Strategic Planning At Kenya Amateur Athletics Association.

By

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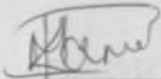
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Declaration

This project is my original work and has not been submitted for a degree in any other university.

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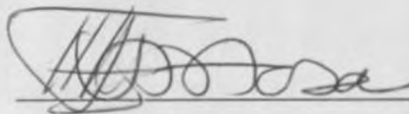
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This project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

I dedicate this project to my dear wife Alexandra Mwaura, by whom emotional, financial support and consistent rebuke I was able to complete.

ACKNOWLEDGMENT

ABSTRACT

Strategic planning has become a pillar of many organizations in the last decade. It is a common phenomenon while dealing with other organizations to be asked to present a company profile. The basic components of a company profile are Vision, Mission Statement, Goals and Objectives, Values among other things. Hence for any organization to survive in these times, of strategic planning can not be ignored.

This study set out to determine and document the strategic planning at Kenya Amateur Athletics Association (KAAA). In carrying out the study, data was collected through administration of a questionnaire and in-depth interview with Secretary General and Public Relation Officer of KAAA.

The research findings revealed that strategic planning exist at KAAA and is it both a logical process and reactive. This is due to the fact that strategic planning was initiated after the government requested the KAAA to document its intended course. The mission and goals of this organization are communicated to other staff members and stakeholders. KAAA is wholly owned by the government and was established to run athletics on its behalf.

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CHAPTER ONE: INTRODUCTION

1.1. Background

From time immemorial human beings have joined together in order to achieve shared objectives. To marshal and then direct requisite resources, it was necessary to select one among several possible future courses of action and then to communicate that action plan to the individuals available to implement it. The world has become very competitive for the scarce resources which have to be distributed to many stakeholders. For organizations to ensure their share of these resources, they have been adopting different management techniques such as management by objectives, organizational development, operations research and strategic planning.

Strategic planning is defined as a disciplined effort to produce fundamental decisions and actions that shape and guide what an organizations is, what it does and why it does it. Strategic planning tends to differ from the more traditional long-range planning in the following ways;

1. Strategic planning typically focuses on strategic issues and their political context, while long-range planning emphasizes goals and objectives without clearly acknowledging the politics of planning.
2. Strategic planning emphasizes an assessment of the organization's internal and external environment. Long-range planning tends to rely more on extrapolation of current trends.
3. Strategic planning is more action-oriented, because it emphasizes the need to build a capability to respond to a range of possible futures, rather than assuming that a projected 'most likely' future will happen. (Bryson, 1993)

Strategic planning need not always be a formal process to be effective. Studies of planning practices of actual organizations suggest that the real value of

strategic planning may be more in the future orientation of the planning process itself than in any resulting written strategic plan (Bromiley, 1993).

Strategic planning is concerned with matching the organisation to the environment in which it operates. The challenge of strategic planning is in the involvement of managers in guiding the future direction of the organisation. Accordingly, management will need to consider what threats or opportunities exist, or may exist, in the future in order to position the entity appropriately. Linked closely with these is the need to understand the organizations own capabilities (Bowman and Asch, 1987). If the organisation does not know its capabilities, there are chances that it will not fully utilize its full potential hence the returns to stakeholders will be compromised. The fundamental question then arises, "why should an organisation engage in strategic planning?' This question must be answered by looking at the relationship between strategic planning and performance (Stahl and Grigsby, 1992).

Several empirical studies have been conducted to examine the relationship between strategic planning and organizational performance for example Makori (2002), Ndungu (2002), Nzili (2003).
In general, the research revealed that strategic planning is associated with improved performance far more often than it results in no change or even in poorer performance (Powell, 1992).
However Bowman & Asch (1994) tended not to support the findings of earlier work. The results of their studies concluded that the higher levels of end results achieved by firms in the study did not necessarily relate to the utilization of strategic planning. Despite these disparities in findings, there is a consensus among scholars that knowledge of strategic planning is essential to effective organisation performance in a changing environment (Wheelan & Hunger, 1995).

Are the benefits of strategic planning only accessible to private enterprises? The answer is that strategic thought and action are increasingly important to the continued viability and effectiveness of government and public agencies of all sorts. Without strategic planning it is unlikely that these organizations will be able to meet successfully the numerous challenges that face them (Bryson, 1993). It is important to stress that strategic planning as an approach holds definite possibilities for beneficial application in the public sector context however, the successful application will have to take into account a particular context of the public sector setting and the implications of this. Failure to do so will be in disregard of modern organisation and management theory and research (Schwella, 1988).

Bryson (1993) argues that strategic planning can help the public sector improve performance, clarify future direction and also deal with rapidly changing circumstances.

The environment of public organizations has changed dramatically in the last 10 years, multiparty politics resulting to more accountability, reduction in government revenues, globalization which has increased competitiveness and the informed public demanding better services. It is difficult to perceive that some of the big successful companies of today will not be around in 20 or 30 years to come. Household names and blue chip companies over the past 10 years have disappeared and the public sector has not been spared either. To succeed in a competitive and dynamic environment, it is vital that organizations and those who work in them understand both the opportunities and challenges that exist and respond to them quickly, positively and effectively. Entities, however large or small that are prepared to respond strategically to change, and take advantage of it, will flourish: those who do not will loose out (Morden, 1999).

