IMPLEMENTATION OF ONE STOP BORDER POST STRATEGY AT THE BUSIA BORDER, KENYA

BY:

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DECLARATION

This research project is my original work and has not been presented to any other University or Institution of Higher Learning for examination.

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This project has been submitted for examination with my approval as the University supervisor

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DEDICATION

My study is dedicated to my beloved daughter Lincy Ndanu and son Daniel Makundi.

Thank you for your love, inspiration and understanding during my studies. God bless you abundantly.

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ACRONYMS AND ABBREVIATIONS

COMESA: Common Market for East and Southern African Common Market

CRM: Customs Reforms and Modernization (CRM)

CSD: Customs Services Department

DRC: Democratic Republic of Congo

DFID: Department For International Development

EAC: East Africa Community

ICA: International Charity for Africa

ICT: Information Communication Technology

IT: Information Technology

JICA: Japan International Cooperation Agency

KEBS: Kenya Bureau of Standards

KENHA: Kenya National Highway Authority

OSBP: One Stop Border Post

SADC: Southern African Development Community

SI: Strategy implementation

SM: Strategic Management

TMEA: Trade Mark East Africa

USAID: United States Agency for International Development

WCO: World Customs Organisation

WTO: World Trade Organisation

ABSTRACT

The world has become one big village separated by common borders and exchange of goods and services is rampant. Organizations engaging in cross border trade and international trade must be able to develop and implement plans to take advantage of their changing environment globally. The Busia border is a prime border for the EAC and other neighboring countries in the Kenyan west. The border has been described as hindering trade in the community and notorious for smuggling and corruption by government agencies. This study sought to establish the processes that the One Stop Border Post strategy implementation was pegged on and the challenges that may have been faced. The study collected primary and secondary data which was analysed through content analysis and presented in continuous prose. Primary data was collected through questionnaire administered by an interview guide. The study found that the one stop border post strategy was faced with some difficulties that slowed down by difficulties and numerous challenges stood on the way to successful implementation. It recommends high level involvement and consultations donors and all the government and private stakeholders. Limited time guide, conducting a case study v/s a survey, and public office code of conduct restrictions to give information were the main limitations to the study. Suggestions to further studies are highlighted as; a replica study in other border stations; in areas where different organizations are implementing a common strategy; a survey as well as replica study conducted through interview.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Owing to globalization there has been an upsurge in the exchange of goods, capital and services across international borders or territories. This international trade has made the world one bigintegrated market place through the establishment of common markets and economic unions characterized by common external trade policies, free movement of goods and services, mobility of factors of production among member countries and integration of economic policies. A critical factor in promoting this cross border trade has been the elimination or reduction of barriers to trade (Business Dictionary, 2013). In theory, free trade involves the removal of all such barriers, except perhaps those considered necessary for health or national security. International trade liberalisation has led to reduction in the tariff barriers and now the focus is shifting increasingly to the removal of non-tariff barriers and the facilitation of legitimate trade.

International borders impose barriers to trade in terms of additional costs such as tariffs, time costs due to border delays and costs associated with country differences such as language, the legal system or culture. Additionally, international border management is becoming more complex with the multiplicity of state agencies involved in their management as goods moving across international borders are subject to duties, taxes and other regulatory controls by national customs administrations and other agencies present at the frontier; these include those with a responsibility for agriculture, food safety,

health, immigration, policing and standards. According to the World Bank, in Africa 25% of border delays are caused by infrastructure while 75% are caused by poor trade facilitation. These delays and bureaucracy make African transport costs to be on average, three times more expensive than those of South America and five times more expensive than Asian ones: these impacts negatively on the competitiveness of African goods on the international markets, (International Charity for Africa, (icafrica) 2010).

According to the Kieck (2010) many countries having realized the benefits of less restriction to cross border trade are pushing for less restrictive borders and have adopted a strategy known as the One Stop Border Post (OSBP) as a mechanism to improve the movement of goods and services across shared international borders. Where implemented, this strategy has been found to have both economic and customs law enforcement benefits. However, to succeed its implementation required the support of all border management stakeholders. The OSBP strategy has therefore been adopted in the East Africa common market which was created through the establishment of the East African Community (EAC) in a treaty entered into by six Eastern Africa countries of Kenya, Uganda, Tanzania, Rwanda, Burundi and South Sudan.

Wafula (2012) noted that the EAC Common Market protocol wishes to establish a single customs union or territory to facilitate free movement of goods in the East African region. This need to facilitate free trade motivated the adoption of the OSBP model in some major border points within the EAC. One of these critical border points is the Busia border post which is located at the international border between Kenya and

Uganda. Busia serves as one of the main transit points for goods heading to the landlocked countries of Uganda, South Sudan, Rwanda and the Democratic Republic of Congo (DRC) from the Kenyan port of Mombasa. This then is one of the busiest cross border points in the region. It is characterised by heavy human and vehicle traffic consisting of petroleum tankers, small scale cross border traders and containerised cargo trucks carrying either transit, export or import containers (Compete USAID, 2010).

1.1.1 Strategy Implementation

Strategy, according to Johnson and Scholes (2002), is the direction and scope of an organization over the long-term which achieves advantage for the organization through its configuration of resources within a changing environment and fulfills stakeholders' expectations. Strategy implementation refers to strategy design and actions that make a system successful while making a contribution to the organization and is part of strategicmanagement. Strategic management is therefore viewed as the set of decisions and actions that result in the formulation, implementation and control of plans designed to achieve an organization's vision, mission, strategy and strategic objectives (Pearce and Robinson, 2007). It determines whether an organization succeeds or fails.

Strategy implementation is an integral component of the strategic management process and is viewed as the process that turns a formulated strategy into a series of actions and then results to ensure that the vision, mission, strategy and strategic objectives of the organization are successfully achieved as planned (Thompson and Strickland, 2003). Strategies which are not well implemented have been blamed for a number of strategic

plan and organizational failures. (Wheelen and Hunger (2008), successfully implemented strategies lead to a capable organization, ample allocation of resources, establishment of strategy supportive policies and procedures, and instituting best practices and mechanisms for continuous improvement of an organization. Kaplan and Norton (2008) were of the view that the high failure rate of organizational initiatives in a dynamic business environment is primarily due to poor implementation of new strategies.

Strategy implementation is achieved by uniting the total organization behind a strategy, matching needs tightly to activities and ensuring commitment from all stakeholders. It involves organizing, budgeting, motivating, culture building, supervising and guiding to make the strategy work as intended (Kagwe, 2009). Egeland (2011) was of the opinion that strategy implementation is a part process of designing a system and is a component of change. The process begins with an idea for a system and the changes it will bring, and terminates when the system is successfully integrated within the operations of the organization. Yang, Sun and Martin (2008) noted that most implementation is concerned with behavioral phenomena since people are expected to change their information processing activities. Implementation becomes more important and complex as systems design becomes more radical (Egeland, 2011).

