

**CHALLENGES OF STRATEGY IMPLEMENTATION
FACING CITIZEN NETWORK FOREIGN AFFAIRS AS
AN INTERNATIONAL NGO IN KENYA ON KENYAN
PROGRAMS**

BY:

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE
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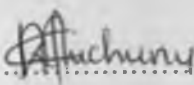
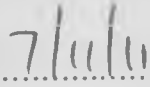
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DECLARATION



This project is my original work and has not been presented for examination in any other university.

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This research project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

To my dear parents Eustace and Joyce Muchunu Muriuki for your love, moral, financial support and encouragement in pursuing higher education to quest my thirst in education and to follow into your footsteps.

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ABSTRACT

The United States under President Obama's leadership is taking a new approach in Africa rooted in partnership by using strategies that help nations build capacity and take responsibility that give the people the tools they will need to help themselves and their communities that will empower problem-solvers at the local and regional levels be they Non Government Organizations, entrepreneurs or governments themselves. It is on this note that CNFA an international Non Governmental organization based in Washington DC with operations in 14 African nations has realized that Kenya has various advantages for it to implement programs that will empower rural entrepreneurs and farmers in Kenya. However, implementation of these programs comes with various challenges among them, inadequate planning, organization culture and poor communication within the organization.

This study examined challenges of strategy implementation facing CNFA as an international organization operating in Kenya. This research was conducted through a case study since it is a research in one organization. Both primary and secondary data were used for the study. Interview guides were used to collect the primary data. Secondary data sources were also employed through annual reports and the use of previous documents. Being a case study, conceptual content analysis was most useful in analyzing the data.

From the study findings, the researcher concludes that the level of commitment of top management contribute to strategy implementation at CNFA. The challenges in the strategy implementation caused by underdevelopment of integrated communications plans at the NGO include disruption with decisions made at different levels regarding strategies to be implemented and this may hamper the organization's goal and

mission. The study also revealed that the responsibility of managers and organizational culture affects strategy implementation at the organization. The study recommends that there should be effective and efficient communication to the staff to enable them understand what their requirements are. Managers should be able to articulate their responsibility and duties well and this should be going out as an organization for people to be able to talk about it. Further, the government should waive taxes to ensure money meant for beneficiaries is not taxed as for our case farm inputs to stockists who later sale to farmers for production.

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LIST OF ABBREVIATIONS

AGMARK	-	Agricultural Market Development Trust
AGRA	-	Alliance for a Green Revolution In Africa
CNFA	-	Citizen Network Foreign Affairs
KASP	-	Kenya Agro dealer Strengthening Program
KDLDP	-	Kenya Dry lands Development Program
NGOs	-	Non Governmental Organizations

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

All organizations exist in an environment that impacts how they formulate and implement strategies. This relationship with the environment creates both problems and opportunities. Strategy refers to the machinery of the resources and activities of an organization to the environment in which it operates. According to Davies and Walters (2004), it is through strategic management that a firm will be able to position and relate itself to the environment to ensure its continued success and also secure itself from surprises brought about by the changing environment. He further argues that this can be done by firstly, positioning of the firm through strategy and capability planning in its rightful competitiveness, and secondly, use of real time response through issue management and thirdly, Systematic management of resistance during strategic implementation (Grant, 2003).

The strategy of an organization involves matching its corporate objectives and its available resources. In this development of strategy, managers are concerned with reconciling the business the organization is in with the allocation of resources. This allocation process is concerned with the general purposes of an organization, whether it is part of the grand plan, the overall objectives or a 'strategy' designed to keep the organization in business (Grant, 2003). Strategy management is applied for the purposes of moulding, directing and relating an organization effectively to its environment (Lawrence and Lorsch, 1967).

According to Porter (1998), competition is at the core of the success or failure of firms. Competition determines the appropriateness of a firm's activities that can

contribute to its performance such as innovations, a cohesive culture or good implementation.

1.1.1 Strategy Implementation

Once strategies have been agreed on, the next step is implementation; this is where most failures occur. It is not uncommon for strategic plans to be drawn up annually, and to have no impact on the organization as a whole. The implementation process involves the collective wisdom, knowledge, and even subconscious minds of the collaborators. This powerful phenomenon is becoming a requirement to effectively compete in today's global marketplace (Hills, 1997).

Implementing strategies successfully is vital for any organization, either public or private. Without implementation, even the most superior strategy is useless. The notion of strategy implementation might at first seem quite straightforward: the strategy is formulated and then it is implemented. Implementing would thus be perceived as being about allocating resources and changing organizational structure. However, transforming strategies into action is a far more complex and difficult task.

1.1.2 Challenges of Strategy Implementation

Strategic measurement can help in implementing the strategic plan. Appropriate measures show the strategy is important to the leaders, provide motivation, and allow for follow-through and sustained attention. By acting as operational definitions of the plan, measures can increase the focus of the strategy, aligning the workforce around specific issues.

Organizations seem to have difficulties in implementing their strategies, however. Researchers have revealed a number of problems in strategy implementation: for

example weak management roles in implementation, a lack of communication, lacking a commitment to the strategy, unawareness or misunderstanding of the strategy, unaligned organizational systems and resources, poor coordination and sharing of responsibilities, inadequate capabilities, competing activities, and uncontrollable environmental factors (Beer and Eisenstat, 2000).

Reed and Buckley (1988) discuss problems associated with strategy implementation identifying four key areas for discussion. They acknowledge the challenge and the need for a clear fit between strategy and structure and claim the debate about which comes first is irrelevant providing there is congruence in the context of the operating environment. They warn that, although budgeting systems are a powerful tool for communication, they have limited use in the implementation of strategies as they are dominated by monetary based measures and due to their size and the game playing associated budget setting “it is possible for the planning intent of any resource redistribution to be ignored” (Reed and Buckley, 1988, p. 68). Another problem is when management style is not appropriate for the strategy being implemented, they cite the example of the “entrepreneurial risk taker may be an ideal candidate for a strategy involving growth, but may be wholly inappropriate for retrenchment” (Reed and Buckley, 1988, p. 68). Goal setting and controls are also recognized as problematic, identifying co-ordinated targets at various levels in the organisation is difficult and the need for control is heightened as uncertainty and change provide a volatile environment, a point supported by Tavakoli and Perks (2001).

1.1.3 Non Governmental Organizations

According to the Google website; A Non-Governmental organizations popularly known as NGOs or civil society organization is a legally constituted organization

created by natural or legal persons with no participation or representation of any government. In cases where the NGOs are funded partially or fully by the government, the NGO maintains its non-governmental status by excluding government representatives from membership in their organization. They are made up of people who are concerned with the lack of development, and who feel strongly that they need to actively participate in development.

Current NGO work in Kenya is driven by poor economic performance of government and over-centralized government frameworks. Growing poverty has acted as a catalyst for the development of NGOs, with the sector filling the developmental gap through project initiation, implementation and policy advocacy. It is against this background that there has been a phenomenal growth in the sector, from 400 NGOs in 1988 to 2,633 registered NGOs as at June 2003 according to (National Council of NGOs in Kenya, 2003), whereas there are 4,000 registered NGOs as at March 2006 according to the (Non-Governmental Organizations Co-ordination Board).

