. Strategy implementation is an important component of the strategic planning process. It has been

defined as the process that turns strategies and plans into actions to accomplish organizational objectives (Pride and Ferrell, 2003). It addresses who, where, when and how to carry out certain strategies successfully (Kotler et al, 2001).

Strategy implementation in the public sector needs to be carefully planned and is best undertaken quickly and smoothly. The form of implementation depends on the scale of what is proposed. Major changes need substantial support. Smaller changes are probably best treated incrementally (Lynch, 2010). Koske (2003) argues that effective implementation results when the organization, resources and actions are tied to strategic priorities and when key success factors are identified in addition to alignment of performance measures and reporting. Awino (2000) defined policy as specific guidelines, methods, procedures, rules, forms, and administrative practices established to support and encourage work towards stated goals. Hence policies are instruments for strategic implementation.

Although effective implementation of strategy is important it is not easy. Once an organization has chosen a strategy to achieve its goals, it has to be put into action by selecting appropriate organizational structure and managing its execution through tailoring the management systems of the organization to the requirements of the strategy (Hill and Jones, 2001). Good strategies alone will not work, appropriate implementation processes to produce intended results have to be put in place. Putting strategy into place and getting individuals and organization units to execute their part of the strategic plan is essentially an administrative task (Thompson and Strickland, 1992). We need good

strategies and appropriate implementation processes to produce intended results. Strategy is operationalized through tactical or action plans. The strategy is broken down to operational components. These components are assigned to specific department/people and time frames are set within which they should be completed. Budgets are allocated for every activity. Control mechanism is also set to track down implementation.

1.1.2 Local Authorities in Kenya

Local authorities in Kenya are the bodies controlling local governance in Kenya. Kenya has four classes of local authorities: City, Municipality, Town and County council. Currently there are three authorities with city status: Nairobi, the national capital, Mombasa and Kisumu.

Municipalities and towns are other forms of urban authorities and are generally named after their central town. County councils are essentially rural. Each district has a maximum of one county council, such that they cover all area not taken up by urban authorities. County councils are usually named after their respective districts, which often bear the same name as the district capital. Thus county councils are often named after a major town, but their land area may cover the surroundings, not the town itself. Some districts have only one local authority, which are almost all county councils (Local government act).

1.1.3 An Overview of the City Council of Nairobi

The City Council of Nairobi is mandated to provide public services critical to the residents of Nairobi. These services include provision of water, garbage collection, local

road maintenance, street cleaning and lighting, implementation of the building policy, health and education. The Council's current strategic plan is focused on coordinated development and improved service delivery.

The City Council of Nairobi is currently faced with rapid urban growth challenge with its current population estimated at three point five million people which implies the need of making appropriate strategies that are more aimed at providing better services to its residents.

1.2 The Research Problem

Strategy implementation is an important component of the strategic planning process and thus it turns strategies and plans into actions to achieve the organizational objectives (Pride and Ferrell, 2003). Strategy implementation is that phase in strategic management process when actions are taken to actualize approved plans. It begins with the analysis of long term plans and breaking them down to small workable annual or short term plan (Yabs, 2010). Lynch (2010) avers that strategy implementation usually involves change and that both the organization and its environment are both changing.

The City Council of Nairobi like any other open organization in modern and competitive world needs to employ strategic management. This is aimed at offering the best services to its residents and the surrounding environment. With its current population estimated at three point five million citizens, more needs to be done ensuring a successful implementation of building policy.

Though a lot of researches have been carried on this field of strategy implementation, there has been little focus on the implementation of building policy. For example, Awino (2000), did a research on effectiveness and problems of strategy implementation of financing higher education in Kenya by the helb while Michael (2004), worked on factors influencing strategy implementation by international NGO's operating in Kenya and Koske (2003), researched on strategy implementation and its challenges in public corporations using a case of Telkom Kenya ltd.

As observed above, the studies conducted on strategy implementation have not considered the factors influencing implementation of the building policy at the City Council of Nairobi. Hence, the research question is what factors are influencing implementation of building policy at the City Council of Nairobi? In answering this research question, the researcher attempts to bridge the gap.

1.3 Research Objective

The study is to establish the factors that influence implementation of the building policy at the city council of Nairobi.

1.4 Value of the Study

This study will help in theory building for both researchers and academicians as the findings will assist and become the basis for further research on this subject. Thus continuous research is inevitable in order to ascertain the actual situations rather than living on assumptions.

The study will help in policy formulation by Kenyan Government through the Ministry of Local Government in making strategies relating to implementation of building policy for Local Authorities.

The study is equally aimed at assisting in management practice for the professionals who are involved in day to day running of policy implementation in the City Council of Nairobi.

The study will enlighten other stakeholders like contractors and investors in real estate and with these insights they will be in better positions towards adhering to the building policy more effectively.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of the related literature on the subject under study presented by various researchers, scholars, authors and analysts. It provides literature on the concept of strategy, strategy implementation, challenges of strategy implementation factors influencing strategy implementation and conceptual framework.

2.2 The Concept of Strategy

Chandler (1962) defines strategy as the determination of the basic long term goals and objectives of an enterprise, and adoption of courses of action and the allocation of resources necessary for carrying out these goals. The essence of strategy is in the activities- choosing to perform activities differently or to perform different activities than rivals do. Otherwise a strategy is nothing more than a marketing slogan that will not withstand competition, (Porter, 1996).