1.1.2 The One Stop Border Post Strategy

In the traditional international border model, a user of a border point, who could be an importer, exporter or a traveler, needs to obtain exit clearance from one side of the border then move over to the other side for entry clearance. However, countries sharing

international borders are increasingly adopting the one-stop form of border crossing points which are jointly managed by both countries and activities streamlined to maximize efficiency and effectiveness.

The One Stop Border Post (OSBP) is a newly emerging concept mainly for the purpose of facilitating easy movement of goods and people (transport and trade) at a land border. It is an integrated land border management system which sees customs and other government agencies of neighboring countries working together from the same office to processall the necessary exit and entry procedures (Icafrica 2011).This means that a user of the border point obtains exit and entry clearance from one point and thus reduces travel times for passengers and freight vehicles, thereby facilitating freedom of movement for persons and goods and potentially reducing costs. The OSBP concept is critical for increasing trade, economic development and regional security. Its main advantage as noted by Crown Agents (2013), is faster border clearance and limited duplication of border agency interventions, which in turn improves trade competitiveness, through cutting down on cost and time.

Many countries are turning towards developing better border infrastructure and management processes, with success realized in Europe, USA, Canada, Asia and South American states (timeless tours and travel (ttpafrica), 2011). In Africa, South Africa and Mozambique have established an OSBP at Lebombo and Resano Garcia border posts while Zimbabwe and Zambia have an OSBP at Chirundu border post. Namibia is working on an OSBP at Wenela with Zambia at Sesheke border; Oshikango and

SantaClara border with Angola and Trans Kalahari and Mamuno border with Botswana. The EAC has embraced the concept at Namanga, Malaba, Busia, Kagitumba-Mirama hills and Katuna border posts (ttpafrica, 2011).

1.1.3 The East African Community (EAC)

The EAC is an inter-governmental organization comprising six Eastern Africa countries namely, Kenya, Rwanda, Burundi, Tanzania, Uganda and South Sudan. The organization was originally founded in 1967 but collapsed ten years later in 1977 and later officially revived on July 7, 2000. In 2008, after negotiations with the Southern Africa Development Community (SADC) and the Common Market for Eastern and Southern Africa (COMESA), the EAC agreed to an expanded free trade area. According to Trademark East Africa (TMEA), (2013), the EAC has tried to re-establish free movement of people and goods and this has benefited the partner states in lowering the rate of inflation as the cost of key consumables especially food has decreased substantially. This will probably offer solutions to perennial and potentially debilitating problems, for example, Kenya will benefit from its neighbour Uganda which has more and reliable food supply.

The EAC has also ushered in a new age of seamless travel of goods and people within the region. This coupled with myriads of other measures taken to ensure that non-tariff barriers to trade are reduced to the bare minimum, will ensure goods and services become less expensive, physical infrastructure will develop and even probably corruption reduced. Department for International Development (DFID) and Japan International

Cooperation Agency (JICA) have been working with EAC, SADC and COMESA to develop the OSBP along the North-South transit corridorTMEA, (2013).

Trade Mark East Africa (TMEA) is the organization undertaking the OSBP projects across EAC member states and it is investing approximately seventy five million dollars ($75m) in seven one stop border posts across the region (Compete USAID, 2010). Along the Northern Corridor, TMEA is providing financing for the Busia-Busia border between Kenya and Uganda, and Kagitumba-Mirama Hills border between Rwanda and Uganda. According to TMEA, the effectiveness of control procedures at the border posts would be increased by the adoption of information technology.

1.1.4 The Busia Border Post

Busia is at the international border between Kenya and Uganda. It is situated West of Kenya and East of Uganda, approximately 431 kilometers by road from Kenya's capital city Nairobi and 202 kilometres from Kampala, the capital city of Uganda. It has become a major trading centre for both countries and imports to Kenya from Uganda include cotton, timber, fish, bananas, pineapples, maize, beans, groundnuts and sorghum, while Kenyan exports and goods on transit to Uganda include petroleum products, manufactured goods and household items like cooking oil, soap, clothing, electronics and automobiles (Compete USAID, 2010). The Busia border accounts for the bulk of both trade and human traffic between the two East African countries and is characterized by heavy human traffic, petroleum tankers, small scale cross border trade and containerized cargo trucks carrying imports, exports and goods on transit to other countries such as

Rwanda, Burundi, Southern Sudan and DRC. Government agents on both sides of the border include customs, immigration, bureau of standards, health and security agencies, livestock and fisheries, agriculture, pharmacy and poisons board, plant health inspectorate service and weighbridges. Other main users of the border include the EAC ministry, the county government, clearing and forwarding agents, small traders associations, and transporters among others (crown agents, 2010).

According to (crown agents, 2010) the Busia border post has been blamed for delays consequently resulting to congestion at the port of Mombasa. These delays have in the past led to strikes and go slows by transporters and clearing agents. Impatient truckers and traders often offer bribes either to jump queues or expedite clearance of their cargo. Border delays and the absence of enforceable means of settling disputes have been blamed for hindering the opening up of trade in East Africa, even after the launch of the EAC Common Market. As a result of these and other challenges, Compete USAID (2010), observed that OSBP would harmonise transit clearance procedures by having officers from two bordering countries handle transit documents concurrently, saving on the time and consequently customs clearance thus reducing the cost of doing business in the region.

1.2 Research Problem

Implementing a strategy is tougher and more time-consuming than crafting the strategy and thus some organizations have been seen to either fail or stop at the strategy formulation stage, (Wheelen and Hunger (2008). Organizations seeking success at strategy implementation stage must thus have a supportive culture, an effective structure

as well as proper budgets and information systems. Scanning external environments thoroughly, carefully allocating resources and committed employees are important inputs of this stage. The Star (2013) observes that the crucial missing link in the implementation of the OSBPis the lack of investments in Integrated Border Management systems by most of the agencies that are expected to utilise the services under the one stop border operations.

The Busia border is a major transit point for the EAC partner states on the west of Kenya. The border has however been notorious for clearance delays. These delays have been blamed on various factors with the major factor being poor infrastructure. The Customs yard on the Kenyan side of the border is in a dilapidated state and has not expanded over time to accommodate the ever increasing volumes of cargo being handled there. Moreover, they lack cargo verification sheds which hinders timely verification of cargo by the various concerned agencies such as customs, standards' bureau, health and security agents. Most offices in use are semi-permanent and in some instances one agency could have several offices located at different points, for instance, Kenyan Customs has three offices located at different locations at the border point.