As a developing country, Kenya receives large amounts of foreign assistance, most of which is distributed through non-governmental organizations. Many of these NGOs have their headquarters in Nairobi. NGOs operate at all levels - grass-roots, national, regional and international. Many conduct high-impact, high-resource projects and operate in the fields of health, refugees, environment, human rights, education, and other key aspects of international. It was estimated at the end of year 2006, the wider not for profit sector (including NGOs, self-help groups, women and youth groups) encompassed over 220,000 organizations. It is estimated that the annual income of NGOs was \$1 billion, approximately 3% Growth Domestic Product. The Government now regards NGOs as true partners in development.

1.1.4 Citizen Network Foreign Affairs

Citizen Network for Foreign Affairs is an international NGO founded in 1985 based in Washington DC and active in 23 countries. It has since changed its name to CNFA which took effect in September of 2007. CNFA was at the forefront of development in the early 90's building free market in the independent states of former Soviet Union. CNFA's main strategy in African nations is by affiliation where for instance in Kenya in the year 2007 was with Agricultural Market Development Trust (AGMARK) initially a trust deed and now a local and regional Non Governmental organization founded in the year 2004 with a head office in Nairobi. This comes in to implementing this crucial process of strong partnerships, an African commitment and leadership in revolutionizing Africa to Green by implementing a three year project in 32 districts in parts of Nyanza, Western, Central, Rift Valley, Eastern and Coastal provinces of Kenya known as the Kenya Agro Dealer Strengthening Program. The programme is funded by AGRA at a tune of US\$ 4.4 million to scale up the existing agrodealer network to serve as primary conduits of farm inputs and knowledge to farmers. At the moment, CNFA is implementing a 3 year USAID funded programme known as the Kenya Drylands Livestock Development (KDLDP).

The strategy of CNFA towards global growth is built upon partnerships with the United States and international businesses thereby catalyzing entrepreneurship. From a base in Russia, it has expanded to other parts of the world like Central Asia, the Caribbean and currently in 14 African countries with regional headquarters in Nairobi. According to Roger Bennet, (1999), international organizations the case of CNFA is motivated to operate globally so as to facilitate the experience 'curve effect'

that is cost reductions and efficiency increases attained in consequence of a business acquiring experience of certain types of activity, functions or project

International NGOs are valued for their (a) Integrity, (b) Transparency and (c) Accountability by most donors. CNFA reaffirms its commitment to transparency and accountability in implementing its programs which are designed in a cost effective way thus producing maximum output. CNFA is also compliant with donors' policies and procedures and hence responsible to its beneficiaries. The success of CNFA's programs speaks for itself in competitive donor awards and for its financial records which are accessible to the public.

CNFA's staff is derived from various nationalities, educational background and professionals to manage projects in developing nations with the help of national NGOs in the host countries mandated with the same scope of work. This makes it easier to use local registered NGOs as opposed to setting up their base due to the tedious legal requirements which may take a lot of time required to implement the project. The national NGOs are able to employ persons from the country of operation and who have grassroots connection with their people.

The KASP programme is expected to improve agricultural productivity and incomes of approximately 860,000 households in Kenya. It is realized that majority of small scale farmers tend their crops in remote areas poorly served by Agrodealers. Sometimes getting to the so called Agrodealer is a long journey with poor or inaccessible roads. In some cases where these Agrodealer are to found in nearby markets they could lack the required seeds or fertilizers needed by the farmer and some could be too expensive for the farmer to afford. To alleviate this problem this program is expected to impart managerial and technical expertise to the agrodealer

and hence reduce the distance traveled by farmers to access these farm inputs in the nearest districts or divisions through the agrodealer model shown below:

Agrodealer Program Components:

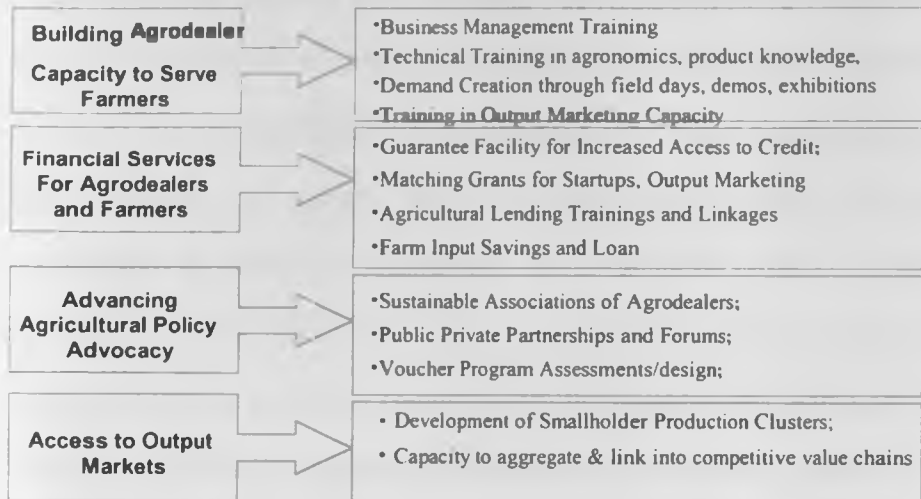


Figure 1- source (KASP concept note February 2007)

1.2 Statement of the Problem

Crafting and formulating a strategy represents just but the easy part, implementing it does pose tremendous challenges. Implementation of strategy implies at times changing the way things are done and may evoke sensitivities as new changes brought about by strategy implementation disrupt the status quo. The apathy to strategy implementation can be ascribed to several reasons, among them: greater likelihood of failures in implementing strategies; higher complexity in the process of strategy implementation; strategy implementation being considered to be less glamorous than formulation; and practical difficulties in research involving middle-level managers (Alexander, 1985).

Strikingly, organizations fail to implement about 70 per cent of their new strategies. (Miller, 2002) Another recent study is a bit less alarming; it says 40 per cent of the value anticipated in strategic plan is never realized. Evidence keeps piling of how barriers to strategy implementation make it so difficult for organizations to achieve sustained success. Bridging the gap between strategy formulation and implementation has since long been experienced as challenging. Several studies have been done on the strategies that the organizations have employed over time (Aaltonen and Ikävalko, 2002). However, no known study has been done to explore the challenges encountered in strategy implementation by international NGOs in Kenya with reference to CNFA. The NGO sector is important in enhancing development for developing nations as well as complimenting the government's activities. The NGO sector is important in enhancing development for developing nations as well as complimenting the government's activities.

Locally, Karimi (2007) carried a research on challenges of strategic implementation in Mathare 4a slum upgrading in Nairobi, Kiuna (2007) did a research on strategy formulation in commercial banks. Kung'u (2007) carried out a survey on strategy implementation challenges in the main stream churches in Kenya while Mecha (2007) did a study of strategy choice at the Kenya Pipeline Company using Ansoff's grand strategies matrix. It is not known if both local and international studies have ever focused on challenges of strategic implementation by international NGOs in Kenya. As you can see from the above mentioned scholars most of them have carried out research in profit making organizations with a few studying non-profit making organizations such as the church and UN agencies which makes this research interesting to carry out. This study thus undertakes to fill the research gap that exists

by carrying out a case study in the manner in which organizations such as CNFA approach these challenges of implementing strategies that confirm them.