1.2. Kenya Amateur Athletic Association

Kenya Amateur Athletics Association (KAAA) was formed in 1951. Its aim is to develop athletics on behalf of the Ministry of Culture and Social services. The KAAA is run by a council which is composed of volunteers elected by affiliates from 8 administrative provinces (i.e. Nairobi, Central, Rift Valley, Western, Nyanza, Coast, Eastern and North Eastern) and 5 institutional provinces. The five institutional provinces are Kenya Communication Sports Organization (KECOSO), Armed Forces, Police, Prisons and Kenya Universities. Through KAAA, Kenya has been able to achieve tremendous results in Athletics its specialty being long distance running. For example Kenya has won the World Cross Country title for 17 years since it inception in 1973 (Nyatome, 2001).

Athletics generate billions of shillings to Kenyan athletes every year through competition, sponsorship by companies for example Nike, Addidas, Eveready etc. Through athletics Kenya image abroad is upgraded, hence promoting tourism which in turn generates much needed foreign currency. This means a large portion of Kenyans depend on Athletics either directly or indirectly for their livelihood. Over the years Kenya's position in Athletics has been severely attacked by other countries especially Ethiopia and Qatar. The former has been taking advantage of the disorganization in Kenyan Athletics whereas the later has been luring young athletes to change their citizenship into Qatar. This has caused a declined in the number of athletes available to compete for this great Land. In addition athletics in Kenya has been faced with a lot of squabbles especially financial management.

1.3. Research Problem

Africa in general, and in particular Kenya, research into strategic planning processes is very limited. A number of studies have been carried out to document strategic planning in Kenya (Shumbusho 1983; Aosa 1992; Karemu 1993; Bett 2003; Chepkwony 2001; Muhoro 2004; Kang'oro 1998; Kiliko 2000;

Njanja 2002). The first six studies provide valuable insights in the issue of strategic planning in private sectors whereas the last three provides valuable insights in public sector. But none of these studies addresses issues of strategic planning in Kenya Amateur Athletics Association.

In his suggestions for further research, Aosa (1992) indicates that an investigation of strategic planning practices in public sector organizations would increase the understanding of strategy processes in organizations in Kenya. Karemu (1993) also suggests the need to research on strategy practices in different sectors of the Kenyan economy.

Kang'oro (1998) suggests that a study of strategy practices be done on organizations in different industries in the public sector. This would provide further insights into strategic planning practices in the public sector.

Muhoro (2004) suggests that a study of strategy development processes should be done on Government owned organizations.

KAAA like any other organization depends on the ever-changing environment it operates in for its survival. KAAA is facing challenges such as the increase in demand of Kenyan athletes by other countries, stiff competition, reduction in sponsorship, uncertain environment and government unwillingness to finance its operations. Organizations respond to changes in their environment by adopting strategic planning and KAAA is expected to turn to strategic planning. Has it done so?

1.4. Objective of the study
This study is being carried out with the following objective;
(a) To determine and document the strategic planning at KAAA.

1.5. Value of the Research

Athletics is one of the strengths of this country, bringing foreign exchange through cash prizes won by the athletes and tourists visiting Kenya due to its fame in athletics. Athletics offers lucrative employment to many Kenyans such as coaches, teams, contractors of athletic facilities, athletes among others. This research will provide an exposition on strategy practices in KAAA and this will lead to a better understanding of the problems muzzling this organization. Research on strategic planning in Kenya is still in its infancy. This study is expected to further stimulate research in this area of strategic planning (Kang'oro, 1998).

The following benefits will accrue from the outcome of this research paper;

i. The findings of this research will enable KAAA become more competitive.

ii. The outcome of this research will enable the policy makers be able to formulate policies to place KAAA more strategically.

iii. Kenya will be able to become more competitive in athletics. This will be reflected by decrease in unemployment, increase in foreign exchange due to cash prizes won by Kenyan athletes also there will be an increase in number of tourists visiting Kenya especially athletes coming to practice in high altitude camps in Eldoret and Nanyuki.

1.6 Scope of the Study

This study will focus only on KAAA. It will have a bias on the analytical aspects of strategy i.e. it will concentrate on the aspects of strategic planning such as mission statement, goals and objectives, competitor analysis, ongoing evaluation, strategy, planning horizons and formality.

1.7   *Structure of the Project*

Chapter One

This gives the background information on the usefulness of strategic planning. It highlights the changing public sector environment that creates a need for strategic management. It also contains the research problem, the objectives of the study, and the value of the research and the scope of the study.

Chapter Two

This chapter reviews the literature on the environment of strategic planning and the impact of the environment on management. It highlights the various aspects of strategic planning detailing the various aspects in strategy development processes in organizations. The usefulness of using strategic planning, and also contained in this chapter is the state of strategic planning in developing countries. This chapter also reviews the literature on public sector organisations (with specific reference to Kenya). It highlights the environment in which these organisations operate, the changes taking place in this environment and the use of strategic planning by public sector organization.