Several studies have been done locally and in the EAC on strategic behavior, strategy implementation and related topics. In a study on the strategic responses adopted by the Kenya Revenue Authority's Customs Services department to changes in the external environment, Makundi (2012) observed that the department had implemented OSBP as part of its Customs Reforms and Modernization (CRM) Project aimed at transforming and modernizing Customs administration in accordance with internationally accepted conventional standards and best practice. A study was conducted by Ogalo (2010) on

issues for EAC regional integration and economic growth. TMEA (2010) carried out a case study on Chirundu OSBP while Kieck (2010) conducted a study on unlocking trade opportunities through one stop border post. On strategy implementation, Aosa (1992) looked at strategy implementation within large, private manufacturing companies in Kenya. Adongo (2008) conducted a study on the challenges to strategy implementation in health and focused on NGOS in Nairobi.

So far, no study has been carried out on the implementation of the OSBP strategy at the Busia border post despite the challenges brought about by inherent inefficiencies, non-tariff trade barriers and delays that often lead to strikes and are blamed for corruption at the border. The researcher hence concluded the need to answer the question; what practices have been employed in implementing the OSBP strategy at the Busia border post? And what are the challenges?

1.3 Research Objectives

This study had two objectives:

i.   To establish the practices of implementing the one stop border post strategy (OSBP) at the Busia border, Kenya.

ii. To establish the challengesexperienced in implementingthe OSBP at the Busia border post.

1.4 Value of the Study

The study contributes to theoretical developments in strategic management by serving asa basis for academic discussions on strategic implementation practices by public sector organizations. It adds to the body of knowledge on strategy implementation and serves as

a model for the study of challenges of strategy implementation.

The findings of this study provide useful factual information to the policy makers in the Government of Kenya, other EAC partner states and the East African Community. It is useful not only to all agencies and stakeholders involved in border management activities, but also to other managers in the public sector involved in implementing a common strategy. It assists inidentifying various aspects that the managers face in strategy implementation.

Further, the study results are also useful to scholars as it will provide rich material for further research. It will as wellserve as a source of secondary material for researchers looking into OSBP strategy implementations, cross-border trade and challenges of common strategy implementations by multiple institutions.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The literature in this study is reviewed in line with the study objectives. It looks into the resource based theory as the main theoretical pinning of this study. It further addresses theconcept of strategy, strategy implementation, and strategy implementation practices. Lastly the chapter talks of the challenges of strategy implementation.

2.2 Theoretical Underpinning of the Study

This study is mainly based on the resource based theory among others like international business and institutionalization.According to Brown (2007) resources are described as a set of assets and capacities, both tangible and intangible which when competitively superior, scarce or inappropriate, have the potential to generate value from diversification. He further noted that resources are input into a firm's production process for instance capital equipment, the skills of individual employees, patents, finance and talent. Dunform and Snell (2009) noted that resources are referred to as the criteria building blocks of strategy which identify both what a firm wants to do and what it can do.

The resource based approach to strategy implementation assumes human resource as a distinctive source of competitive advantages of the firm (Lee, Lee and Wu, 2010). Scholars have declared existence of a relationship between a firm's strategy

implementation and the use of its human resources. The notion surrounding the significance of human resources is particularly based on the idea that people management can be an essential source of sustained competitive advantage. Human resource acts as a factor in identifying the performance of the firm (Ahmad and Schroeder, 2003).

Researchers have attributed poor strategy implementation consistency to firms with low financial performance. Love, Priem and Lumpkin (2002) observe that the major reason for this has been seen in the fact that over performers presumably have a great interest in 'conserving' their level of strategy implementation consistency. More importantly, firms with adequate financial resources have the ability to align past strategies with new ones for effective production. Financial resources include the money required to effectively implement the strategies laid out in the farms under the area of study. Financial resources enable all the other variables including performance management, leadership, capacity and culture to be achieved.

2.3 Concept of Strategy

Strategy is a multi-dimensional concept and different scholars have defined it differently. Mintzberg and Quinn (1991) sees strategy as a pattern, plan, ploy, position, perspective that integrates an organization's major goals, policies and action; sequences into a cohesive whole.Johnson, Scholes and Whittington (2009) defined strategy as the direction and scope of an organization in the long-term, which achieves advantage in a changing environment through its configuration of resources and competencies with the aim of fulfilling stakeholder's expectations. Thus, strategy will be affected not only by

environmental forces and strategic capability but also by the values and expectations of those who have power in and around the organization.

According to Pearce and Robinson (2007), the purpose of strategy is to provide directional cues to the organization that permit it to achieve its objectives while responding to the opportunities and threats in the environment. Strategy is thus meant to provide guidance and direction for the activities of the organization and can therefore be viewed as a forward looking game plan that is aimed at cushioning an organization from the effects brought about by the external environment. To succeed, strategy has to be right, including all the implications for its implementation. Crafting and executing strategy are the heart and soul of managing a business enterprise (Thompson, Strickland, Gamble and Jain, 2010).

2.4 Strategy Implementation

Ansoff and McDonnell (1990) view strategic management as a systematic approach for managing strategic change which consists of positioning of the firm through strategic and capability planning, real-time strategic response through issue management and systematic management of resistance during strategic implementation. Pearce and Robinson (2010) describe the strategic management process as one by which managers make a choice of a set of strategies for the organization that will enable it to achieve better performance. This process involves three broad considerations; strategic choice, strategic analysis and strategy implementation.

Yang et al,(2008) observed that various authors have different definitions of strategy implementation depending on different perspectives. Nobler (1999) noted that in a process perspective, strategy implementation is the process that turns plans into action assignments and ensures that such assignments are executed in a manner that accomplishes the planned stated objectives. On the other hand, Schaap (2006) adds that strategy implementation can be portrayed as a lively process by which companies identify future opportunities.

From a behavioral perspective, Nobler (1999) describes strategy implementation as a series of decisions and resultant actions which commit resources to achieving intended outcomes. It is a series of interventions concerning organizational structures, key personnel actions, and control systems designed to control performance. Krohmer and Workman (2004) added that implementation is the actions initiated within the organization and its relationships with external constituencies to realize strategy. Strategy implementation is a hands-on operation and action-oriented human behavioural activity that calls for executive leadership and key managerial skills.