1.3 Objective of the Study

The objectives of the study were:

- i. To determine the strategy implementation challenges facing CNFA as an international NGO operating in Kenya.
- ii. To determine how such challenges can be overcome by such organizations.

1.4 Importance of the Study

Strategy which is a fundamental management tool in any organization is a multi dimensional concept. It is the match between an organization's resources and skills and the environmental opportunities as well as the risks it faces and the purposes it wishes to accomplish. Organizations seem to have difficulties in implementing their strategies.

The study will be invaluable to top management of international and regional NGOs as it will highlight some of the challenges faced while implementing programmes in African nations.

To the government it will be able to realize the importance of public-private partnerships for successful implementation of donor funded programmes and projects.

To academicians the study will form a basis for further research on challenges of strategy implementation by other international NGOs and multinational companies operating in Kenya and responses adopted to cope with the environment.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of the related literature on strategy and strategy implementation challenges presented by various researchers, scholars, analysts and authors. It begins by understanding the concept of strategy to the types and challenges of strategy implementation.

2.2 Theory of Strategy

According to Porter (1997) strategy is about competition and the means by which an organization tries to gain a competitive advantage. He has described a category scheme consisting of three general types of strategies that are commonly used by businesses. The two generic strategies are as follows: strategic scope and strategic strength. Strategic scope is a demand-side dimension and looks at the size and composition of the market to be targeted (Porter, 1997). Strategic strength is a supply-side dimension and looks at the strength or core competency of the firm. In addition, he identified two competencies that he felt were most important: product differentiation and product cost (efficiency).

According to Grant, (2000) there is no agreed all embracing definition of strategy. Indeed, strategy is an elusive and somewhat abstract concept. He argues that this is expected when dealing with an area that is constantly developing. Strategy is the direction and scope of an organization over a long term. Strategies are systematic choices about how to deploy resources to achieve goals. A strategy is a long term plan of action designed to achieve a particular goal, most often winning.

Quinn (1980) identifies strategy as a plan that puts together an organization's major goals, policies and action sequences. Well formulated strategy enable organizations marshal and allocate resources in a unique way on the basis of relative internal competence and limited expected changes in the environment.

According to Porter (1998), strategies can be said to be in three main levels that is corporate, business and functional strategies. Corporate strategy covers the overall purpose and scope of organization. They state the overall purpose and scope. They are dominated at the head office level and the principal focus is effectiveness of the business. Business strategies are long term planning and focus on the strategic business units and how to compete within the industry. These strategies mainly strive to achieve competitive advantage in the market. Distinct markets will require distinct strategies. The principal focus here is effectiveness of the business. Functional strategies on the other hand are those that cover short term or rather the day to day operation activities of an organization. They are flexible and keep changing as the environment dictates. They are mainly formulated at the functional level and the principal focus is to provide efficiency and smooth running of the organization. Successful implementation strategies result to successful programmes which enhance both effectiveness and efficiency in realizing the set objectives.

2.3 Strategy Implementation

In the world of management, increasing numbers of senior people are recognizing that one of the key routes to improved business performance is better implementation. However, at the same time, it is also understood that implementation is one of the most difficult business challenges facing today's managers. Within this, management

ability, or competence, is seen as an important contributor to achieving this aim (Beer and Eisenstat, 2000).

Implementing strategies successfully is about matching the planned and the realizing strategies, which together aim at reaching the organizational vision. The components of strategy implementation include; communication, interpretation, adoption and action are not necessarily successive and they cannot be detached from one another. (Okumu and Roper, 1998, p. 219) observe that “despite the importance of the strategic execution process, far more research has been carried out into strategy formulation rather than into strategy implementation”, while Alexander concludes that literature is dominated by a focus on long range planning and strategy “content” rather than the actual implementation of strategies, on which “little is written or researched” (Alexander, 1985, p. 91). Reasons put forward for this apparent dearth of research effort include that the field of strategy implementation is considered to be less “glamorous” as a subject area, and that researchers often underestimate the difficulties involved in investigating such a topic, especially as it is thought to be fundamentally lacking in conceptual models (Alexander, 1985;). More “practical” problems associated with the process of strategy implementation, meanwhile, include communication difficulties and “low” middle management skill levels.

2.3.1 Types of Strategy Implementation

At the firm level, extent research has observed that the effective relationship between strategy and structure is a necessary precondition to the successful implementation of new business strategies. In addition, a match between appropriate administrative mechanisms and strategy has been found to reduce uncertainty within the firm and increase effectiveness in strategy implementation. The relevant literature (Noble, 1999) has advocated factors that influence the effective implementation of strategies,

for example; organizational structure; control mechanisms; strategic consensus; leadership; and communication (Workman, 1993). However, prior research has neglected to ascertain whether the “style” of strategy implementation undertaken has any impact on the effectiveness of the implementation effort.

Mintzberg (1993) proposed that firms differ in terms of their structure and that theory should move away from the “one best way” approach towards a contingency approach, in that structure should reflect the firm's situation and strategies. The structure of a firm influences the flow of information and the context and nature of interpersonal interaction within it. Structure also channels collaboration, prescribes means of communication and co-ordination as well as allocating power and responsibility. Traditionally firms have addressed these basic needs for co-ordination and co-operation by hierarchical configurations (Grant, 2002), with centralized decision-making, strict adherence to formally prescribed rules, procedures and carefully constructed roles and relationships. Others due to the unpopularity of bureaucracy in large firms started a movement toward de-layering hierarchies. Downsizing has resulted in the roles of employees altering dramatically as the structure is re-engineered. These firms are characterized by decentralized decision-making, small senior executive teams and an emphasis on horizontal rather than vertical communication. With firms evolving in terms of structure it follows then the style of strategy implementation will differ depending on the style of organization and management that exists in the firm. In general terms, Nutt (1995) find that types of leadership styles can play a critical role in overcoming barriers to implementation and latterly Redding and Catalanello (1994) proposed an improvisational approach to implementing strategic change in an organization. These studies, however, have focused attention entirely at the organizational or functional unit level to the detriment

of a more micro-manager level focus. Our progressive work seeks to explore this issue, by proposing taxonomy of implementation styles and focusing attention on the role of those bestowed with the duties of implementation within large firms, the mid-level manager.

2.3.2 Long Term Successful Strategy Implementation

Lingle and Schiemann (1994) found that there are six areas of vital importance to long term successful strategy implementation. These areas are: market, people, finance, operation, adaptability, and environment. However the following implementation problems can be derived from the above mentioned areas: uncontrollable factors in the external environment had an adverse impact on implementation and major problems surfaced which had not been identified earlier. McGrath et al. (1994) indicated that the political turbulence may well be the single most important issue facing any implementation process. Consequently, the following problem may occur: advocates and supporters of the strategic decision left the organization during implementation.

Sandelands (1994) argued that people underestimate the commitment, time, emotion, and energy needed to overcome inertia in their organization and translate plans into action. Based on this, the following implementation problem was formulated: implementation took more time than originally allocated. Clearly, the recent literature survey shows implementation problems cited 15 years ago still recurring.