Chapter Three

This chapter details the research methodology for this study. It contains the research design, data collection, and data analysis.

Chapter Four

This chapter contains the data analysis and findings.

Chapter Five

This chapter provides an overall discussion of the results of the study. It contains a summary of the findings of the study, the implications of this study and the limitations of the study. It also contains recommendations for further research.

CHAPTER TWO: LITERATURE REVIEW

2.1. The Concept of Strategy

The history and development of documented strategic thinking can be traced in the 1950's in the U.S.A., when accelerating and cumulating events began to change the boundaries, the structure and the dynamics of the business environment (Muhoro, 2004). Drucker (1954) called this era, an 'age of discontinuity' where firms were increasingly confronted with novel and unexpected challenges which were so far reaching; he addressed the issue of strategy and strategy formulation as an approach to managing organizations. His concern was primarily with identifying the business of an organization. It is worth noting that during this period strategic planning was increasingly adopted and the early writers are very useful.

As the competition intensified as a result of internationalization of business, resources became scarce and technological innovations accelerated the approach to strategy by writers also changed. This is as seen in Mintzberg (1985) definition to strategy as a pattern in a stream of decisions and actions that may be deliberate at times, emergent at other times, mixed and mostly based on management intuitions and creativity. He concludes that formal strategic planning only gave rise to deliberate strategy. Peters (1987) observes that strategic planning needs to be re-discovered, whereby due to acceleration of change in the environment, strategic thinking should be flexible and adaptable, hence be timely in responding to the surprises which could not be anticipated in advance. He argues that a good strategic planning process should be open to debate which emphasis should be proactive, imaginative and risk taking.

Ansoff (1965) views strategy as the common thread in an organization business. He also defines strategy as the product/market scope of an organization. Andrew (1971) asserts that strategy is a pattern of decisions in a company that

determines and reveals its objectives, purposes or goals, produces the principal policies and plans for achieving those goals that define the range of business the company is to pursue, the kind of economic and non-economic contribution it intends to make to its shareholders and employees and communities.

Strategy therefore cannot be static, as Thompson and Strickland (1993) states that the task of strategizing is always an ongoing exercise, partly in response to an ever-changing external environment, partly from managers efforts to create new opportunities and partly from fresh ideas about how to make the strategy work better. They continue to state that everything cannot be planned out in advance and even the best laid plans must be responsive to changing conditions and unforeseen circumstances. Strategy making proceeds on two fronts, one proactively thought in advance, second conceived in response to new developments, special opportunities and experiences with the successes and failures of prior strategic moves approaches and actions.

The underlying concept in strategic planning is strategy. Strategy determines how the enterprise intends to carry out its business during the time horizons to which it is working (Morden, 1999). Mintzberg (1994) defines strategy in terms of 5Ps which are; Perspective, Plan, Pattern, Position and Ploys. Morden (1999) adds two Ps these are; Power and Politics.

An organization's strategy forms a comprehensive plan stating how the organization will achieve its mission and objectives (David, 1986). The purpose of a selected strategy is to take the organization from its present position towards the goals it has identified for itself (Howe, 1993). Various strategies could be pursued but as no organization has unlimited resources strategy decisions will have to eliminate some possible courses of action and allocate organizational resources to others. These strategic choices involve judgments which are often based upon subjective factors. In choosing strategies

management must examine the gap, its nature and whether or not management believes it can be reduced, as this will strongly influence the choice of some alternatives over others. The choice of strategy is made in the context of the decision maker and the decision situation.

Strategy is also defined as a set of decision-making rules or guidance of organizational behaviour. These rules can either be; objectives, business strategy, organizational concept and operating (Ansoff & McDonnell, 1990).

Chandler (1962) define strategy in terms of the long-range goals and objectives of an enterprise, adoption of courses of action and the allocation of resources necessary for carrying out these goals. Quinn (1980) define strategy in term of pattern of objectives, purposes or goals, policies and plans for achieving goals. Strategy is a tool which offers significant help for coping with turbulence confronted by business firms. Therefore, it merits serious attention as a managerial tool, not only for the firm but also for a broad spectrum of social organizations (Ansoff & McDonnell, 1990).

2.2. Strategic Planning

Various definitions have been provided for the term strategic planning.

Strategic planning can be defined as a disciplined effort to produce fundamental decisions and action that shape and guide what an organization is, what it does and why it does it (Bryson, 1993). Some of the components of Strategic planning involves determining a firm's external opportunities and threats, establishing a company mission, setting objectives, developing alternative strategies, analyzing these alternatives and deciding which ones to execute. Strategy implementation requires that a firm establishes goals, devises policies, motivates employees and allocates resources in a manner that will allow formulated strategies to be pursued carefully. Strategy evaluation monitors the results of formulation and implementation activities (David, 1986).