From a hybrid perspective, Wheelen and Hunger (1995) was of the opinion that strategy implementation is the sum total of the activities plan, the process by which strategies and policies are put into action. In the instances where plans, strategies, technologies, or programs are markedly new to the firm, implementation appears to involve organizational design reconfiguration. Sashittal and Wilemon (1996) suggested that implementation be viewed as an action-oriented process that requires administration and control.

2.5 Strategy Implementation Practices

Johnson and Whittington, (2008) observed that strategic success is achieved by having the right people doing the right things in the right way. They also argue that the practices are in form of a pyramid with "who", "what" and "which" as the pillars. The who are the strategists, the what are the strategizing activities to be done right and thewhich the right strategizing methodologies.

Barnat, (2010) concluded that strategy implementation success is based on three interrelated stages. These are: identification of measurable and mutually determined annual objectives, development of specific functional strategies and communication of concise policies to guide decisions. He further states the six principal administrative tasks that shape a manager's action plan. These are; building an organization capable of executing the strategy, establishing a strategy-supportive budget, installing internal administrative support systems, devising rewards and incentives that are tightly linked to objectives and strategy, shaping the corporate culture to fit the strategy and executing strategic leadership.

Implementation represents a disciplined process or a logical set of connected activities that enables an organization to take a strategy and make it work. Without a carefully planned approach to implementation, strategic goals cannot be attained. According to Hrebiniak (2005), politics, inertia, resistance to change and routine can get in the way of strategy implementation. In addition, Beer and Einsenstat, (2000) spells out difficulties encountered in strategy implementation as; weak management roles, a lack of

communication, lack of commitment to the strategy, misunderstanding of the strategy, unaligned organizational systems and resources, poor coordination in sharing of responsibilities, inadequate capabilities, competing activities and uncontrolled environment.

Therefore, an organization would have to build an organization capability of carrying out the strategic plan; develop strategy supportive budgets and programmes; instill a strong organizational commitment; link the motivation and reward structure directly to achieving the targeted results; create an organization culture and a working environment that is in tune with strategy; install policies and procedures that facilitate strategy implementation; develop an information and reporting system to track progress and monitor performance; and exert the internal leadership needed to drive implementation forward and to keep improving on how the strategy is being executed (Thompson and Strickland, 1993).

2.6 Challenges of Strategy Implementation

Transforming strategies into action is not straight forward as it is a complex, often difficult and challenging undertaking (Aaltonen and Ikavalko, 2001). Many organizations with smart goals never achieve them due to implementation bottlenecks and thus require that organizations be prepared to deal with challenges and emergent strategies.

Burnes (2000) observed that organizational characteristics such as structure, culture, leadership, policies, reward and ownership of the strategy are challenges to strategy

implementation. These challenges can be classified as institutional and operational in nature.

2.6.1 Institutionalization

Institutional challenges are those that relate to the establishment and context of the organization. These are culture, organisational structure, organisational politics, leadership style and employee performance.

Organizational culture is a key determinant of effective strategy implementation. O'Reilly (1989) was of the opinion that culture and strategy are highly intertwined. Strong cultures enhance organizational performance by energizing, shaping and coordinating employees' behavior and decision-making. Principles, company policies and procedures usually originate with the leader and over time become embedded in how the company conducts its business. They are then accepted and shared by company managers and employees; finally they are passed on to new employees for adoption and follow the professed values and practices (Thompson et al, (2010). Johnson and Scholes, (2002) concluded that managing strategic change must address the powerful influence of the paradigm and the cultural web on the strategy being followed by the organization. A strategy supportive culture therefore funnels organizational energy towards getting the right things done and delivering positive organizational results. It is thus impossible to successfully implement a strategy that contradicts the organizations culture.

Organizational structure andOrganizational politics also do pose challenges to strategy implementation. The structure of an organization helps people to pull together in their activities that promote effective strategy implementation.According to Wendy, (1997) when an organization changes its strategy, the existing organizational structure may be ineffective. Organizational politics are tactics that strategic managers engage in to obtain and use power to influence organizational goals and change strategy and structure to further their own interests (Hill and Jones, 2001). Wang (2000) states that, it is important to overcome the resistance of powerful groups because they regard the change caused by the new strategy as a threat to their own power.

Leadership style and employee performance also pose a challenge to strategy implementation in organizations. Leadership is the ability of an individual to influence, motivate and enable others contributes towards the effectiveness and success of the organization of which they are members. 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, 2010). Employee performance on the other hand will affect the productivity and efficiency of operations. Motivating and rewarding good performance by individuals and organizational units are key ingredients in effective strategy implementation (Pearce and Robinson, 2010).

2.6.2 Operationalization

The second sets of challenges that affect effective strategy implementation are those that relate to an organization's operational processes. These include limited resources,

ineffective communication, inadequate involvement and ambiguous objects. Resource allocation can be a major challenge to effective strategy implementation. David (1997) observes that, in organizations that do not use a strategic management approach to decision making, resource allocation is often based on political or personal factors such as over-protection of resources, emphasis on short-term financial criteria, organizational policies, vague strategy targets, reluctance to take risk, and lack of sufficient knowledge. Strategic Management enables resources to be allocated according to priorities established by annual objectives. Consequently, poor knowledge and sharing of information coupled with unclear responsibility and accountability can lead to failure of strategy implementation (Hrebiniak, 2005). According to David (1997), dialogue and participation are essential ingredients to strategy implementation.

Inadequate involvement of both management and employees poses a challenge to effective strategy implementation within organizations. According to David (2003), both managers and employees should be involved in implementation decision and communication between all parties is important for successful implementation. The roles people play, how they interact through the formal and informal processes and the interrelationships that they build are critical to the success of strategy, David (2005). Lack of clear and realistic annual objectivesis another challenge. Annual objectives serve as guidelines for action, directing and channeling efforts and activities of the organization. They provide a source of legitimacy in an enterprise by justifying activities to stakeholders (Alexander, 1985). Annual objectivesprovide the basis for the organizational design and should be measurable, consistent, reasonable, and clear.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter identifies the procedures and techniques that were used in conducting the study. It presents the research design used, the data collection method and instruments and how data was analysed and presented.

3.2 Research Design

A case study was used in this study. The design was deemed appropriate as it focused on only one unit of study, which is the Busia OSBP. A case study makes a detailed examination of a single subject, group or phenomenon as it is an in-depth investigation of an individual, institution or phenomenon.

The primary purpose of a case study was to determine factors and relationships among the factors that have resulted in the behaviour under study. Kiptoo (2008) observed that a case study research design is appropriate where a detailed analysis of a single unit is desired as it provides a focused and variable insight into a phenomenon.