As previously outlined by Huse and Gabrielsson (2004), action research would be best suited to assess how effective board members are in fulfilling the previously discussed role in strategy implementation. One major difficulty corporate governance

researchers face, however, is that the chance for participatory observations is an exception rather than the rule (Pettigrew, 1992). The reasons for these difficulties lie in the confidentiality of strategic issues as well as the fact that today's increased legal accountability of board members makes them even less inclined to allow researchers to observe their behavior. Under the premise that only few researchers have opportunities to observe interactions between board members and between board members and executives, which could give an indication for their effectiveness in guiding strategy implementation, alternative methods are required for empirical investigations.

2.4 Strategy Implementation Challenges

Miller (2002) stated clearly that most of the individual barriers to strategy implementation that have been encountered fit into one of the following interrelated categories: too many and conflicting priorities, the top team does not function well; a top down management style; inter functional conflicts; poor vertical or horizontal communication, and inadequate management development. These categories can be translated into the following problems: competing activities distracted attention from implementing this decision, changes in responsibilities of key employees were not clearly defined, key formulators of the strategic decision did not play an active role in implementation and problems requiring top management involvement were not communicated early enough. Other notable challenges to strategy implementation put forward by scholars include; improper or inadequate planning, changing market conditions, competing tactics, management challenges, and operation-related challenges.

2.4.1 Improper or Inadequate Planning

Organizational strategies are not like cook-books where one can follow a recipe and expect the results to be just fine. The needs and requirements of every company are different. If we apply a generic solution to all industry types, it is less likely that the returns on investment will be optimal considering their usefulness. For example, there is no single best strategy to implement Just In Time (JIT). They are not made to a general specification as "one size fits all". For example, a line of strategic tactics initially identified for one company may not be applicable to a second company likewise those that apply in profit making organizations are not the ones which apply in non profit making organizations.

Changing Market Conditions: The goals of a company frequently change with time and market conditions. A line of tactics that were chosen in one market condition or factory may not be valid in another. Depending on the market, business and factory (process) conditions at a particular point in time, a line of strategy and tactics should be dynamically designed and introduced. Mid-course corrections are necessary if the assumptions about company goals and market condition are no longer valid.

2.4.2 Lack of Communication

At first look, the suggestion that communication aspects should be emphasized in the implementation process seems to be a very simple one. Even though studies point out that communication is a key success factor within strategy implementation (Miniace and Falter, 1996), communicating with employees concerning issues related to the strategy implementation is frequently delayed until the changes have already crystallized.

In this context, many organizations are faced with the challenge of lack of institution of a two-way-communication program that permits and solicits questions from employees about issues regarding the formulated strategy. In addition to inability to solicit questions and feedback, lack of communications cause more harm as the employees are not told about the new requirements, tasks and activities to be performed by the affected employees, and, furthermore, cover the reason (“the why”) behind changed circumstances (Alexander, 1985).

It is essential both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion. However, one may misunderstand communication, or the sharing of information, as engagement the direct dialogue that produces lack of active participants in the process. The way in which a strategy is presented to employees is of great influence to their acceptance of it. To deal with this critical situation, an integrated communications plan must be developed. Such a plan is an effective vehicle for focusing the employees’ attention on the value of the selected strategy to be implemented (Rapa and Kauffman, 2005).

2.4.3 Role Ambiguity

One of the reasons why strategy implementation processes frequently result in difficult and complex problems – or even fail at all – is the vagueness of the assignment of responsibilities. In addition, these responsibilities are diffused through numerous organizational units (Rapa and Kauffman, 2005) resulting in unclear individual responsibilities in the process.

Cross-functional relations are representative of an implementation effort. This is indeed a challenge, because as already mentioned before organizational members tend

to think only in their “own” department structures. This may be worsened by over-bureaucracy and can thus end up in a disaster for the whole implementation (Rapa and Kauffman, 2005). To avoid power struggles between departments and within hierarchies, one should create a plan with clear assignments of responsibilities regarding detailed implementation activities. This is a preventive way of proceeding. Responsibilities are clear and potential problems are therefore avoided (Rapa and Kauffman, 2005).

2.4.4 Coordination of Activities

So far in the review of literature on strategy implementation there is evidence of some recurring themes, including coordination which is essential to ensure that people across the organisation know what to do and to ensure that they stay focused on the key targets under the everyday pressures. Strategic control systems provide a mechanism for keeping today's actions in congruence with tomorrow's goals.

Al Ghamdi (1998) replicated the work of Alexander (1985) in the UK and found for most of the firms, due to lack of coordination, implementation took more time than originally expected and major problems surfaced in the companies, again showing planning weaknesses. He found the effectiveness of coordination of activities as a problem in most of the firms and distractions from competing activities in some cases. In addition key tasks were not defined in enough detail and information systems were inadequate.

More recent articles confirm notable barriers to successful strategy implementation about which there appears to be a degree of accord including Beer and Eisenstat's (2000, p. 37) who assert that silent killers of strategy implementation comprise

unclear strategic intentions and conflicting priorities and weak co-ordination across functions.

2.4.5 Top Management Support

Top management is essential to the effective implementation of strategic change. Top management provides a role model for other managers to use in assessing the salient environmental variables, their relationship to the organization, and the appropriateness of the organization's response to these variables. Top management also shapes the perceived relationships among organization components.

The most challenging thing when implementing strategy is the top management's commitment to the strategic direction itself. This is undoubtedly a prerequisite for strategy implementation. In some cases top managers may demonstrate unwillingness to give energy and loyalty to the implementation process. This demonstrable lack of commitment becomes, at the same time, a negative signal for all the affected organizational members (Rapa and Kauffman, 2005). Overall though, it is increasingly acknowledged that the traditionally recognized problems of inappropriate organisational structure and lack of top management backing are the main inhibiting factors to effective strategy implementation (Aaltonen and Ikävalko, 2002).

Aaltonen and Ikävalko recognise the role of middle managers, arguing they are the "key actors" "who have a pivotal role in strategic communication" (Aaltonen and Ikävalko, 2002) meanwhile Bartlett and Goshal (1996) talk about middle managers as threatened silent resisters whose role needs to change more towards that of a "coach", building capabilities, providing support and guidance through the encouragement of entrepreneurial attributes. So if they are not committed to perform their roles, lower

ranks of employees will not be provided with support and guidance through encouragement of entrepreneurial attributes.

In addition to the above, another inhibitor to successful strategy implementation that has been receiving a considerable amount of attention is the impact of an organization's existing management controls and particularly its budgeting systems (Marginson, 2002).

To successfully improve the overall probability that the strategy is implemented as intended, senior executives must abandon the notion that lower-level managers have the same perceptions of the strategy and its implementation, of its underlying rationale, and its urgency. Instead, they must believe the exact opposite. They must not spare any effort to persuade the employees of their ideas (Rapa and Kauffman, 2005).