Strategic planning can also be seen as that set of managerial decisions and actions that determines the long run performance of a corporation. It includes strategy formulation, strategy implementation and evaluation and control. The study of strategic planning therefore emphasizes the monitoring and evaluating of environment opportunities and constraints in light of a corporations strengths and weaknesses (Wheelan and Hunger, 1995).

These definitions of strategic planning stress the importance of environmental scanning and organizational assessment for the purpose of formulating, implementing and evaluating strategies to enhance organizational effectiveness and efficiency. Although their idiom is that of the private sector firm, company or corporation, it is clearly evident from the definitions given that the approach could, with the necessary adaptations, be useful for public sector contexts (David, 1986).

Arising from the above definitions, some conclusion can be made regarding the meaning of the broad concept, strategic planning. First, it is quite vivid that strategic planning is a conscious activity that involves the conscious determination of action. Secondly, strategic planning is a futuristic phenomenon. Thirdly, it is an intellectual process. In other words, it is a process that involves basing decisions on purpose, facts and considered estimates.

Strategic planning has evolved over time, Research by Gluck et al (1980) proposes that, as top managers attempt to deal with their changing worlds, strategic planning within a firm evolves through four sequential phases:

Phase 1: Basic financial planning: Seeking better operational control through the meeting of budgets.

Phase 2: Forecast based planning (Long Range planning): Seeking more effective planning for growth and trying to predict the future beyond the next year.

Phase 3: Externally oriented planning (Strategic planning): Seeking increased responsiveness to markets and competition by trying to think strategically.

Phase 4: Strategic management: Seeking to manage all resources to develop competitive advantage and to help create a successful future.

Ansoff & McDonnell (1990) argues that the evolution of systems for general management is in response to the decreasing familiarity of events and the decreasing visibility of the future. In response to increasing turbulence in the environment, systems have been forced to become progressively more responsive and more complex. As the turbulence levels changed, management developed systematic approaches to the handling the increasing unpredictability, novelty and complexity. As the future becomes more complex, novel and less foreseeable, systems become correspondingly more sophisticated, each complementing and enlarging upon the earlier ones.

The evaluation of systems in general management can be grouped into four distinct stages of evolution. Management by (after the fact) control performance included financial planning and systems and procedures manuals and was adequate when change was slow and the future was recurring.

Management by extrapolation included management by objectives, capital budgeting and long range planning and was adequate when change was accelerated, but the future could still be predicted by extrapolation of the past.

Management by anticipation included periodic strategic planning and strategic posture management (this adds capability planning to strategic planning). This was adequate when discontinuities began to appear but change was still slow enough to permit timely anticipation and response.

Management through flexible/rapid response is the currently emerging management system useful under conditions in which many significant challenges develop too rapidly to permit timely anticipation. This includes contingency planning and strategic issue management which is a 'real time"

system that continuously collects information on forthcoming developments either inside or outside the organization which are likely to have an impact on the ability of the enterprise to meet its objectives (Kang'oro, 1998).

2.3. Views on the Strategy Development Process

There are two fundamental dimensions in strategy development; Goal orientation (what) and Process orientation (how). These dimensions result in four views of the strategy development process as outlined by Indenburg (1993).

Rational planning as a form of strategy development is concerned with the development and formulation of achievable objectives. Rational arguments and analytical considerations are the basis for explicitly formulated options or optimal solutions for defined problems. Models of rational planning are based on an assessment of opportunities and threats in the external environment, strengths and weaknesses in the internal environment. The strategic management author who falls in this rational planning view is Ansoff (1990).

Planning as a guided learning process, in the experience of many organizations, the mere formulation of strategic plans is an insufficient guarantee of behavioural change by managers. Their mental modes do not reflect the complexity of the world, as analysed in or during the preparation of strategic plans. The guided learning process approach attempts to introduce these mental models of reality, so that they may be discussed. In this view on the process of strategy development, a common image of reality, a common language and the joint acquisition of new insights is just as important as the definition of exact goals for the desired future. The learning process approach recognizes that it is difficult or impossible to predict the future external and internal environment and that organizations in a competitive situation in which the time factor is often

important must learn quickly. The author on strategic management who primarily fit in this view is Argryis (1985).

The view of logical incrementalism recognizes that the planned implementation of strategy from A to Z is an illusion. Every successful strategy development process has elements of goal orientation and process orientation. The process develops in phases but each following phase builds on the previous phase and has its own internal logic structure follows strategy, but organizational structure also impacts strategy development. Analysis and action are successive steps but ideas often manifest themselves in behaviour. Logical incrementalism recognizes the reality of strategic management comprises steering goals as well as people. Authors supporting this view include Quinn (1980) and Handy (1976).

According to emergent strategy view, it is not possible to develop a perspective of the future and formulate explicit objectives in an unpredictable environment instead, it is necessary to react in a flexible, opportunistic and accidental manner to new, unpredictable developments and 'muddle through." Organisations are regularly overtaken by developments, react in a non-structural manner and learn by their mistakes. Authors supporting this view include Mintzberg (1994).

The four alternative views of strategy development are inter-related and contain truths as reflections of the practical activities of strategic planning. They provide a balanced view of goal and process oriented strategy development and point out the need for corporate planners and managers to understand the analytical and behavioural aspects of strategic management.