Busia border post Kenya provided a satisfactory unit of study as is one of the busiest border post in the EAC. The border deals with majority cross border trade in the western region of Kenya. Further, it is manned by all relevant government agencies concerned with clearance of goods and persons moving across borders.

3.3 Data Collection

The study used both primary and secondary data. Primary data was collected through in-depth personal interviews administered through open-ended interview guide (appendix III). The open-ended questions were useful in enabling the researcher to collect qualitative data in order to gain a better understanding and possibly enabled a better and more insightful interpretation of the results from the study. Bryman and Bell (2007) pointed out that open ended questions allow the respondents to include more information, including feeling, attitudes, and understanding of the issues.

The researcher created a rapport with the respondents in order to gain their consent and cooperation. In the process, she explained why the study was being carried out and what was expected of them. The researcher administered interviews personally toensure uniformity and consistency in the data, which included facts, opinions and unexpected insights. The study consideredinterviewees of the government agencies based at the Busia border. These were management level officers fromKRA's Customs department, Immigration, KEBS, Port health, Kenya plant health inspectorate service (KEPHIS), Livestock and Fisheries, Agriculture, Pharmacy and Poisons Board and Port police.

A commendable response rate of hundred per cent was achieved from the respondents interviewed. The researcher ensured that the respondents were available for the interview despite their busy schedules of 24 hours 7 days a week operation. She made booked appointments in good time and made phone calls for reminders and assured them of confidentiality.

The researcher also sought to access documents with relevant information. These includedmaterials as reports on the OSBP implementation process, minutes of meetings, record of projects implemented under the OSBP strategy and any other relevant documents related to the OSBP.

3.4 Data Analysis

Mugenda and Mugenda (1999) observe that data analysis is the process of bringing order, structure and meaning to the mass of information collected. Data collected from the interviews was analyzed through content analysis, which involved observation and detailed description of objects, items or things that comprised the study. The similarities and differences were summarized into emerging themes and compared with theoretical approaches cited in the literature review.

Content analysis was used as the data solicitedand tabulated was qualitative in nature and was obtained from open ended questions through interviews. Texas State Auditors office (2011) observes that content analysis is a methodology for determining the content of written, recorded, or published communications via a systematic, objective and quantitative procedure.

Analysis involved comparing the data obtained from the various organisations and stakeholders at the Busia border in order to get a more detailed investigation and confirm the similarity or difference among them. This type of analysis is important for it does not restrict respondents on answers and has potential of generating more information with

much detail. The qualitative data obtained was analysed through narrative analysis and presented through continuous prose.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the results and interpretations of the data collected from the field. The study adopted personal interview to collect the data, which was recorded by way of writing the responses. These were then analyzed and interpreted in line with the objectives by way of content analysis. The interviewees were drawn from the various government agencies at the border. It looks at implementation of the OSBP strategy at the Busia border post, the challenges of implementingthe OSBP at the Busia border post and discussion of the findings.

4.2 Implementation of the OSBP Strategy at the Busia Border Post

From information received from respondents the study established the existence and implementation of the OSBP strategy at the Busia border post. The implementation was identified as a joint effort by parties from both the public and private sector. These parties were donors like JICA, Trademark EA, World Bank, Compete USAID and Kenya government agencies such as Kenya Trade Network Agency (KENTRADE), the Customs Services Department (CSD) of the Kenya Revenue Authority (KRA) and the Immigration department. Each party had a specific mandate and role to play in the implementation of the OSBP.

USAID Compete and KENTRADE have initiated a project aimed atsimplification and harmonisation of all border clearance procedures into a 'single window' interface. This is meant to provide advance information to government agencies to allow for comprehensive government risk management and regulatory purposes. JICA's mandate was mainly on technology and other operational support to the users of the border. Trade Mark East Africa was mandated to ensure the infrastructure and logistics is right while the World Bank availed the necessary financial support for the OSBP project.

The study observed that as part of implementation of the OSBP, officers from Government agencieshad begun to carry out joint verification of export and import cargo with Customs department being the lead agent. This wasa deviation from past practice where officers from each government agency carried out separate verification exercises. In the new work procedure, once import or export documents are presented, the customs officer coordinates the other interested government agenciesto attend verification and also release the consignment before customs give the final clearance for the consignment to leave.Bordercommitteescomprising of government agencies, traders and clearing agents have been formed. They meet monthly to discuss and assess progress, benefits and challenges of the coordinated activities. This has led to transparency as a lot of information is exchanged and accessible to all parties involved. A Customs official stated that "prior to this agreement, cargo trucks required two to five days to undertake clearance procedures on both sides of the order as inspection was carried out separately by each country's individual relevant government officials. This has since been slashed to two hours through the sequential processing occasioned by OSBP".

Respondents identified the use of modern techniques and technology as another important facet in the implementation of the OSBP.This has seen almost all the parties involved in the border clearance process having access to computer technologyand internet connectivity. JICA has donated at leasttwo computers to each government agency toadd onto what they had. Previously some agencies had none or utilized laptops privately owned by individual officers. This made interaction between agencies cumbersome because they were not at the same level in modern technology use and knowledge. Internet connectivity has been improved by provision of internet access modems to the public officers. A data processing platform known as Revenue Authorities Digital Data Exchange (RADDEX)was introduced to enable exchange of data between KRA and Uganda Revenue Authority (URA) with the aim of harmonising customs clearance procedures. Under the OSBP strategy JICA is also developing a Real–Time Monitoring System (RTMS) to facilitate faster clearance cargo movement at the border.

At the core of the one stop concept is the ability of border authorities from two countries to perform joint border controls. JICA has assisted this by forming and coordinating joint border committees between URA and KRA and provided a hardy four-wheel drive vehicle and radio communication equipment to facilitate joint border patrols. This are aimed at facilitating the enforcement functions of Customs and security authorities by curbing smuggling and protecting the joint border from entry of illegal substances and immigrants. The joint cross border smuggling patrols are mainly concentrated on the more vulnerable Marachi and Sophia areas. These lead to illicit traders and smugglers being intercepedon either side of the border (Odessa R. 2011). Respondents attest that thishas resultedin improved border enforcement efficiencies through the resultant

cooperation, sharing of intelligence,more efficient resource utilization and monitoring compliance within agreed service standards. This further provides a forum for the sharing of ideas, information and experiences.This initiative has resulted in facilitation of legitimate trade with smuggling having beenreduced tremendously.Currently the police and other security agencies on the both sides are also sharing information and intelligence.