2.4.6 Organizational Culture

One of the major challenges in strategy implementation appear to be more cultural and behavioural in nature, including the impact of poor integration of activities and diminished feelings of ownership and commitment (Aaltonen and Ikävalko, 2002). Corboy and O'Corrbui (1999), meanwhile, identify the deadly sins of strategy implementation which involve: a lack of understanding of how the strategy should be implemented; customers and staff not fully appreciating the strategy; difficulties and obstacles not acknowledged, recognized or acted upon; and ignoring the day-to-day business imperatives. Marginson, (2002) contend that strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision-making, or as a result of complete coalitional involvement of implementation staff through a strong corporate culture.

Organizational culture refers to the leadership style of managers – how they spend their time, what they focus attention on, what questions they ask of employees, how they make decisions; also the organizational culture (the dominant values and beliefs, the norms, the conscious and unconscious symbolic acts taken by leaders (job titles, dress codes, executive dining rooms, corporate jets, informal meetings with employees).

In Collaborative Model of strategy implementation, organizations have both a strong culture and deep-rooted traditions. The challenges of successful implementation result from lack of cultivation of strong cultural values to meet the changing organizational needs. The distinction between “thinkers” and “doers” begins to blur but does not totally disappear.

2.4.7 Exchange rate fluctuations

The other challenge that cannot be ignored is the exchange rate fluctuations that impact on the foreign trade and profits. Justin (2009) indicates that a large number of factors affect the levels of and a movement in the exchange rates often in a conflicting manner and this has become volatile with the increases in the volume of foreign exchange markets.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter is a blueprint of the methodology that was used by the researcher to find answers to the research question. In this chapter the research methodology is presented in the following order, research design, data collection methods and finally the data analysis.

3.2 Research Design

This research was conducted through a case study since it is a research on one organization. A case study is an in-depth investigation of an individual, institution or phenomenon (Mugenda and Mugenda, 2003). Since this study sought to identify the strategy implementation challenges facing Citizen Network Foreign Affairs, a case study design was deemed the best design to fulfill the objectives of the study. Kothari, (2004) and Yin (1994) noted that a case study involves a careful and complete observation of social units.

3.3 Data Collection Methods

Both primary and secondary data were used for the study. Interview guides were administered to; the Chief of party, Compliance and Finance Director, trade and finance officer CNFA; regional director East Africa/senior technical advisor, Country Director AGMARK to collect the primary data. The interview guides had open-ended questions. The use of an open-interview strategy enabled better exposure of the interviewees' personal perspectives, their deeper thoughts, emotions and ambitions (Paton, 1990). This less structured approach allowed the interviews to be much more like conversations than formal events with predetermined response categories,

permitting the respondents' views to unfold, rather than the predisposition of the researcher (Marshall and Rossman, 1997, p. 80). The interview guides were administered on a face to face basis. Secondary data sources were also employed through the use of previous documents.

3.4 Data Analysis

After the interview guides were filled up and they were edited for completeness and consistency. Being a case study, conceptual content analysis was most useful in analyzing the data. Conceptual content is defined by Creswell (2003) as a technique for making inferences by systematically and objectively identifying specific characteristic of messages and using the same approach to relate trends. Bryman and Bell (2003) describe it as a technique used to make inferences by systematically and objectively identifying specific characteristics and messages. This is the best method of analyzing the qualitative data that was collected from the interviews and discussions.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND INTERPRETATION

4.1 Introduction

This chapter presents the data findings from the field, its analysis and interpretations. The data was gathered through an interview guide with open ended questions and analyzed using content analysis. The data findings were on the challenges of strategy implementation facing CNFA as an international NGO in Kenya on Kenyan Programs.

According to the data obtained, all the five respondents projected in the previous chapter for the interview were interviewed which makes a response rate of 100%. The commendable response rate was achieved with frantic efforts of the researcher and booking appointments with the respondents despite their busy schedules and travels through making phone calls and emails to get an appointment with them for the interview.

4.2 Demographic Information

The study, in an effort to ascertain the interviewees' competence and conversance with matters regarding CNFA asked questions on the position that the interviewee held in the organization. According to the data findings, all the interviewees were senior managers in various positions such as chief of party, country director AGMARK, trade and finance officer and regional director East Africa/senior technical advisor. The interviewees also worked in various departments such as the Agrodealer development program, the Kenya Dry Lands Development Program, small enterprises, finance and administration.

On the highest level of education, the study found out that most of the interviewees had at least a Masters Degree with a few PhD Degrees. The researcher also asked a question on the years that the interviewees had worked for the organization (CNFA). According to the interviewees' response, all of them had worked for the organization for at least five years as most promotions are done internally. The interviewees' responses hence had the advantage of good command and responsibility being that they were senior managers with experience and aptitude owing to their years of experience in the organization.

4.3 Strategy Implementation

The interviewees were asked to state the most important factor when implementing policies for NGOs. From the responses, the interviewees were unanimous that the most important factor when implementing policies for NGOs was registering with the NGO coordination board to operate in Kenya as well as with the Kenya Revenue Authority who will give the NGO a pin number for it to operate in Kenya, others felt it was the budget and exchange rate guidelines. The critical factor is having clear project objectives, goals and deliverables within a certain time span and clear policies that are written and not verbal for reference.

The interviewees also reiterated that the level of commitment of top management contribute to strategy implementation at CNFA in that very high degree of commitment by hierarchy of top management leads to an effective implementation whereas the opposite leads to failure in strategy implementation and demoralizes staff, and if the communication is well planned accountability and planning of strategies becomes effective which contributes to success. The interviewees also agreed that low

levels of commitment among few staff lead to lost time and impact for program activities.

The study proceeded to determine how communication process contributes to successful strategy implementation for CNFA's Kenyan programs. All interviewees agreed unanimously that communication process contributes to successful strategy implementation for CNFA's Kenyan programs in that it enables the implementation process to jump to the locals with no barriers otherwise some process becomes tedious to an extent of a bother in the actual operation. They also said effective and efficient communication to the staff enable them understand what their requirements are, this should be a written communication; clear and precise to avoid ambiguity. This should also be done to the general public to inform them of the success and challenges of the organization and what you contribution you are bringing to the country; particularly in their locations to ascertain your value to the community. This will lead to successful implementation and even give motivation to the project implementers. The interviewees further confided that lack of effective communication slows down the pace of program implementation; the most important thing is that the frequency should be communicated to be understood and discussed among the staff to avoid friction. The frequency should be in form of reports and email.

To the question on what causes delay in communicating with employees concerning issues related to strategy implementation, the interviewees cited lack of good communication strategy and resources, staff not having a written job description and not assigned their roles and responsibilities well, lack of planning from the part of the key implementers, lack of appreciation of the roles they can play or contributions employees can make, poor leadership, limited knowledge in the strategy at hand and

poor planning which lead to fire fights among staff and development partners as well as donors.

The study also proceeded to determine the challenges in the strategy implementation caused by underdevelopment of integrated communications plans at the NGO. The interviewees concurred that poor communication procedures and practices with too much protocol can lead to disruption with decisions made at different levels regarding strategies to be implemented and this may hamper the organization's goal and mission. The interviewees also indicated that bureaucratic procedures make decision making take longer time than required. They further indicated that lack of communication plans and not developing a strategy for communication with staff may lead to underdevelopment and recommended that planning should be done in advance to be developed in the communication plan.