2.4. The Strategic Management Process

The strategic management activity is concerned with establishing objectives and goals for the organization and with maintaining a set of relationships between the organization and the environment. This enable organization to pursue its

objectives which are consistent with organizational capabilities, and continue to be responsive to environmental demands. (Ansoff, 1990)

The strategic management process is based upon the belief that key external and internal events and trends should continually be monitored. Organizations should pursue strategies that take advantage of external opportunities, minimise the impact of external threats, capitalize on internal strengths and mitigate internal weaknesses. (David, 1986)

Kiggundu (1989) observes that the strategic management process aims at identifying, articulating or developing the organisation's, uniqueness and wholeness, environmental opportunities and threats, internal strengths and weaknesses, or resource gaps, current values and management philosophy.

The process of strategic management involves strategy formulation, strategy implementation, strategy evaluation and control. In this text will focus on strategy formulation and strategy evaluation and control.

2.4.1. Strategy Formulation

Strategy formulation is the development of long range plans for the effective management of environmental opportunities and threats, in light of the organizations strengths and weaknesses. It includes environmental scanning, defining the corporate mission, specifying achievable objectives, developing strategies and setting policy guidelines (Dess, 1987).

The environment of an organization consists of the external environment and the internal environment. Before an organization can begin to formulate strategy, management must scan the environment in order to identify opportunities, threats, strengths and weaknesses of the organization. To be successful over time, an organization must be in tune with its environment. There must be a strategic fit between what the environment wants and what the organization has

to offer, as well as between what the organization needs and what the environment can provide (Powell, 1992).

The external environment consists of variables outside the organization and not typically within the short run control of management. These variables form the context in which the organization exists. The external environment had two parts: Task environment and societal environment. The task environment includes those elements or groups that directly affect and are affected by the organization major operations. It includes shareholders, government, suppliers, local communities, competitors, customers, creditors, labour unions and special interest groups. The societal environment includes more general forces-those that do not directly touch the short run activities of the organization but that can, and often do influence its long run decisions. These forces include socio-cultural, political-legal and economic forces. Analysis of the external environment provides information used to identify potential opportunities and threats and they devise organizational strategies to deal with it.

The internal environment consists of variables that are within the organization itself but not usually within the short run control of management. These variables form the context in which work is done they include the organizations structure, culture and resources. By analyzing its own internal capabilities an organisation is able to identify its unique strengths and weaknesses. Such an analysis enables the organization determine its capabilities. Research has identified a positive relationship between environmental scanning and profits (Thomas et al, 1993).

2.4.1.1. Mission Statement
A mission statement is an enduring statement of purpose that distinguishes one organization from other and similar organizations (David, 1986). Wheelan and Hunger (1995) define an organizations mission as the purpose of or reason for

the organisation's existence. A well conceived mission statement defines the fundamental unique purpose that sets a company apart and identifies the scope of the organizations operations in terms of the products offered and the markets served. The concept of a corporate mission implies that a common thread should run through an organisation's activities and that orgainsations with such a common thread are better to direct and administer their many activities (Ansoff, 1988).

According to Joyce & Woods (2001) the importance of the mission statement is that it leads to focus and persistence by the organization and these things are generally assumed to be important for organizational achievement, it my also be argued that that mission statements and visions are important for motivating and inspiring managers and employees within an organization.

Bart & Tabone (1998) give traditional reasons why an organization has a mission statement more; focused basis of allocating resources, motivate members throughout the organization and create a balance among competition interests of different stakeholders. An extra reason why organizations should have a mission, is that it is expected of organizations to have it irrespective of whether the organization benefit from it (Joyce & Woods, 2001).

2.4.1.2. Objectives

Objectives are the end results of planned activity. They state what is to be accomplished by when and should be quantified if possible. David (1986) defines objectives as the long-term results that an organization seeks to achieve in pursuing its basic mission. These objectives are vital to an organization success because they provide direction, aid in evaluation, create organizational synergy, reveal priorities allow coordination and are essential for the successful management of organizations. Without a considered, communicated and verifiable set of objectives, positive management of the organization becomes impossible.

2.4.2. Strategy Evaluation and Control

Evaluation and Control is the process by which an organisation's activities and performance results are monitored and actual performance compared with desired results. Although evaluation and control is the final major element of strategic management, it can also pinpoint weaknesses in previously implemented strategies and thus stimulate the entire process to begin again. Wheelan and Hunger (1995) have developed a five-step feedback model with which to evaluate strategy.

First determine what to measure. Second establish standards of performance and tolerance limits of deviations. Thirdly measure actual performance against standards of performance at predetermined times. Fourthly analyze deviations against tolerance limits. Finally take corrective action if performance from desired output outside the tolerance range. Action must not only correct deviation but should also be aimed at preventing future deviation.