Mintzberg (1987) has created a “five-P-model” for the definition of strategy, which provides some clues to the rich meaning of the concept. The first P, strategy as a plan reflects the classical conception of strategy. A plan is a consciously intended course of action, or a guideline for dealing with a certain set of situations. It is also possible to view strategy as a ploy, a plan with a more narrow and specific scope or a certain maneuver. A wholly different conception of strategy is to view it as a pattern of emerging actions and behaviour. According to the pattern-view, strategy is not a preconceived plan, but a

consistency in behaviour. In a sense according to the pattern view, strategy is not a proactive but a reactive concept. This view may be hard to accept, but it reflects the reality of many organizations. The fourth P describes strategy as a position for the company in its environment in order to create a fit for itself in relation to its competitors, external stakeholders and so on. The final P for Mintzberg is strategy as perspective. According to the perspective view, strategy defines the way the organization's members view the organization's environment, the organization's identity and themselves as members of that institution.

Strategic management is the set of managerial decision and action that determines the long-run performance of a corporation. It includes environmental scanning (both external and internal), strategy formulation (strategic or long range planning), strategy implementation, and evaluation and control. The study of strategic management therefore emphasizes the monitoring and evaluating of external opportunities and threats in lights of a corporation's strengths and weaknesses (David et al, 2011)

2.3 Strategy Implementation

Strategy implementation is an iterative process of implementing strategies, policies, programs and action plans that allows a firm to utilize its resources to take advantage of opportunities in the competitive environment (Harrington, 1991). Implementation is the process that turns plans into action assignments and ensures that such assignments are executed in a manner that accomplishes the plan's stated objectives (Kotler ,1984).

Good strategies alone will not work, appropriate implementation processes to produce intended results have to be put in place. Putting strategy into place and getting individuals

and organization units to execute their part of the strategic plan is essentially an administrative task (Thompson and Strickland, 1992). Although effective implementation of strategy is important it is not easy. Once an organization has chosen a strategy to achieve its goals, it has to be put into action by selecting appropriate organizational structure and managing its execution through tailoring the management systems of the organization to the requirements of the strategy (Hill and Jones, 2001).

Implementation programme will vary according to the nature of strategic problems which the organization faces. These problems range from extreme and urgent need for change. The two essential causes of variation in implementation programmes are the degree of uncertainty in predicting changes in environment and the size of the strategic change required (Lynch, 2010)

2.4. Challenges of Strategy Implementation

Perry (2008) avers that big strategic ideas are plentiful, yet relatively few strategies can be described as having revolutionized the entire organization. Execution is extraordinarily difficult and this is where real innovation and ingenuity is required. Successful strategy execution is a unique blend of nuts, bolts and really bright ideas! The main strategy challenges include: Not clearly identifying which of the five levels of strategy, increasing misinterpretation of the big strategic idea vision as it moves out of the executive suite into the organization., not starting the process with a thorough unpacking of the detailed changes required to implement the new strategy, inadequate

realignment of company resources with the new strategy and leaving the brand/product portfolio untouched.

Gurowitz (2008) argues that in today's business world, strategy implementation is inseparable from effective leadership and communication within the company. The value creation process, in our experience, follows these lines: Formulation and effective communication of vision and values, Formulation and effective communication of mission, generation of enthusiasm and buy-in at all levels, commitment to projects and business results that will fulfill on the mission, design of organizational architecture that allows for empowerment and communication, creation of tactics and short-term goals at the local level and effective action in a context of accountability work on these intangibles is a strategic investment equally as important as new equipment, buildings, or mergers and acquisitions.

2.5. Factors Influencing Strategy Implementation

The factors that influence strategy implementation can be classified in general as internal and external factors. The internal factors include organizational direction (mission statements and strategic plans), human and asset management (budgets forecasts, working practices and organizational culture). While external factors include collaboration (demographical changes and partnerships), political issues (accountability and equal opportunity), technological advances, legislative issues, environmental and globalization.



2.5.1 Internal Factors Influencing Strategy Implementation

Leadership is the process of influencing others towards the achievement of organizational goals (Bartol and Martin, 1991). Bass (1985) and Burns (1978) suggest that the concept of transformational change in organizations is usually identified with leadership. Mullins (1996) claimed that leadership is "a relationship through which one person influences the behaviour or action of other people". Leadership is needed for effective implementation of strategy, as this will ensure that the organization effort is united and directed towards achievement of its goals (Pearce and Robinson, 1988). Members of organizations should focus their effort in the same direction since unity of direction is crucial for strategy implementation. Leadership has a fundamental influence on the success of strategy.

The culture of the organization needs to be compatible with the strategy being implemented. Culture is as important as strategy for organizational success. Corporate culture gives employees a sense of how to behave and act. Culture is a system of shared values (defining what is important) and norms (defining appropriate attitudes and behaviours (O'Reilly, 1989). Strong cultures enhance organizational performance in two ways: first, they improve performance by energizing employees- appealing to their higher ideals and values and rallying them around a set of meaningful, unified goals. Such ideals excite employee commitment and effort because they are inherently engaging and fill voids of identity and meaning. Secondly, strong cultures boost performance by shaping and coordinating employees' behavior and decision making.