On the challenges that surface during strategy implementation that had not been anticipated, the interviewees cited fluctuating inflation rates, foreign exchange rate gains or losses, under budgeted lines, lack of proper consultation at proposal/concept management stages, inadequate resources, natural calamities in areas of operation such as drought, floods and erratic weather patterns that force the organization to prioritize the immediate problem alongside the proposed activity. This results to alteration in the budget lines as well as adhoc job descriptions for program staff. The interviewees further indicated that there is always a shift in the NGO world of project goals, objectives, targets and at times overlapping of programs. As much as there are clear objectives in the concept notes prepared, new targets, area coverage keep popping up and this leads to misallocation of the budget as well a strain on available resources initially stipulated.

The interviewees also indicated that there were disruption in the management structure which happened in the mid of implementation of strategies for CNFA resulting to conflicts and dismissal of some senior managers in Africa based in Kenya. This led to a shakeup that left other employees worried of their dismissal.

The interviewees also reiterated that the grant criterion for the agrodealer development was done in an adhoc manner whereby the Kenyan team was not consulted appropriately in some complicated grant proposals by the Washington team in the course of strategy implementation which was unsuccessful. An administrative issue arose when some field offices in some towns were not centrally located to cover the mandated area which put a strain on both human and financial resource. This happened because proper consultation was not done earlier with the host country staff to give their input which made it difficult to implement as the government multiplied the districts mandated in the project cycle.

They also indicated that the responsibility of managers affect strategy implementation at the organization in that if the responsibilities of managers are big or small they tend to lose focus and concentration goes away hence the mandate to control people must be enforced in writing for clarity. They should also take responsibility and consult if not sure of their job descriptions stipulated in their contracts. The interviewees also cited delayed responses to requested issues or activities; conflict of interest leading to poor implementation, roles may not be well spelt in their job descriptions for managers and lack of independence among host country managers due to interference from the Washington team. The interviewees further indicated that managers should be able to articulate their responsibility and duties well. This should be going out as an organization for people to be able to talk about it. The environment keeps changing

as well as priorities else the information may not get down immediately to the beneficiaries.

The interviewees were asked to state the management practices that contribute to better strategy implementation for CNFA. All the interviewees unanimously agreed that management practices that contribute to better strategy implementation for CNFA include quarterly and monthly planning meetings, team building activities, creating awareness among the staff, continuous monitoring and evaluation and culture of trust and transparency. Others cited include regular meetings to update staff on the project achievements and direction like CNFA would organize two planning workshops or retreats per year in a venue proposed by Kenyan team; where joint consultation was done in planning for the upcoming projects, quarterly targets and indicators and new developments in the organization. The interviewees also added other practices such as use of time sheet for employees to authenticate the number of hours worked in a given month for compensation, regular annual staff appraisals done in consultation with one's supervisor which resulted to fairness and an increment in salary for good performers and encouraging public-private, private-private partnerships and collaborations with for example the Ministry of Agriculture and Livestock, input supply companies like Bayer E.A, Monsanto, financial institutions like Equity Bank with CNFA and AGMARK not forgetting stockists, farmers in project implementation for successful events which are cost effective for maximum results.

The interviewees also indicated that delayed decisions on which activities to undertake at given times, inadequate and weak logistical support slows down strategy implementation and recommended that the CNFA has to involve senior staff in the process of planning as they need to contribute towards the strategy at hand. There is

need to have regular meetings to review positions in respect to new developments along the implementation of programs and there is need also to have constant updates with strong facilitators to avoid person domineering.

The data findings showed that coordination of activities contribute to successful strategy implementation at CNFA and AGMARK in that staff can step in for others when attending to urgent family matters, field offices staff in Embu, Kisumu and Malindi plan their calendar of activities depending on the peak agricultural activities in their region which are then merged to accomplish targets in Kenya within a particular year.

The interviewees were in accord that the policies in place that ensure co-ordination of activities across functions at NGOs include the open house policy a culture adopted at CNFA which encourages flexibility, collaboration, internal communication and transparency to assist in the smooth flow of information. Administration manuals that are customized to suit an organization; shared beliefs, practices and norms as well as taking pride in ownership of work done encourages a better work environment and enables successful strategy implementation. They is also unwritten practice of working freely together in joint activities among CNFA and AGMARK partners, Donor rules and regulations which ensure coordination of activities across functions in the contractual agreement and policies in the budget.

On how organizational culture contribute to strategy implementation for CNFA, the interviewees indicated that sharing of tasks, sub granting which makes the workload easier, partnerships for example with other organizations in the same line of stimulating enterprises in the agribusiness sector, livestock among others, competence and efficiency leads to successful strategy implementation whereas too much

administrative results in staff forgetting the objective of the organization and hence failure. They also added that attitude towards change or rather people refusing to change with times with language such as “This is how we do things here” which is organization politics play a big role to the implementation of strategy that may fail if the attitude is negative and succeed if the attitude is positive. Other aspects of organizational culture that contribute to strategy implementation for CNFA include team work, transparency, respect among staff, delegation, use of locals or host country personnel in implementing projects, disbursing funds in good time from home nations for example Washington team to Kenyan team responsibly. However spending without consultation with any respect of budget lines, restricting where money should be disbursed is a negative element that ought to be discouraged as is it not as stipulated in the proposal results to poor implementation of strategies for CNFA.

The interviewees further said that fluctuation of the exchange rate impacts on strategy implementation in that exchange rate fluctuations impact on the operation costs of an organization which calls for change of tactics midway through strategy implementation; especially when costs increase upwards. They also added that inflation rates are very high in Kenya which made expenditures rise by 15% in the first year of implementing the Kenya Dry Lands Development program and in some cases the conversion of monies if small results to borrowing monies from other related programs and when too much it may be diverted to other activities that are not beneficial to the organization and at times cost of running becomes high. This should be stretched to cushion against unpredictable activities.

The interviewees, on the challenges caused by ineffective coordination and poor sharing of responsibilities of strategy implementation activities, indicated that the organization at hand is not able to meet its deadline or achieve results stipulated in the contractual agreements if staffs blame one another for failed responsibilities and poor results; a lot of time is wasted in resolving disputes and wrangles at the expense of the donors. Others indicated that ineffective coordination, poor sharing of responsibilities results to failure in achieving targets and objectives of the proposed activities due to wrangles and blame games among managers and staff; it leads to late submission of budgets for various programs and hence causes delays in implementation.

According to the interviewees, the policies in place in Kenya to regulate the exchange rate fluctuations for CNFA are dictated by the Central Bank of Kenya's intervention with commercial banks' regulations in the market for instance trade flows dictated by the dollar and oil prices and imports. In Kenya, fixed exchange rates references pegged to the dollar during recruitment of staff in programs funded by American organizations ensures a predictable payroll system in subsequent years which results to cohesion in the payroll system.

The interviewees recommended that to overcome the challenges of strategy implementation, the government should waive taxes to ensure money to beneficiaries is not taxed for our case the stockist and farmers, capacity building should be done to staff on a regular basis, availability of adequate resources both financial and human must be checked, CNFA and AGMARK should outsource associates, partners, and the government, collaborate with other stakeholders so as not to outstretch one's resources, reward performing employees in the organization, embrace the bottom up approach management style as opposed to top down management style, enhance

interpersonal relationships and encourage team work among staff, fostering public-private or private-private partnerships in realizing the vision and objectives of an organization.