2.5. *The Need for Strategic Planning*

Various reasons have been advanced why strategic planning is of vital importance to organizations. Firstly developing, articulating and sustaining the organisation and its mission gives it a sense of purpose, direction and focus so that its internal systems and processes are consistent with the organisation's overall mission and objectives Secondly it enables the organisation to adapt under conditions of externally imposed stress or crisis. All organisations' must grapple with the challenges of the changing environment in which they operate. Strategic planning helps an organisation to adapt and in some cases actively create their environment (Kiggundu, 1989). Thirdly it improves decisions about the future opportunities and threats faced by the organisation.

Fourthly it stimulates the development of appropriate aims which serve as powerful motivators of people (Koontz et al, 1980). Fifthly it enhances communications, coordination and participation in the organisation. Sixthly there are research findings suggesting that organisations using strategic planning are more successful than those that do not use strategic planning. Last but not least strategic planning creates the ability to proactively initiate action and influence the organisational environment (Steiner, 1969).

Interests in strategic planning for public purposes have heightened in recent years for two main reasons. First, political leaders and managers in government, public agencies, non-profit or voluntary organizations and communities face difficult challenges and turbulence. Furthermore the face of change is increasing as the world becomes interconnected and changes can echo unpredictably and often dangerously in other places. Secondly, in spite of the increased difficult of controlling their environment, managers are being held publicly accountable for the performance of their organizations. Managers need management approaches which will help them to manage in this rapidly changing environment.

2.6. *Strategic Planning in Developing Countries*
Unlike in developed countries, literature on the theory and practise of strategic planning in organisations in developing countries is very limited indeed, particularly for the indigenous organisations in both the private and public sectors. Why is this the case? Kiggundu (1989) suggest a number of reasons. Organisations in developing countries often face a highly volatile environment with too many unknowns. Unexpected political changes, debt problems, hyperinflation, staff turnover, and international competition rate. Due to so much environment uncertainty and complexity, managers consider almost any planning or strategic planning responses impossible. This causes a real dilemma because organisations are expected to respond to high environment uncertainty by utilising strategic planning. When environment is especially volatile and

organisations do not use strategic planning to adapt or respond to its changes, they become even more vulnerable to future environmental threats

Critical operating tasks are the basic tasks of the organisation through which it strives to achieve its mission. Managers in developing countries usually engage in crisis management and this result in resources being redirected from strategic planning tasks to solve day-to-day operation problems.

Lack of skills and motivation on the part of senior managers and administrators has also been blamed for their disinterest in the performances of strategic planning tasks. The skills and experience required for strategic planning are especially rare. Problems also exist regarding the selection, placement and utilisation of senior managers. It is not unusual for appointments to be made on the basis of extra organisational considerations. Even when proper criteria for selection have been followed, the appointments may not effectively be utilised as senior managers for example they may be unable to make any significant strategic planning choices. This limitation would obviously affect their motivation as well.

The existence of weak institutions and weak social and physical infrastructure may make it difficult for organisations to utilise strategic planning. Many reasons can explain institutional weaknesses in developing countries. These include preference for strong personalised as opposed to institutionalised leadership, cultural and religious values and practices that emphasise the influence of the past on the present rather than the independent planning of the future: lack of positive reinforcement to planning and strategic management activities for the senior managers and their specialists: lack of adequate technical and administrative supports that are best advanced without rather than with a clear organisation mission. Lack of reliable data or information about strategic aspects

of the environment is not conducive to effective strategic planning of organisations.

There is very little strategic planning research on organisations in developing countries. The lack of basic research limits the possibility of informed decisions about utilization because the potential users would have no useful knowledge upon which to make such decisions.

From the literature review a number of issues stand clear. First from a fundamental perspective, it is clear that strategy is the great work of the organization in situation of life or death (Banerjee, 1999). It is also clear that planning in general and formal planning in particular is an important ingredient of the culture of an organization. Finally, it is clear that strategic planning has both benefits and costs to an organization. But most studies have revealed that the benefits accrued from strategic planning outweighs the costs incurred. In an in-depth study, Ansoff (1990) came to a conclusion that those organizations that undertook their activities on the basis of long-range plans did better than those that did not plan. Steiner (1969) put caution that strategic planning will not guarantee success, but all things considered, managers in most companies will probably be better off with it than without it. To assure this result, it will be necessary to tailor the strategic planning system to the unique characteristics of each organization introducing it.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Introduction

This chapter sets out the various levels carried out in executing the study so as to meet the objective. The main objective for this study was, to determine and document the strategic planning at KAAA

3.2. Research Design

This research was conducted through a case study. This method was chosen because it enables the researcher to probe and obtain an in-depth understanding of a case such as Kenya Amateur Athletic Association (KAAA). This design is valuable for detailed analysis. Young (1960) and Kothari (1990) concur that a case study often provides focused and valuable insights to phenomena that may be vaguely known and less understood.

3.3. Data Collection

In-depth interviews were conducted with Secretary General of KAAA. The Secretary General is the Chief Executive of KAAA hence is more conversant with KAAA than any other member of KAAA due to his position

To verify the information given another interview was conducted with The Public Relation Officer for KAAA. An interview guide questionnaire was administered by the researcher. Questions were issued in advance to help respondents recollect facts, or make reference where necessary. The researcher obtained secondary data and material especially from magazines and journals that have been published. Further material was obtained from the annual reports of the organization.

