

**EFFECTS OF IMPLEMENTING THE BALANCED SCORECARD SYSTEM ON
SERVICE PROVISION BY KENYA WILDLIFE SERVICE: A CASE OF CENTRAL
RIFT CONSERVATION AREA**

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ABSTRACT

The Kenyan public business sectors are facing massive challenges to survive in today's globally volatile marketplace. In an attempt to overcome these challenges, companies are adopting newer management systems to clarify their vision and strategy and translate them into action. One of these public sectors, the Kenya Wildlife Service (KWS), adopted the balanced scorecard (BSC) in 2009 to improve its service provision level. Since the adoption and implementation of the BSC, little is known about how effective it has been in enhancing service provision in the KWS field operational areas, since KWS is still facing serious problems of poaching, human wildlife conflicts etc. This study therefore sought to understand the effects of implementing Balance Scorecard on service provision by the KWS since its adoption. The objectives of this study were to determine the degree to which BSC has been integrated and assess the achievements derived from implementing BSC in the strategic management effort in Central Rift Conservation Area. The descriptive research design was used for this study; a sample size of 157 respondents from a target population of 267 employees in the study area was sampled using simple random sampling technique. The questionnaires filled and returned were 111 and these were used in the data analysis. Data was analysed using both descriptive and inferential statistics. A multiple regression model was fitted. The study found out that the three perspectives of BSC (Financial, Business Processes and Learning and Growth) have strong, positive and significant effect on the service provision at KWS. Further, the majority respondents claimed that they were not aware of the application of BSC in the daily running of the business operations and processes. The study therefore recommends that the management should organize staff training on the application of Balanced Scorecard system in KWS business operations.

Key words Balanced Scorecard, Implementation, Service Provision