Taylor, Fayol, Weber and other classical theorists believed that there is a single best way for organization to be structured even though organizations vary considerably on

structural attributes. They say that the objective of much research has been to understand what determines these variations. But what has puzzled them is whether or not the structures are random or systematic and whether or not some organizations are simply less perfect than others and whether or not different designs are better for different situations. Borgatti (1996) stated that 'structure' is the degree and type of horizontal differentiation, vertical differentiation, mechanisms of coordination and control, formalization, and centralization of power. The structure is the way an organization arranges people and jobs so that its work can be performed and its goals met. Borgatti (1996) further argues that organizations whose structures are not fitted to the environment which includes other organizations, communities, customers, governments, etc will not perform well and will fail.

People related strategies may form an integral part of the new strategy for example a change in the organization's way of conducting business. The increased technological skills required by, and the knowledge-based complexities of many commercial processes have meant that an analysis of the existing human resources is essential for an accurate assessment of the options available (Lynch, 2010). Thus there is need for a human resource audit to examine the organization's leadership, its people and their skills, backgrounds and relationships with each other.

Many corporate strategies involve the organization's financial resources: investment in the organization's activities now will be rewarded by profits and other benefits later. Prescriptive strategists have a very clear view of financial appraisal for strategic decisions. They take the investment to be and predict the financial returns in the future.

They use the forecasts of demand, resources, inflation and likely taxes to be met (Lynch, 2010). The availability of financial infrastructure that include system of banks, settlement of accounts, transfer of money, accounting systems and the government control on financial activities within a country can enhance chances of a firms good predictability.

2.5.2 External Factors Influencing Strategy Implementation

Compliance is doing what is stated in rulebooks, which can come in the form of international protocols, national legislation and municipal laws and by-laws. As a general rule, people comply with rules because of strict material self-interest or pure altruistic reasons. In the case of material self-interest, this is accomplished by coercion or positive incentives. Coercion, in turn, can be in the form of monetary disincentives such as fines or physical penalties such as jail terms or canning. All environmental laws including by-laws administered by municipal authorities have provisions to impose penalties on those who fail to comply (Lee, 2000). However it is noted that despite the existence of development plans and by-laws regulating land development, squatters are common sights in many urban areas of developing countries. The UNEP reported that in some larger cities of Asia, “up to 60 per cent of the inhabitants live in informal settlements” (UNEP 2002, p.251). Many owners of building carry out illegal building extensions and change of building use. With the exception of Singapore and cities in Japan, it is fair to say that a large percentage of buildings in Asia have some form of illegal extension and illegal change of use. The above is just a very brief discussion of non-compliance with municipal rules and regulations.

Accountability has become the cornerstone of public administration and management because, it constitutes the principle that informs the processes in which those who hold and exercise public authority can be held responsible or answerable for their actions or inactions (Aucoin and Heintzman, 2000). The underlying principle for public accountability is that power, authority and resources entrusted to public officials are used efficiently and effectively in the larger citizens' interest. Public accountability can be examined through a prism of institutions established to serve as a check on the executive arm of government and through such agencies established to monitor the efficiency, probity and fidelity in respect to performance of the public sector (Muthien, 2000). For instance, in Uganda the office of Auditor-General (OAG) and the Inspectorate of Government (IG) are external organizational arrangements, charged with a duty of ensuring accountability, effective and efficient performance in public sector agencies, including local government (Constitution of Uganda, 1995: Art. 163 and Art. 225).

Environment is a very important factor since no one organization that is operating as an island especially with the globalization meaning continuous interaction with outside world. Organizations will always be alert to know new technologies in the market and even new products and ways of handling competitors. The environment establishes the context in which to evaluate the importance of relationship between strategy and performance. Strategist need to identify sub environment in which the firm are to compete. The influence of environments on firm performance has been one of the central themes in strategy (Porter, 1980). Firms must continuously survey the environment for signs of future discontinuity and potential surprises. They must respond to frequent changes in competitive structure and dynamics. The macro environment might influence

the success or failure of an organization's strategies but the impact of these general factors tends to surface in the more immediate environment through changes in the competitive forces on organization. A key aspect is competition within the industry which is the industry environment. An industry is a group of firms producing the same principal product (Johnson et al, 2002).

Technology influences the way decisions are made in firms. Old technology can still be useful to some firms while new technology is preferred by other firms. The important thing is that technology should be able to increase efficiency and effectiveness of the firm. Thus new technology may require restructuring of the firm and employing other technically qualified manpower (Yabs, 2010). Given the pace of change over the last twenty years, technology has come to play an important role in development of sustainable competitive advantage. It is to be noted that even in mature industries, not-for-profit organizations and small businesses, it is technology that has on occasions added the extra element to differentiate the organization.

The world is in the midst of a historically unprecedented demographic transition that is having and will continue to have profound effects on the size and age structure of its population. Population growth is much higher in developing countries particularly in Africa and the Middle East than in advanced countries (Nicoletta et al 2006). Demographic forces are created by the pressure of population developments. High birth rates and slow economic growth in a particular country can be discouraging to investors. It is prudent enough for any firm to factor in these dynamic forces by ensuring a keen and close eye on parameters that lead to their shifts for proper budgeting on sustainable resource allocations.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research design, data collection method, data collection instrument, data collection and analysis techniques.