3.4. Data Analysis

Conceptual and qualitative content analysis was used, due to the kind of data collected. Muhoro (2004) define content analysis as a technique for making inferences by systematically and objectively identifying specified characteristics

of messages and using the approach to relate trends. Case is useful in gaining fresh material in even what was thought to be unknown.

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS

4.1. Introduction

This chapter will cover the research findings and discussions of the study results. The study results were based on the answers from Kenya Amateur Athletic Association Secretary General and Public Relation officer.

4.4.1. Strategic Planning at KAAA

4.4.1.1. Mission and Objectives

KAAA has a mission statement and objectives which are in written form. The objectives are set by KAAA executive members and provincial affiliates members. The mission statement was set through a series of meetings which started with the high level management i.e. the executive committee. The meeting was necessitated by the government requirement for KAAA to provide a document showing the direction the organization intended to take to achieve its main objective of developing athletics on behalf of the Ministry of Culture and Social Services. The executive committee developed the mission statement based on the objective of the Ministry of Culture and Social Services. After the mission statement was developed goals and objectives were set for KAAA. KAAA has both long term and short term objectives. According to respondent, KAAA long term objectives targeted 3 years. These objectives were developed in light of the strategic analysis undertaken hence they are achievable.

The main objectives of KAAA are to develop athletics in Kenya as a sport of choice to the youth, develop athletes to international standards, to participate in all major athletics meetings as tabulated in Table 1.

To develop athletes to international standards KAAA first organizes local events as indicated in Table 2. These events are distributed through out the year, with the season starting from November and ending October the following year.

Table 1; Major Athletics Meetings.

IAAF Permit Cross Country
IAAF Grand Prix II
IAAF World Cross Country
Africa Military Games
All Women Athletics
FISU World Cross Country Championships
IAAF World half Marathon Championships
IAAF Grand Prix I
IAAF Golden League
IAAF Coca Cola World Junior Championship
Commonwealth Games
Olympics
IAAF World Championships

(Source: KAAA Management report)

Secondly KAAA organizes Training Camps, Clinic for Throwers/Jumpers and Specialized Training for track events. These training targets both the coaches and the athletes.

After the development of objectives at corporate level, the district committees were requested to develop their objectives at district level. The objectives developed at this level were supposed to be aligned with the overall organizational objectives.

On the accomplishment of the exercise the management took the initiative of sensitizing the KAAA staff on the objectives through workshops, letters and use of electronic and print media.

Table 2: Local Events

KAAA Cross Country and 15 Km Road Race
The Great Lake National Marathon
KAAA Cross Country and 20 Km Road Race
10 Km New Year Race
KAAA Cross Country and 30 Km Road Race
Great Rift Valley Cross Country
Armed Forces Cross Country Championships
Eldoret Half Marathon
Kenya Police Cross Country Championships
Kenya Prisons Cross Country Championships
Provincial Cross Country Championships
Kenya Universities Cross Country Championships
KECOSO Cross Country Championships
KAAA Weekend Meeting (Held in all provinces at different times)
Armed Forces Athletic Championships
Provincial Athletic Championships
KECOSO Athletic Championships
Kenya Universities Athletics Championships
Mombasa Marathon
Paul Boit Memorial Ekiden
Eldoret 10Km Road Race
Dedan Kimathi Half Marathon
Jamhuri 10 Km Road Race

(*Source: KAAA management report*)

4.1.1.2. Planning

KAAA has been developing plans since 1990's. The plans developed are short and medium term plans form i.e. 0 to one year and one to three years which are in written form. There are three level of planning at KAAA the executive level (highest level), Management Level (middle level) and the District level (lowest level). Types of plans are Event plans, Annual calendar of events, three years

plan and financial plans. Annual Calendar of events (Table 1) which incorporates the events KAAA intends to organize locally and participate internationally. The Calendar runs from November to October every year. The evaluation of the success of the calendar is evaluated quarterly where the success and failures of each event is analyzed and control measures where possible are formulated for the remaining quarters. After the end of the year further evaluation is carried out and control measures put in place to ensure success in the future. These plans are prepared at the management level.

Event plan have a horizon of one month and they are focused on the specific event within the annual calendar. These plans detail out the resources needed for smooth running of a particular event e.g. facilities, finances, athletes, officials. These plans are planned and implemented out at the district level.

Financial plans articulate how KAAA is going to generate and use its financial resources. These plans have a planning horizon of one year and they are prepared at management level.

Three years plan focuses on the strategic direction of KAAA. The main issues covered under this plan are the youth development programmes, athletics development programmes, finances and facilities development.

KAAA athletic performance over the years is tabulated in Table 3 below.