The interviewees also suggested that long term funding with the appropriate resources should be a prerequisite in designing donor funded programs to enhance job security and a success for the programs to be implemented. This should begin with donors, government agencies, Development partners. For example when development programs involve all stakeholders there is success with a series of meetings with industrial player. We implement programs whose strategy implementation have been pre determined by donors which brings about hiring of temporal staff or interns when it was not stated in the proposal. Flexible working hours and having experts in personnel departments separate from financial departments results to success in strategy implementation. In addition the organization implementing a certain program should invite all stakeholders for talks and design strategies that can meet their goal by having a host nation's managers realistic with proper information and research. Long term funding for CNFA and other NGOs let's say 15 to 20 years unlike 3 to 5 years of a program's lifespan should guarantee job security and stability of careers among staff.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter gives a summary of key data findings, conclusions drawn from the findings highlighted and recommendation made thereafter. The conclusions and recommendations drawn were in quest of addressing the research question or achieving the research objective which is the challenges of strategy implementation facing CNFA as an international NGO in Kenya on Kenyan Programs.

5.2 Summary of Findings

The study found that the most important factor when implementing policies for NGOs was having clear policies and objectives within a specific time span and guidelines on the exchange rates to be adopted. The study also established that the level of commitment of top management contributes to strategy implementation success for CNFA in that very high degree of commitment by hierarchy of top management leads to an effective implementation.

The researcher also found that communication process contributes to successful strategy implementation for CNFA's Kenyan programs in that it enables the implementation process to jump to the locals with no barriers otherwise some process becomes tedious to an extent of a bother in the actual operation. Effective and efficient communication to the staff enable them understand what their requirements are. It was also clear that lack of effective communication slows down the pace of program implementation; the most important thing is that the frequency should be communicated to be understood and discussed among the staff to avoid friction.

The study also established that the challenges in the strategy implementation caused by underdevelopment of integrated communications plans at CNFA include disruption with decisions made at different levels regarding strategies to be implemented and this may hamper the organization's goal and mission. Bureaucratic procedures make decision making take longer time than required. It was deduced that lack of communication plans and not developing a strategy for communication with staff may lead to underdevelopment and recommended that planning should be done in advance to be developed in the communication plan.

The challenges that surface during strategy implementation that had not been anticipated include inflation rates, foreign exchange rate gains or losses, under budgeted lines, lack of proper consultation at proposal/concept management stages, inadequate resources, natural calamities in areas of operation such as drought, floods and erratic weather patterns that force the organization to prioritize the immediate problem alongside the proposed activity. This results to alteration in the budget lines as well as adhoc job descriptions for program staff. Further there is always a shift in the NGO world of project goals, objectives and targets for instance overlapping of programs and that in as much as there are clear objectives in the concept notes new targets, area coverage keep popping up and this lead to misallocation of the budget as well as strain on available resources initially stipulated. There were disruption in the management structure which happened midway during implementation of strategies for CNFA resulting to conflicts and dismissal for some senior African managers. This led to a shakeup that left other employees worried of dismissal.

The study further established that the responsibility of managers affect strategy implementation at the organization in that if the responsibilities of managers are big

or small they tend to lose focus and concentration goes away hence the mandate to control people must be enforced in writing for clarity and effectiveness should also take responsibility and consult if not sure of their job descriptions stipulated in their contracts. Further, delayed responses to requested issues or activities, conflict of interest leading to poor implementation may be as a result of not well spelt job descriptions for managers and lack of independence among host country managers due to interference from Washington management team.

The study also revealed that the management practices that contribute to better strategy implementation for CNFA include quarterly and monthly planning meetings, team building activities, creating awareness among the staff, continuous monitoring and evaluation and culture of trust and transparency. Others include regular meetings to update staff on the project achievements and direction like CNFA would organize two planning workshops/retreat in a year in a venue of your choice where joint consultation was done in planning for the coming project quarter goals and indicators, new developments in the organization would also be shared in these workshops, use of time sheet for employees to authenticate the number of hours worked in a given month for compensation, regular/annual staff appraisals done in consultation with the supervisor. Further, delayed decisions on what activities to undertake at given times and inadequate and weak logistical support slows down strategy implementation.

The study also established that coordination of activities contribute to successful strategy implementation at CNFA/AGMARK in that staff can step in for others when attending to urgent family matters, the office managers in the field offices together with their head of office representatives plan their calendar of activities depending on the agricultural activity seasons of their region for instance Nyanza region, Eastern

region who will come with their time plans and then merge the plans with other regional offices in Kenya to meet their targets within a particular year

The study further established that the policies in place that ensure co-ordination of activities across functions at NGOs include the open house policy is a culture adopted in CNFA and hence encourages flexibility, collaboration, internal communication and transparency to assist in the smooth flow of information; administration manuals that are customized to suit an organization; shared beliefs, practices and norms as well as taking pride in ownership of work done encourages a better work environment and enables successful strategy implementation.

On how organizational culture contribute to strategy implementation for CNFA, the study found that sharing of tasks, sub granting which makes the workload easier, partnerships, livestock among others, competence and efficiency leads to successful strategy implementation whereas too much administrative results in staff forgetting the objective of the organization and hence failure. Also, attitude towards change or rather people refusing to change with times with language such as “This is how we do things here” which is organization politics play a big role to the implementation of strategy that may fail if the attitude is negative and succeed if the attitude is positive.

Fluctuation of the exchange rate impact on strategy implementation in that exchange rate fluctuations impact on the operation costs of an organization which calls for change of tactics midway through strategy implementation especially when costs increase upwards. Inflation rates are very high in Kenya for instance this makes the expenditures rise by 15% in the first year of implementing the Kenya Dry Lands Development Program and in some cases when the conversion of monies is small,

operation costs becomes high whereas when the conversion rate is high, monies at times is diverted to other activities that are not of benefit to the organization.

The challenges caused by ineffective coordination and poor sharing of responsibilities of strategy implementation activities include the organization not being able to meet its deadline or achieve results stipulated in the contractual agreements as staffs blame one another for failed responsibilities and poor results; a lot of time is wasted in resolving disputes and wrangles at the expense of the donors; failure in achieving targets and objectives of the proposed activities due to wrangles and blame games among managers and staff; it leads to late submission of budgets for various programs and hence causes delays in implementation.

The policies in place in Kenya to regulate the exchange rate fluctuations for CNFA by the Central Bank of Kenya's intervention in the commercial banks regulations market for instance trade flows dictated by the dollar and oil prices and imports; In Kenya, fixed exchange rates references pegged to the dollar during recruitment of staff in programs funded by American organizations ensures a predictable payroll system in subsequent years which results to cohesion in the payroll system.

5.3 Conclusion

From the study findings, the researcher concludes that the level of commitment of top management contributes to strategy implementation at CNFA in that very high degree of commitment by hierarchy of top management leads to an effective implementation and if the communication is well planned and accountability, planning of strategies becomes effective which contributes to success. The challenges in the strategy implementation caused by underdevelopment of integrated communications plans at the CNFA brings about disruption with decision making at different levels regarding

strategies to be implemented and this may hamper the organization's goal and mission.