3.2 Research Design

The type of research design that was used for this project is the case study. According to Mugenda and Mugenda (2003), a case study is an in-depth investigation of an individual, group, institution or phenomenon. Kombo and Tromp (2006), contend that a case study seeks to describe a unit in detail, in context and holistically.

3.3 Data Collection Method

Data was collected mainly by use of interview method. The questions consisted of open ended questions. The questions dwelled on the identification of factors influencing implementation of building policy at the city council of Nairobi. Nine sectional heads in City Planning Department were interviewed from the following sections: land survey, policy implementation, forward planning, development control, research, urban design, geographical information systems, administration and implementation.

3.4 Data Analysis

The feedback obtained from the interview was used to gather the data needed for this study. Data was analyzed mainly by content analysis. Mugenda (2003) avers that content

analysis is the systematic qualitative description of the composition of the objects or materials of the study. Thus, Content analysis is a method for summarizing any form of content by counting various aspects of the content. This enables a more objective evaluation than comparing content based on the impressions of a listener. The main reason for doing content analysis is to be able to make links between causes.

It is to be noted that content analysis emphasizes an integrated view of speech/texts and their specific contexts. Qualitative content analysis goes beyond merely counting words or extracting objective content from texts to examine meanings, themes and patterns that may be manifest or latent in a particular text. It allows researchers to understand social reality in a subjective but scientific manner (Miles and Huberman, 1994).

Through careful data preparation, coding and interpretation, the results of qualitative content analysis can support the development of new theories and models, as well as validating existing theories and providing thick descriptions of particular settings or phenomena.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter presents outcomes of the data collected during the study survey. The chapter was divided into four main sections namely: Section 4.1 Introduction, Section 4.2 Response rate, Section 4.3 The state of implementation of the building policies, Section 4.4 Internal factors and Section 4.5 External factors. The following were the findings of the study.

4.2 Response Rate

The survey interviewed nine (9) key informants tasked with various responsibilities in the department of City Planning in the City Council of Nairobi. This was a hundred percent (100%) response rate.

4.3 Implementation of building policy.

The respondents were asked whether or not it was necessary to implement the building policy and all concurred that the implementation of the policy was required urgently. On what elements they thought were necessary in the effective implementation relating to capacity, the respondent cited a provision of adequate human capital, adequate financing and development of physical infrastructure including equipments and machinery.

The respondents were also asked to mention the challenges the City Council was facing in operationalising the building policy and cited; lack of top management support, lack of

public involvement, compromised systems, inept officers and inadequate penal provisions in law to adequately deal with those violating the building policy.

On the best way of implementing the building policy, the respondent argued that certain things required to be put in place. Among those cited were; Sensitization of the general public about the significance of the building policy, mapping out to identify those buildings that do not comply with the policy, channeling adequate resources to the exercise including money and human capital and putting in place strong monitoring and evaluation mechanisms to ensure compliance.

4.4 Internal Factors Influencing Implementation of Building Policy

4.4.1 Leadership Factors

All the respondents interviewed were in agreement that leadership was a key ingredient in implementation of the building policy. On leadership elements they thought were necessary in implementation of the policy were; a clear vision and mission, improved governance characterized by zero tolerance on corruption, transparency and accountability. Political interference from Councilors was cited as a major setback in operationalising the policy.

4.4.2 Culture Factors

The respondents were asked to state whether or not the culture that existed within the Council was conducive for implementation of building policy and a majority of them pointed out that there was need for change in culture for implementation of the policy to be successful. Some of the culture issues cited as inhibiting the implementation of the

building policy were; corruption, lack of concern, negative attitude, too much politics, resistance to change and bureaucracy. As a result *staff training*, initiation of anti-corruption mechanism, sensitization of major stake holders and removal of red tape are required in ensuring effective implementation of the policy.

4.4.3 Organizational Structure

Organizational structure was not found to impede on implementation of the building policy. However the respondents argued that there was need for formation of cross-sectional teams to handle various issues arising from the building policy to exploit diversity in knowledge of various professionals involved in the implementation process. This the respondents argued that would also lessen the negative effects of bureaucracy and overlapping mandates of various departments involved in implementation of the policy. In addition as relates to organizational structure, the studies identified the need to improve communication channels among employees and departments involved in implementation of the building policy.

4.4.4 Human Capital

The human capital that existed within the Council was found to be inadequate in implementation of the building policy. The respondents argued that the department tasked with the implementation of the policy did not have adequate technical expertise to implement the policy as some of them were found to be semi-skilled and others unskilled. Consequently the respondents pointed out that there was need to have qualified people to handle the implementation and training of the ones that existed. Proper remuneration and motivation of such employees was also pointed at as necessary.

4.4.5 Budget Forecast

Budget forecast was found limiting of the building policy as the component for implementation of the building policy was found not properly itemized. For instance items such as money for logistical support, maintenance, stationery were cited as always missing from the Council's budget forecasts for the purpose of implementing the building policy. This provided for a mismatch against planned budgetary allocations. As a result the respondents argued that there was need to find a proper formula for allocating resources across different functions of the council.

4.5 External Factors Influencing Implementation of Building Policy

4.5.1 Compliance Factors

In terms of compliance on building policy, several components were identified as influencing implementation of building policy, outdated policy relating to physically challenged, scattered legislation and lack of adequate staff to ensure compliance were among those cited. Weak enforcement mechanisms, lack of severe penalties for law breakers, inconsistencies of some components of the policy with the new constitution and international conventions and weaknesses in coordination with other enforcement agencies like National Environment Management Agency (NEMA) in implementation of the building policy.