CSD and URA have begunperforming joint verification of cargo where they have agreed on a list of high risk and sensitive goods which are specifically targeted and jointly inspected atthe country of entry. Thishowever, resulted to other humanresource demands such as ensuring that officers from different agencies working in joint control areas adhere to specific required high standards of performance and display the highest level of professionalism and efficiency. To the new procedures introduced, the immigration official responded;"We haveintroduced a passenger clearance system, PISCES system to ease passenger processing as well as ensure that screening passengers is uniform across the border". This will soon be done jointly by the Ugandan and Kenyan immigration officers working from one office at the country of entry.

Since 2010 The World Bank has availed ready funds for putting up various infrastructures and construction is ongoing with some structures having been completed. The new Immigration office block is now completeand occupied. All government agencies except some Customs offices such as the Customs Facilitation Centre and Customs Warehouse have been offered office space within the completed building and the semi-permanent and temporally structures demolished. All respondents expressed

satisfaction with the current working environment and look of the border and were optimistic that the completed facility will ensure that OSPB is fully implemented and operational at Busia.

Table1: Comparative Procedures for Clearance of Trucks at Busia Border

Procedure Before OSBP	Procedure After OSBP
Truck was weighed on both sides of the border.	Truck is only weighed once on either side of the border
Truck driversparked trucks on main road	Quick clearance means no need to park for a long period waiting for clearance
Clearing agent presented customs clearance documents to CSD and URA offices located in the respective sides of the border. CSD and URA conducted independent verifications	Clearing agent presents customs clearance documents to CSD and URA offices located in the same building. CSD and URA conduct joint verification
Clearing agent presented clearance documents required by security, health and other regulatory agencies who carried out independent and separate verifications	All government agencies conduct joint verification

(Source: Busia customs procedure manual, 2010 and updated)

As shown in Table 1, the procedures required to be followed by truck drivers before the OSPB arrangement were numerous and time consuming. There has been recorded tremendous reductionin time and effort required to cross the border and especially for the sensitive goods. More improvement is even expected once the setup of all physicalinfrastructures is completed. The volume of trade between the partner states and the whole region is bond to increase tremendously in the near future.

A significant component of OSBP relates to efficient traffic flow arrangements. The respondents reported that the Busia border has now seen the introduction of fast track arrangements such as 'fast lanes' where petroleum tankers foreinstance are given priority in clearance over other trucks. They expressed that the measures taken as part of implementation of the OSBP had improved the efficiency in the clearance of trucks and traders crossing the Busia border.

4.3 Challenges of Implementing the OSBP at the Busia Border

The second objective of the study sought to establish the challenges faced at the Busia border in implementing the OSBP strategy.The study established that various challenges were experienced at different levels.Some challenges were common and cut across all Busia border stakeholders while others were unique to some stakeholders. In particular, the respondents identified the following as the major challenges.

4.3.1 Institutional Challenges

The study found out that some aspects of organizational culture provided challenges to the implementation of the OSBP. The resistance to change among various stakeholders was a major factor. It was established that clearing agents and brokers at the border feared that they would lose their jobs and livelihoods. Likewise, traders who benefited from illegal smuggling activities saw the OSBP as a threat to their business. Officers from various Government agencies were similarly anxious about leaving their comfort zones. Some were especially not excited by the prospect of them losing the authoritative

control they exercised on private sector stakeholders. In the current situation the civil servants command a lot of respect from other stakeholders due to the existence bureaucratic systems. Others especially the government officials resisted owing to lack of motivation citing a low pay compared to the private sector employees. Prior trainingwas another major factor to resistance.

Organizational design defines the roles, responsibilities, boundaries, processes, procedures, and relationships of the various positions. These define the organizational structure. The study found out that there lacks a clear line of autonomy and mandate amongst the managers of the government agencies. Such lack of autonomy in decision making has led to some station managers deviating from their functions. This has then resulted to clash with their colleagues. All these structural design issues have negatively affected the successful implementation because the structures need to be in harmony with the strategy.

The study did also identify aspects of organizational politics that posed a challenge to the implementation of the OSBP strategy. In an apparent power play, County government officials as well as officials from the District Commissioners office wanted to be consulted and involved in every detail of the implementation process. The County officials and Kenya National Highway Authority(KENHA) were foreinstance being blamed by some respondents for bringing up artificial bureaucratic barriers that resulted to the delay in undertaking repairs to the Customs yard and roads. Respondents did also identify conflict of mandate among the government agencies as a challenge. They felt

that the   lead agencies (Customs and Immigration) wanted to control the border and take over the mandate of other government agencies. This has been said to have brought forth cold wars among government agencies and some unnecessary delays especially by the security agencies who demanded to be involved in matters that were felt to be outside their mandate. This state of affair calls for a clear definition of the roles and responsibilities of each government organ involved in Busia border control. In particular, principles of participatory management will need to be applied and encouraged.

Monitoring and evaluation of the implementation of the OSBP strategy has faced challenges as it was noted that sometimes the implementers were more concerned with the progressive results of their own organization's at the expense of the progress of the overall OSPB process. TheImmigration department for example went on aheadindependentlywith their own construction works despite suggestions to move at the same phase with the general OSBP office plan. The CSD and Kenya Bureau of Standards(KEBS) have also gone on with their respective systems upgrade despite advanced plans to implement a single window system incorporating all border agencies and stakeholders whose piloting is expected to commence October 2013.

Changes in the external operating environment of the different organisations involved in the OSBP were also identified as a challenge to the implementation of the OSBP. The implementation of the EAC agreement has seen the partner states of Kenya, Uganda and Rwanda initiateplans to facilitate fast movement of transit cargo. Uganda and Rwanda customs officers will be based at the port of Mombasa to collect their customs duties

from the first point of entry. This will imply that the Busia border will be more of a data reconciliation centre and raises the question of whether it is still worthwhile to incur so much expenditure implementing this strategy when in actual sense its importance may soon be of less significance.

4.3.2 Operational Challenges

Most of the respondents interviewed cited the biggest operational challenge as being the lack of inadequate resources. The study found that human resources committed to OSBP by different stakeholders have not been adequate to match the level of commitment required to fully support the 24-hour border operations envisaged under the OSBP. Some agencies have only one or two officers deployed at the border. "Apart from Customs, Immigration and KEBS, all other government offices are manned by one or two officials and this is a great challenge for us to operate 24-hours, seven days a week", a government official responded. This translates to weak service delivery and poor performance management systems.

Information and communication technology (ICT) resources were also found to be inadequate with a big number of private users and some government officials still maintaining manual records making information retrieval and dissemination a major challenge. The average level of IT-literacy across the OSBP stakeholders was low. Respondents proposed regular trainingin ICT in order to get updates of the ever changing IT technologies.