The study also concludes that the challenges that surface during strategy implementation that had not been anticipated include inflation rates, foreign exchange rate gains or losses, under budgeted lines, natural calamities, disruption in the management structure for African programs which happened in the mid of implementing the KASP.

The study also revealed that the responsibility of managers affects strategy implementation at the organization. The management practices that contribute to better strategy implementation for CNFA include; quarterly, monthly planning meetings, team building activities, creating awareness among the staff, continuous monitoring and evaluation and culture of trust and transparency brings about success. It was also clear that co-ordination of activities contribute to successful strategy implementation at CNFA and AGMARK

The study further concludes that an organizational culture that encourages team work, transparency, respect, delegation contributes to success in strategy implementation for CNFA in addition to sharing of tasks, sub granting, partnerships and collaborations with Ministries of Agriculture, Livestock and Development among others for competence and efficiency.

Fluctuation of the exchange rate impacts on strategy implementation because operation costs of an organization becomes high which calls for change of tactics midway through strategy implementation.

The study also conclude that ineffective coordination and poor sharing of responsibilities results in the organization not meeting its deadline as stipulated in the contractual agreements as staffs blame one another for failed responsibilities and poor results. It was observed that the staff from home nation refused to be interviewed for fear of betrayal.

5.4 Recommendations

From the discussions and conclusions in this chapter, the study recommends that there should be effective and efficient written communications for staff to enable them understand what their job descriptions states. This should be clear and precise to avoid ambiguity. The general public too should be regularly informed of the success and challenges of the organization to their community. This will lead to successful implementation and even give motivation to project implementers.

Managers should be able to articulate their responsibility and duties well by encouraging an open door policy among staff structures and review the organization structures that hinder the implementation process.

NGOs have to involve senior staff in the process of planning and have regular meetings to review positions in respect to new developments along the implementation of programs. There is also the need to have constant updates with strong facilitators to avoid person domineering.

To overcome the challenges of strategy implementation, the government should waive taxes to ensure money to the beneficiaries is not taxed for our case farm inputs, grant monies that are to benefit stockist and farmers, capacity building should be done to staff on a regular basis, availability of adequate resources both financial and human

must be checked prior to adjustments of activities and CNFA and others NGOs should outsource associates, partners, and the government, collaborate with other stakeholders so as not to outstretch one's resources. Reward performing employees in the organization to avoid high turnovers.

CNFA should embrace the bottom up approach management style as opposed to top down management style and enhance interpersonal relationships to fostering public private partnerships in realizing the vision and objectives of an organization.

Long term funding with the appropriate resources should be a prerequisite in the designing of donor funded programs to enhance job security and assurance among staff for a successful implementation.

Host nations should be autonomous in their decision making to avoid delays in implementation of strategies as need arise with consultations from home nations.

Planning should be done prior to be incorporated in the communication development plan with consultations of development partners and host nation's staff. For example when development programs involve all stakeholders there is a success with a series of meetings with industrial players.

For success in strategy implementation, the organization implementing a certain program should invite all stakeholders for talks and design strategies that can meet their goals.

Having flexible working hours for employees in different time zones in Africa improves implementation process and enhances motivation.

CNFA should have experts in personnel departments separate from financial departments for a harmonious relationship.

During inception of strategies donors, home nation's senior managers must be realistic by having proper information and research in regard to the proposed program. For instance the payment of salaries should be pegged on the mean dollar rate conversion for that particular month and even when the dollar rate goes below the initially contracted rate this should be cushioned by the management.

Funding should be long term let's say 15 to 20 years or more unlike the 3 to 5 years of a programme's lifespan for job security and long term impact to the host nation.

5.5 Limitations of the Study

Being that this was a case study on one international NGO which is CNFA, the data gathered might differ from challenges of strategy implementation experienced by other NGOs. This is because different NGOs adopt different strategies that differentiate them from their competitors. The study however, constructed an effective research instrument that sought to elicit general and specific information on the challenges of strategy implementation for international NGOs.

The study faced both time and financial limitations. The duration that the study was to be conducted was limited hence exhaustive and extremely comprehensive research could not be carried on challenges of strategy implementation. Due to limited finances and busy schedules of senior managers in Washington, the study however, minimized these by conducting interviews at CNFA's regional headquarters in Nairobi where strategies are made and rolled out to other countries that operate on blue print.

5.6 Recommendations for Further Research

The study recommends that further research should be done on the challenges of strategy implementation facing other international NGOs in Kenya to allow for generalization of challenges of strategy implementation facing international NGOs in Kenya since each employs a different strategic approach. The researcher further recommends that a similar study be done on other organizations specifically those that support Agro dealer developments and food security for the purpose of benchmarking.

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APPENDICES

Appendix I: Letter of Introduction

April 2011

The Country Director/Chief of Party

CNFA/AGMARK

P.O Box 14184-00800,

Nairobi.

Dear Sir/Madam,

RE: REQUEST TO COLLECT DATA FOR MBA RESEARCH PROJECT

I am a student at the University of Nairobi pursuing a Masters of Business Administration program.

Pursuant to the pre-requisite course work, I would like to request for your permission to carry out interviews from top management on the strategy implementation challenges facing your organization. The focus of my research will be on the programme KASP and will involve use of interview guides administered to members of the management team.

I kindly seek your authority to conduct the research at CNFA and AGMARK through interview guides and use of relevant documents. I have enclosed an introductory letter from the University.

Your assistance is highly appreciated. Thank you in advance.

Yours faithfully,

Caroline W. Muchunu.

Appendix II: Interview Guide

SECTION A: DEMOGRAPHIC QUESTIONS

1. Position held in the organization:
2. Department:.....
3. What is your highest level of education?:.....
4. Duration the organization (Year(s)?

SECTION B: KEY ISSUES

1. What is the most important factor when implementing policies for NGOs?
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2. How does the level of commitment of top management contribute to strategy implementation at CNFA?
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3. How does communication process contribute to successful strategy implementation for CNFA's Kenyan programs?
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4. What causes delay in communicating with employees concerning issues related to strategy implementation?.....

5. What are the challenges in the strategy implementation caused by underdevelopment of integrated communications plans at the NGO?

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6. What are some of the challenges that surface during strategy implementation that had not been anticipated?

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7. How does the responsibility of managers affect strategy implementation at your organization?

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8. What are management practices that contribute to better strategy implementation for CNFA?

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9. In your own opinion, how does coordination of activities contribute to successful strategy implementation at CNFA/AGMARK?

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10. What are the policies in place that ensure co-ordination of activities across functions at NGOs?

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11. In your own view, how does organizational culture contribute to strategy implementation for CNFA?

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12. In your view how does fluctuation of the exchange rate impact on strategy implementation?.....

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13. What are the challenges caused by ineffective coordination and poor sharing of responsibilities of strategy implementation activities?

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14. What are the policies in place in Kenya to regulate the exchange rate fluctuations for CNFA?

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15. What are the possible solutions to the challenges of strategy implementation?

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