On what should be done to ensure compliance with the building policy, the respondents cited the following; repealing of outdated policies, review of those policies that are not consistent with the new law and international conventions, imposing heavy penalties on those breaking the law, sensitization of all relevant stakeholders on the benefits of the

building policy and building enforcement capacity through employment of qualified staff and infrastructure improvement.

4.5.2 Accountability Factors

The study found that accountability of relevant stakeholders in implementation of the building policy was lacking. Among the components cited as compromising accountability in implementation of the building policy included; lack of integrity among approving officers, lack of prosecution of persons contravening the law, compromised issuance of occupational certificates and generally weak institutional capacity in ensuring accountability.

On what should be done to enhance accountability in implementation of the building policy, the respondents cited the following; regular audit, adoption of secured systems using technology, improved employee remuneration, reviewing employee performance based on performance contracts, vetting of employees implementation of the building policy as well as strengthening the systems and procedures in implementation process.

4.5.3 External Environment

The components of external environment were also cited as limiting the implementation of the building policy at the City Council of Nairobi. The roles played by the media, civil society organizations, international agencies, professional associations, the security apparatus, politicians and the Judiciary were also found to influence implementation of the building policy.

For instance negative media publicity, lack of international support, lack of contribution from civil society organizations, excessive politics by councilors, delayed justice, inaction of enforcement agencies were cited as influencing negatively the implementation of the building policy within the City Council of Nairobi. Consequently community collaboration was cited as the possible remedy for proper implementation of the building policy.

4.5.4 Technological Advancement

A number of elements in technology were cited as influencing implementation of the building policy. Among those cited included; the use of Geographical Information System (GIS), the use of Google search engines, use of Google imagery to identify upcoming buildings and the use of mobile phones.

For instance unreliable connections via internet, lack of updating of staff on new technologies, inadequate information systems security were identified as limiting the implementation of the building policy.

On what should be done on technological innovation to enhance implementation of the building policy included; the adoption of integrated databases, ensuring prompt internet connections and updating of the systems to improve their efficiency. Need for adequate funding to provide sustainable technology.

4.5.5 Demographical Factors

The study identified rapid increasing population within the city, rapid developments, rising demand for services, proliferation of urban slums, rural-urban migration and expanding business entrepreneurs as influencing implementation of the building policy.

Consequently the respondents cited the following to integrate the influence of demographics in the implementation of the building policy; adoption of family planning measures, proper monitoring of the rate of population growth of the City of Nairobi, sensitization of the public on the effects of rapid population growth and proper physical planning.

4.6 Discussion of Findings

It was found that the challenges the City Council was facing in operationalising the building policy included; lack of top management support, lack of public involvement, compromised systems, inept officers and inadequate penal provisions in law to adequately deal with those violating the building policy. Leadership is needed for effective implementation of strategy, as this will ensure that the organization effort is united and directed towards achievement of its goals

The respondents argued that certain things required to be put in place in order to effectively implement the building policy, among them included; sensitization of the general public about the significance of the building policy, mapping out to identify those buildings that do not comply with the policy, channeling adequate resources to the exercise including money and human capital and putting in place strong monitoring and evaluation mechanisms to ensure compliance.

A clear vision and mission, improved governance characterized by zero tolerance on corruption, transparency and accountability were among the key elements of leadership in the implementation of the building policy. It was noted equally that political interference from Councilors was a major setback in operationalising of the policy. Culture was highlighted as a limiting factor in the implementation of the building policy the main issues being corruption, lack of concern, negative attitude, too much politics, resistance to change and bureaucracy.

Organizational structure was not found to impede on implementation of the building policy but the respondents argued that there was need for formation of cross-sectional teams to handle various issues arising from the building policy to exploit diversity in knowledge of various professionals involved in the implementation process. The human capital that existed within the Council was found to be inadequate and the respondents argued that the department tasked with the implementation of the policy did not have adequate technical expertise to implement the policy as some of them were found to be semi-skilled and others unskilled. Budget forecasts was found limiting as it was found not properly itemized since items such as money for logistical support, maintenance, stationery were cited as always missing from the Council's budget forecasts.

On compliance, several components were identified as influencing implementation of building policy which included; outdated policy relating to physically challenged, scattered legislation and lack of adequate staff. The respondents recommended the need for repealing of outdated policies and sensitization of all relevant stakeholders. Among

the components cited as compromising accountability included; lack of integrity among approving officers, lack of prosecution of persons contravening the law, compromised issuance of occupational certificates and generally weak institutional capacity in ensuring accountability. The underlying principle for public accountability is that power, authority and resources entrusted to public officials are used efficiently and effectively in the larger citizens' interest.

Some elements of external environment were cited as hindering the implementation of the building policy especially on the roles played by the media, civil society organizations, international agencies, professional associations, the security apparatus, politicians and the Judiciary. Technology was highlighted as influencing implementation of the building policy with lack of exploitation of Geographical Information System (GIS), the use of Google search engines, use of Google imagery to identify upcoming buildings and the use of mobile phones. Further, rapid increase in population within the city, rapid developments, rising demand for services, proliferation of urban slums, rural-urban migration and expanding business entrepreneurs were factors influencing implementation of the building policy.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter covers summary of the key findings, conclusion, policy recommendation as well as areas for further study.