An additional challenge noted by the study was inadequate involvement of crucial

stakeholders in the implementation of the OSBP as strategy implementation is successful when there is collaboration and consultation among the different groups and individuals involved in the formulation and implementation process. The study found instances where some OSBP stakeholders are not fully involved in the implementation process.The private sector is not usually consulted in decision making and planning;they are only told what is happening and what we are expected to do. This created a mindset that they were not part of the process and since they don't own it they could actually frustrate its implementation.Some respondents though actively participating in the implementation of the strategy were of the opinion that if they were consulted they would have given better opinions on how crafting and implementing the strategy.

Respondents did report that the Border committees comprising of government agencies, traders and clearing agents formed to discuss and assess progress, benefits and challenges of the coordinated activities had no backing in law and as such the implementation of their deliberations relied only on good faith among the members. As well, their powers are only limited to the Busia border thusposing a challenge of fully implementing what the head office is not involved in.

4.4 Discussion

The study found out that, to successfully implement the OSBP strategy at Busia all the stake holders including the various government agencies needed to work together. Involving all the users will ensure transparency and boost trust amongst them. This is in agreement with studies and recommendations done earlier. TMEA (2010) advocated

foragreed Memorandum of Understanding on the proposed OSBP. Ogola (2011) recommended for aggressive publicity as well as involving non-state actors in formulation and implementation of cross border trade. Kieck (2010) had observed that all initiatives must be properly planned and all stakeholders involved for successful implementation.

There was a need to train and retrain officers to ensure efficiency and effectivenessof all operations at the border. Most traders, transporters and clearing agents were limited in most procedures and computer skills. Additionally the Government officials needed advanced training and understanding of the strategy to empower them. This finding supports that of Kieck (2010) that retraining of officers in both sides of the border would ensure that the participating states reap the envisaged benefits.Further, they support the resource based theory; resources both inform of finances and human are a key pillar to successful strategy implementation.Financial resources enable all the other variables including performance management, leadership, capacity and culture to be achieved.

The study further reviewed that the OSBP strategy implementation at Busia Kenya was facing various challenges. Some of the major challenges faced include; limited resources, resistance to change by most stake holders, organizational conflicts and politics, changes in the external environment, inadequate involvement, lack of backing in the law and support from head office. These challenges match those revealed by Aosa (1992) and Adongo (2008). These include among others; key implementation tasks not being defined in enough detail, inadequate resources, implementation taking longer time than originally

allocated and uncontrollable factors in the external environment (Aosa, 1992). It compliments Adongo's (2008) findings that there are a number of measures that can be employed to overcome the challenges of strategy implementation. These are; good communication, coordination mechanisms and the role of employees and their participation in the strategy implementation process to overcoming the human element challenges. This study further supports the resource based theory that poor strategies have been linked to inadequate resources.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of key data findings and discussions of the results. It will be in line with the main objectives of the study. Further, it will look into the recommendations, the limitations to the study and areas of further research.

5.2 Summary of Findings

Strategy implementation is an integral component of the strategic management process and is viewed as the process that turns a formulated strategy into a series of actions and then results. Strategies which are not well implemented have been blamed for a number of strategic plan and organizational failures, while successfully implemented strategies lead to a capable organization. Implementing a strategy is tougher and more time-consuming than crafting the strategy and thus some organizations have been seen to either fail or stop at the strategy implementation stage.

This study sought to examine how the strategy of One Stop Border Post (OSBP) was being implemented at the Busia border Kenya and had two objectives. The first one being to establish the practices of strategy implementation and the second to identify the various challenges which have been experienced in implementingthe OSBP at Busia.

5.2.1 The OSBP Implementation at the Busia Border Post

The study established that OSBP strategy implementation was on-going at Busia Kenya. Various organisations were actively involved in the implementation of OSBP and both the private and government stakeholders were aware of the strategy and some were already implementing at their levels.

The implementation was found to be a joint effort by all stakeholders involved and these included donor funded agencies such as JICA, Trademark EA, World Bank, Compete USAID and Kenya government agencies such as Kenya Trade Network Agency (KENTRADE), the Customs Services Department (CSD) of the Kenya Revenue Authority (KRA) and the Immigration department. Each stakeholder was seen to have a specific mandate and role to play in the implementation of the OSBP.

The study observed that as part of implementation of the OSBP, officers fromKenya Government agencies (e.g. KEBS, KEPHIS, Police and NIS)had begun to carry out joint verification of export and importcargo.Respondents identified the use of modern techniques and technology as an important facet in the implementation of the OSBP.A data processing platform known as Revenue Authorities Digital Data Exchange (RADDEX) was implemented to enable exchangeof data between KRA and Uganda Revenue Authority (URA),JICA is developing a Real–Time Monitoring System (RTMS) while the Immigration Department has introduced a passenger clearance system known as PISCES system.

At the core of the OSBP concept is the ability of border authorities from two countries to perform joint border controls. This has resulted in improved border enforcement efficiencies. KRA and URA have begun performing joint verification of cargo where they have agreed on a list of high risk and sensitive goods which are specifically targeted and jointly inspected at the country of entry hence saving on time and costs.

A significant component of OSBP relates to efficient traffic flow arrangements. In this aspect cargo transporters reported that the Busia border has now seen the introduction of fast track arrangements that had improved the efficiency in the clearance of trucks and traders crossing the Busia border.

5.2.2 Challenges of Implementing the OSBP at the Busia Border

The second objective of the study sought to to identify the various challenges which were being experienced in the implementation of the OSBP at the Busia border post. The study established thatthe implementation process was facingvarious operational, institutional and external environment challenges.

The study identified culture, organisational structure and organisational politics as the institutionalchallenges facing OSBP implementation. Resistance to change among various stakeholders was noted with clearing agents and brokers fearing for loss oftheir livelihoods, traders seeing OSBP as a threat to their business and officers from various Government agencies similarly anxious about embracing new proceduresmostly due to lack of motivation and prior training. Lack of a clear line of autonomy and mandate

amongst the managers of the government agencies posed an organizational structure challenge while the effect of organizational politics was seen where different government officials engaged in power play resulting in cold wars as each wanted to be seen as the dominant player. Monitoring and evaluation of the implementation of the OSBP strategy also faced a challengeas it was noted that sometimes the implementers were more concerned with the progressive results of their own organization's at the expense of the progress of the overall OSPB process.

Respondents identified limited resources and inadequate involvement as the operational challenges affecting the OSBP implementation. It was noted that the human resources committed to OSBP by different stakeholders have not beenadequate to match the level of commitment required to fully support the OSBP. Information and communication technology (ICT) resources were also found to be inadequate. A big number of stakeholders still maintain manual records and the average level of IT-literacy across the OSBP stakeholders is low. Inadequate involvement of crucial stakeholders in the implementation of the OSBP manifested itself where some OSBP stakeholders were not fully involved in the strategy formulation and implementation process.They therefore felt that they were not part of the process.