5.2 Summary of Findings

The study was conducted in the City Council of Nairobi. The main purpose of the study was to identify factors influencing implementation of the building policy within the Council. As a result the survey indicated that lack of top management support, inadequate human capital, lack of physical infrastructure, compromised systems, inept officers and inadequate penal provisions to cater for law breakers were to blame for poor implementation of the building policy at the City Council of Nairobi.

The study found out that lack of sensitization of the general public on building policy, lack of mapping of physical structures to identify those in compliance with the policy, inadequate resources and poor monitoring and evaluation mechanisms were negatively influencing the implementation of the building policy at the Council.

The study found out that a clear vision and mission to move the Council towards full attainment of the building policy was necessary. The study cited zero tolerance to corruption, transparency, accountability and positive politics from councilors on key ingredients lacking in the leadership of those tasked with implementation of the building policy.

The study indicated that the formation of cross-sectional teams to handle implementation of the building policy was overdue. Thus the study found out the need exploit diversity of various professionals and stamp out bureaucracies that existed in the implementation systems as well as limit overlapping mandates.

Lack of employment of the right number of the employees with the requisite technical expertise in implementation of the building policy was also cited. The study also found out that there was poor itemization of budgetary forecasts leading to inadequate resource allocation for the entire exercise of implementation of the building policy.

Outdated policies, scattered legislation, inconsistencies of various policy with the laws, new constitution and international conventions and weaknesses in coordination among enforcement agencies like NEMA was found to hamper implementation of the building policy. Poorly secured systems in implementation of the building policy, weak systems and procedures, incompetent employees, and poor adoption of technological advancement were found to compromise accountability of employees tasked with implementation of the building policy.

5.3 Conclusions of the Study

The study was set out to find factors influencing implementation of the building policy at the City Council of Nairobi. Based on the findings the study concluded that for an effective implementation of the building policy, certain issues are required to be addressed.

The study also concluded that the major impediments of implementation of the building policy were; lack of adequate resources, poor infrastructure development in terms of equipments and machinery, lack of top management support, lack of information about the policy among key stakeholders and inadequate penal provisions to adequately give punishment to law breakers to deter violations of any component of the policy.

The study specifically concluded that certain components of the internal factors were negatively influencing the implementation of the building policy among them, lack of clear vision and mission, lack of effective anti-corruption mechanisms, poorly constituted teams handling the process, lack of adequate technical expertise among implementers as well as poor itemization of budgetary forecasts.

In addition the study concluded that certain external factors were also central to poor implementation of the building policy such as lack of consistencies of some policies with the new laws, the new constitution and international conventions in the built environment, compromise of officers implementing the building policy by members of the general public, poor coordination among agencies tasked with various responsibilities in the built environment, poor exploitation of technological advancements and lack of proper family planning and birth controls among others.

5.4 Areas for Further Research

The researcher recommends a need for a study to be conducted on the role of other enforcement agencies like NEMA, professional associations, the police service and the Judiciary on the effectiveness of implementation of the building policy.

The researcher equally recommends a further study on the role of developers, contractors, the general public and the other stakeholders on the successful implementation of the building policy.

In addition to this there is need for a further study to be done on factors influencing implementation of building policy among other local authorities in Kenya in order to give a more insight on this field.

5.5 Limitations of the Study

Due to sensitivity of the study the researcher encountered concealment of information from the respondents. Further, the respondents were always very busy with the nature of their day to day tasks and hence special arrangements to interview them were done including rescheduling of the interviews to convenient dates.

5.6 Recommendations for Policy and Practice

Based on the findings, the following policy recommendations were drawn for effective implementation of the building policy:

In order to envision the implementation of the building policy and set the right mission towards this direction is to be achieved through taking into consideration of all the Council's internal and external strengths and weaknesses. Further, mobilizing the right resources in implementation process is to be achieved through proper identification of agencies that will partner with and fund the process.

Sensitization of both the implementer and the general public on the significance of enforcing the policy is to be achieved through private public partnerships, organizing public forums that encompass relevant stakeholders and use of mass media. On putting in place internal controls that would ensure doing the right thing at the right time which is to be achieved by lining up activities that should be undertaken first and those to be undertaken last through an implementation program.

Put in place mechanisms of doing things differently at the City Council to ensure effective implementation to be achieved through review of organizational values, culture and the way of doing things. Employment of qualified personnel and regular training of existing staff is to be achieved through putting in place the budget for the same and looking up for the top management's support.

Alignment of existing policies with the new laws and international conventions may be achieved through holding consultative forums with relevant stakeholders in the built environment. Equally, in putting in mechanisms of punishing those that do not comply with the building policy which can be achieved through legislative review by seeking help of the ministry of Local authorities' policy makers and parliament.

The need of holding all stakeholders to account which can be achieved through appraisals to see whether or not each of the stakeholders in the built environment is doing his/her part as required. This can be accompanied through rewarding compliance and reprimanding non-compliance.

REFERENCES

- Aucoin, P. and Heintzman, R. (2000). The dialectics of accountability for performance in public management reform. *International Review of Administrative sciences*
- Awino Z. B., (2000), effectiveness and problems of strategy implementation of financing higher education in Kenya by the helb. (unpublished Masters, school of Business) UoN, Kenya.
- Bass, B. M. (1985). Leadership and performance beyond expectation.
New York: Free Press.
- Bartol, K. M., and Martin, D. C. (1991), *Management*. New York: McGraw Hill, Inc.
- Borgatti, S. P. (1996). Organizational Culture. [on-line]. Available:
<http://www.analytictech.com/mb021/culture1.htm>.
- Burns, J. M. (1978). Leadership. New York: Harper & Row
- Camillus, J., (1997), "Shifting the strategic management paradigm", *European Management Journal*
- Chaffee, E (1985) 'Three models of strategy' *Academy of Management Review* 10(1)89-98
- Chakravarthy, B.S (1987), ' On tailoring a Strategic Planning System to its context: Some Empirical evidence, *strategic management Journal*.

Constitution of Uganda, (1995)

David, F. R. (1997). *Concepts of Strategic Management*, Sixth Edition, New Jersey, USA: Prentice Hall.

Frederick W. T., (1911), *The Principle of Scientific Management* (New York: Harper),

Gurowitz, E., (2008), *the Challenge of Strategy Implementation*.

Henri Fayol, (1929), *General and Industrial Management*, Translated by J. N. Conbrough (Geneva: International Management Institute).

Hill, C.W.L and Jones, G.R (2001), *Strategic Management Theory*, Houghton-Mifflin company, Boston, M.A

http://en.wikipedia.org/wiki/Local_authorities_of_Kenya

Hunger J. D. and Wheelen T. L., (2010) *Essentials Of Strategic Management*, 5th edition"

Johnson, G., Scholes, K., and Whittngton, N. (2002) *Exploring Corporate Strategy*. Prentice Hall:London.

Kombo, K.D. and Tromp, A.L.D, (2006). *Thesis Writing: An Introduction*. Nairobi: Pauline.s Publications.

Koske F.K (2003), Strategy implementation and its challenges in public corporations. The case of Telkom Kenya ltd. (unpublished Masters, school of Business) UoN, Kenya.

Kotler, P ,Brown, L, Adam, S and Armstrong, G, (2001), Marketing, 5th edition, Pearson Education Australia Ltd, French's Forest.

Kotler, P, (1984),*Marketing management: Analysis, planning, and control.*

Lee, G.B ,(2000). *Noncompliance-a bane to sustainable development.* School of Social Sciences. University Sains Malaysia. Penang, Malaysia.

Local Government Act Chapter 265

Lynch R., (2010), *Corporate Strategy*, Fourth Ed

Max W., (1947) *The Theory of Social and Economic Organization*, Translated by A.

M. Henderson and Talcott Parsons (New York: Oxford University Press)

Michael J.M, (2004), Factors influencing strategy implementation by international NGO's operating in Kenya (unpublished Masters, school of Business) UoN, Kenya.

Mike, P. (2008), Journal of Marketing.

Miles, M. and Huberman, A.M. (1994). *Qualitative Data Analysis.* Thousand Oaks, CA: Sage Publications.

- Mintzberg H., (1987), *The Strategy Concept I: Five Ps For Strategy California Management Review*
- Mintzberg, H and Quinn, J.B, (1991). *The Strategy Process. Concepts, contexts, cases.* Second edition Englewood Cliffs, NJ: Prentice Hall.
- Mugenda , O and Mugenda, A (2003), *Research methods Quantitative and Qualitative Approaches.* Nairobi Acts Press.
- Mullins, L, (1996), *Management and Organisational Behaviour.*
- Muthien, Y. (2000), *Democratising the South African State: the Challenges of democratic accountability and public sector reform*
- Nicoletta B., Tim C., and Warwick M. January (2006), *The Global Impact of Demographic Change*
- O'Reilly, C. (1989), *Corporations, culture, and commitment: Motivation and social control in organizations.* California Management Review
- Pearce II JA, and Robinson RB (2011), *Strategic Management Formulation, Implementation and Control.* 12th Edition.
- Pearce J.A and Robinson R.B, (2003), *Strategic Management, Strategy formulation and implementation,* Third Edition, Richard D. Irwin.
- Porter ME. 1980. *Competitive Strategy.* Free Press: New York.

Pride, W.M and Ferrell, O.C (2003), *Marketing Concepts and strategies*, Houghton Mifflin Company, Boston

UNEP (2002a) Global Environmental Outlook 3, Nairobi.

UNEP (2002b) Asian Governments Launch Action to Tackle 'E-Wastes', Nairobi.

Schendel, D (1994) *Introduction to the summer 1994 special issue strategy: search for new paradigms*' Strategic Management Journal 15: 1-4

Stefan N. and Laura A. P. (2009), Review of International Comparative Management, Volume 10, Issue 1

The Building Code, 1968, consisting of Local Government (Adoptive By-Laws) (Building) Order, 1968, and Local Government (Adoptive By-Laws) (Grade II Building) Order, 1968.

The City Council of Nairobi web site.

Thompson, A.A and Strickland , A.J. (1992), *Strategic Management: Concept and cases*, Sixth edition , Irwin, Homewood, IL.