The study did establish that the Border committees formed to discuss and assess progress, benefits and challenges of the coordinated activities under OSBP had no backing in law.Implementation of their deliberations relied only on good faith among the members.Changes in the external operating environment of the different organisations

involved in the OSBP werea major challenge to the implementation of the OSBP. The implementation of the EAC agreement was cited to have an effect on the implementation of the OSBP by diluting its relevance.

5.3 Conclusion

The study concludes that the OSBP strategy was being implemented at the Busia border but the implementation process is still ongoing. Despite this, some envisaged benefits of the OSBP have already started being felt by users of the border and this may have the effect of validating the importance of the strategy and motivating the complete implementation of the strategy.

The study reviewed that there was co-operation and transparency amongst all the stakeholders at the Busia border, Kenya. All government agencies were working under one roof and performing inspections together hence cutting down on costs and time.Joint border committees, MOUs formed and regular meetings amongst the Busia Kenya users and across the border have led to improved efficiency and working conditions. Further modern technology including use of computers, internet, radio communication and data exchange has advanced tremendously.

The study observed that implementing the OSBP strategy was made harder by the fact that it was a multi-agency process with various stakeholders having a part to play in successfully implementing the strategy. This was seen through the institutional and operational challenges to implementation some of which were common to all

stakeholders but others were tied to specific stakeholders.Additionally, the resources availed in terms of human resource and finances were not sufficient to support successful implementation. The study did note the effect which changes inexternal environment could have on the ongoing implementation of a strategy where a new strategy within the general operating environment could affect the relevance of a strategy being implemented.

5.4 Recommendations for Policy and Practice

From the discussions and conclusion, the study also recommends that management of the one stop facility required high level involvement and consultations donors and all the government and private stakeholders. This will result to more opinions on how to craft and implement the strategy. Involving all players in the implementation and consultations would result to a more support, ideas and informed decisions.

Consideration should be given to some practical implementation issues such as clear action plans, timeframes, and the allocation of responsibilities and resources. There is need to empower government officials and the private users of the border through training and retraining. Such trainings will ensure officers undertake their duties with confidence. Additionally there should be clear mandate and responsibility for each player to avoid conflicts. Achievable targets and timeframes should also be set from the planning stage to ensure all necessary efforts are focused towards the right direction.

Finally, although the ongoing process of implementing the OSBP at Busia border seems to be successful given that some envisaged benefits of the strategy have started being felt, the study recommends a need to conduct a mid-stream evaluation of the strategy. This will determine if the factors surrounding formulation of the strategy are still constant.

5.5 Limitations of the Study

In general, respondents were very cooperative in responding to interview questions. The data to the case study only looked at the Busia border. A major constraint in carrying out this research was that time available for them to give deeper and more elaborate explanations was limited. Data was collected through a questioner administered through interview guide was required amble time from each interviewee. They complained that they were busy attending to other pressing office matters. As a result, they preferred giving brief responses to the issues raised. Some respondents who were scheduled to be on night shifts had to create time outside office hours for purposes of this study.

Respondents from Government agencies were very careful on the information they divulged as the Public Officers' Code of Conduct has strict guidelines on unauthorized release of information considered to be confidentialto third parties. However this did not bar them from giving information that they considered to be factual and necessary.

The study focused only on the government agencies who are the key implementers. The study however found out that are all the stakeholders at the border needed to have been involved right from the planning stage through to the implementation. Private sector

players such as truck drivers, traders, local brokers and clearing agents were hence not interviewed.

5.6 Suggestions for Further Research

Based on the results of this study, the researcher recommends that a replica study be done in other border points implementing OSBP to find out what challenges are being faced in implementing the strategy in those borders. Such a study would establish whether a standard approach can be applied in implementing OSBP concept in different border points.

In addition it is recommended that a survey be done to include the all the stakeholders. The private sector is very crucial as the strategy will affect them and involving them would lead to successful implementation. Participation by stakeholders gives total commitment as they feel they own the strategy rather than being forced into it.

A replica study could be done in other areas where different institutions have a common strategy. Such a study would point out if strategy implementation is more successful when done independently by private sector compared to government sector players. The study

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APPENDICES

Appendix I: Introductory Letter

Rose Ndunda

P.O box 917- 00715

Nairobi.

9th Sept. 2013

P.O Box

Busia.

Dear Respondent,

I am a student from Nairobi University pursuing Masters in Business Administration. I am carrying out a research entitled: **Implementation of One Stop Border Post strategy at the Busia border, Kenya.**

Please assist me by responding to the request of scheduling an interview with you. The interview is meant to help in fulfilling the research objectives. The researcher assures you confidentiality in the information given.

Yours Faithfully,

Rose Ndunda.

Appendix I: University Introductory Letter

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAMME

Telephone: 020-2059162	P.O. Box 30197
Telegrams: "Varsity", Nairobi	Nairobi, Kenya
Telex: 22095 Varsity	

DATE... Nov. 2013.

TO WHOM IT MAY CONCERN

The bearer of this letter .. ROSE M. NDUNDA ....

Registration No...... D61/70477/2009 ....

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

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

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

Thank you.

PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS

15 NOV 2013
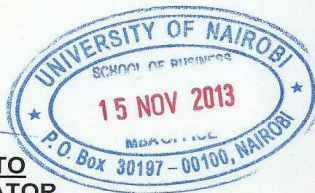
Appendix III: Interview Guide

1. Name of your specific role at the Busia border.

2. Are you aware of the OSBP?

3. Who are the main drivers of the OSBP strategy and how committed are they?

4. How are you involved in the implementation of the OSBP?

5. What operational changes in terms of processes and procedures has your organization undergone over time?

6. Were you given adequate training to equip you properly for new or different tasks and responsibilities that this strategy has brought along?

7. Do you feel motivated and supported enough by your organization to carry out your duties in the new OSBP setting?

8. How communication influenced implementation of the OSBP at the Busia border post?

9. In your opinion are the resources availed enough to sustain the implementation process?

10. In your opinion how has organisation structure been affected by the implementation of the OSBP at the Busia border post?

11. What are the institutional challenges that have faced the implementation of the OSBP at Busia border if any?

12. What are the operational challenges that have faced the implementation of the OSBP at Busia border if any?

13. Are there any other challenges that have faced the implementation of the OSBP at Busia border if any?

14. Would you say the OSBP strategy implementation is a success?

THANK YOU!!