APPENDIX I

DATA COLLECTION COVER LETTER



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAMME

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE... 18/07/2012

TO WHOM IT MAY CONCERN

The bearer of this letter MR MAFUKE A AROYS

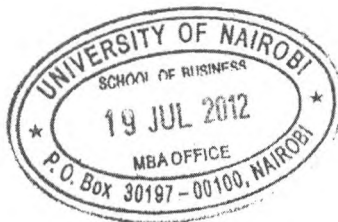
Registration No. DG1/62640/2010

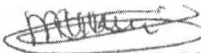
is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

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

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

Thank you.




IMMACULATE OMANO
MBA ADMINISTRATOR
MBA OFFICE, AMBANK HOUSE

APPENDIX II

INTERVIEW GUIDE

Serial No.....

This interview guide is meant to collect information on factors influencing implementation of the building policy at the City Council of Nairobi. The information provided will be treated with strict confidence and at no instance will your name be mentioned in this research. This research is for academic purposes only.

IMPLEMENTATION OF THE BUILDING POLICY

The following are questions about implementation of building policy.

- i. Does the council have to implement the building policy?
- ii. What elements of capacity do you think are required to ensure effective implementation of the building policy within the city council?
- iii. Highlight the challenges encountered in operationalizing of this element within the city council?
- iv. What do you think is the best way of implementing the building policy within the city council?

INTERNAL FACTORS; Leadership

- i. Do you think leadership is necessary in implementation of building policies within the council?
- ii. What elements of leadership do you think are necessary in implementation of the building policies within the city council?
- iii. Highlight the leadership challenges in operationalizing of these [leadership] elements within the city council?
- iv. What do you think should be done in terms of leadership to effectively implement the building council?
- v. What other factors do you think are important?

INTERNAL FACTORS; Culture

- i. Do you think the existing culture is conducive for implementing the building policy?
- ii. What elements of the existing culture do you think are necessary in implementation of the building policy?
- iii. Highlight the cultural challenges encountered in operationalization of the building policy within the City Council?
- iv. What do you think should be done in terms of culture for effective implementation of the building policy?
- v. What other factors do you think are important?

INTERNAL FACTORS; Organization Structure

- i. Do you think the existing organizational structure is conducive for implementing the building policy?
- ii. What elements of organizational structure do you think are necessary in implementation of the building policy within the City Council?
- iii. Highlight the organizational challenges encountered in operationalization of the building policy within the City Council?
- iv. What do you think would be done in terms of organizational structure to effectively implement the building policy?
- v. What other factors do you think are important?

INTERNAL FACTORS; Human Capital

- i. Do you think the existing human capital is sufficient for implementing the building policy?
- ii. What elements of human capital do you think are necessary in implementation of the building policy within the City Council?
- iii. Highlight the human capital challenges encountered in operationalization of the building policy within the City Council?
- iv. What do you think would be done in terms of human capital to effectively implement the building policy?
- v. What other factors do you think are important?

INTERNAL FACTORS; Budget Forecasts

- i. Do you think the existing budget forecasts are conducive for implementing the building policy?
- ii. What elements of the existing budget forecasts do you think are necessary in implementation of the building policy?
- iii. Highlight the budget forecasts challenges encountered in operationalization of the building policy within the City Council?
- iv. What do you think should be done in terms of budget forecasts for effective implementation of the building policy?
- v. What other factors do you think are important?

EXTERNAL FACTORS; Compliance

- i. Do you think the existing legislation is conducive for implementing the building policy?
- ii. What elements of compliance do you think are necessary in implementation of the building policy within the City Council?
- iii. Highlight the compliance challenges encountered in operationalization of the building policy within the City Council?
- iv. What do you think would be done in terms of legislation to effectively implement the building policy?
- v. What other factors do you think are important?

EXTERNAL FACTORS; Accountability

- i. Do you think the existing accountability is conducive for implementing the building policy?
- ii. What elements of accountability do you think are necessary in implementation of the building policy within the City Council?
- iii. Highlight the accountability challenges encountered in operationalization of the building policy within the City Council?
- iv. What do you think would be done in terms of accountability to effectively implement the building policy?
- v. What other factors do you think are important?

EXTERNAL FACTORS; External environment

- i. Do you think the existing external environment is conducive for implementing the building policy?
- ii. What elements of external environment do you think are necessary in implementation of the building policy within the City Council?
- iii. Highlight the external environment challenges encountered in operationalization of the building policy within the City Council?
- iv. What do you think would be done in terms of external environment to effectively implement the building policy?
- v. What other factors do you think are important?

EXTERNAL FACTORS; Technological Advances

- i. Do you think the existing technological advances are conducive for implementing the building policy?
- ii. What elements of the existing technological advances do you think are necessary in implementation of the building policy?
- iii. Highlight the technological advances challenges encountered in operationalization of the building policy within the City Council?
- iv. What do you think should be done in terms of technological advances for effective implementation of the building policy?
- v. What other factors do you think are important?

EXTERNAL FACTORS; Demographical Changes

- i. Do you think the existing demographical changes are conducive for implementing the building policy?
- ii. What elements of the existing demographical changes do you think are necessary in implementation of the building policy?
- iii. Highlight the demographical changes challenges encountered in operationalization of the building policy within the City Council?
- iv. What do you think should be done in terms of demographical changes for effective implementation of the building policy?
- v. What other factors do you think are important?

THANK YOU FOR YOUR RESPONSE AND TIME.