Table 3; KAAA Athletic Performance over the years

Olympics					Commonwealth				
Year	Gold	Silver	Bronze	Total	Year	Gold	Silver	Bronze	Total
1964	0	0	1	1	1958	0	0	2	2
1968	3	4	1	8	1962	2	0	1	3
1972	2	2	2	6	1966	3	0	2	5
1984	1	0	1	2	1974	6	3	4	13
1988	4	2	1	7	1978	3	3	2	8
1992	2	4	2	8	1982	1	1	3	5
1996	1	3	5	8	1990	4	4	0	8
2000	2	3	1	6	1994	5	3	0	8
					1998	7	4	3	13

World Championships					All African Games				
	Gold	Silver	Bronze	Total		Gold	Silver	Bronze	Total
1983	0	0	0	0	1965	6	6	3	15
1987	3	0	0	3	1973	7	7	6	20
1991	4	2	1	3	1978	8	10	1	19
1993	3	2	3	8	1987	12	18	6	36
1995	2	1	3	6	1991	12	12	3	27
1997	3	2	1	6	1995	8	7	1	16
1999	1	4	1	6	1999	5	5	7	17
2001	3	0	0	3					

(Source: KAAA management report)

The performance of KAAA in international arena has been growing over the years although the performance especially in Olympics have been below par as per the table above. The performance in All African Games has been consistent over the years whereas the performance in World Championship has been unfavorable over the years. But that is not the case with Commonwealth games which has shown a consistent improvement over the years.

One of the issues KAAA is addressing to ensure attainment of performance worth its' fame is to make certain positions permanent in the Kenyan team with the technical committee strengthen and given a bigger say in the management of athletes at all levels. KAAA is also focusing on short distances and field events to improve its standings in the world athletics.

Financial performance has been growing over the last 3 years (as shown in Table 4 below) with a projected positive growth over the next three years.

Table 4; KAAA Balance sheet

	KAAA BALANCE SHEET AS AT		
	31st December 2003	31ST December 2002	31st December 2001
	Kshs	Kshs	Kshs
Fixed Assets	30,759,653.00	29,734,430.00	30,398,225.00
Current Assets			
Debtors & Pre-payment	23,517,196.00		141,765.00
Cash & Bank	89,540.00	22,440,450.00	15,763,963.00
	23,606,736.00	**22,440,450.00**	**15,906,628.00**
Current Liabilities			
Grant in Advance			382,161.00
Creditors & Accruals	215,000.00	175,000.00	150,000.00
	215,000.00	**175,000.00**	**532,161.00**
Net Current Assets(Liabilities)	23,391,736.00	22,265,459.00	15,373,467.00
Net Assets	**54,151,389.00**	**51,999,889.00**	**45,771,692.00**
Financed by			
Accumulated Fund	54,151,389.00	51,999,889.00.	45,771,692.00
	54,151,389.00	**51,999,889.00**	**46,771,692.00**

(Source: KAAA management report)

The planning process at KAAA is formal. The planning is characterized by timetables for plan preparations, clearly assigned responsibilities and is handled by the secretariat and the technical sub-committee.

While planning factors such as political and legal developments, general economic trends, competitor's actions, organizational internal resources, social and cultural changes are considered.

4.1.1.3. Strategy

KAAA has strategies for operations which are in written form. The strategies are developed based on the outcome of Kenya participation in major competitions such as Olympics, World Junior Championships, and World Cross Country.

While developing strategies KAAA experienced the following problems;

i.   Lack of qualified manpower

ii.   Most of the officials at KAAA work on voluntary basis hence there is lack of motivation. The other disadvantage of voluntary officials make it hard to set targets for them as they like doing their work at their own pace and time.

iii.   Limited resources e.g. finances, equipment and facilities

iv.   Some of the senior positions are political appointees hence there is lack of commitment to the vision of KAAA due to political alliance.

The executive committee is aware of the role of competitors' plays in formulation of strategies. KAAA frequently collect information on its competitors concerning the strategies they are using. KAAA main competitors are Ethiopia, Qatar, Europe, Uganda, Tanzania, South Africa and Social Responsibilities Activities which seek the same financial resources.

Some of the competitors are using 'luring approach' a situation where the competitor approaches the best athletes in the country and offer them financial incentives for them to change their citizenship, main culprit in this area is Qatar. This a very frustrating approach to KAAA in that they are losing all the investment they have invested in these athletes. To counter this KAAA is appealing to Association of International Athletics Federation to introduce a rule which bar athletes who change citizenship from participating in major competitions for at least three years. The factors KAAA consider important concerning its competitors are competitors strategies, financial strength and marketing approach.

The activity of having a clear analysis of the strategic situation facing KAAA upon which strategic decisions are made by the executive committee, clearly indicate that the management make deliberate efforts to formulate the company's strategies. The executive team plan on the strategic moves and approaches to develop as opposed to survival.

The respondents stated that there are several factors that are considered before a choice of strategy is made. This is necessary to ascertain that strategy chosen addresses the circumstances in which the organization operates. The factors considered includes, athletic equipment & facilities, customers, new & existing competitors, infrastructure, technological changes, government policies financial resources and the availability of able athletes. The crucial factors considered while deciding which strategy to adopt are financial resources, the availability of able athletes and athletic equipment and facilities.

4.1.1.4. SWOT Analysis

KAAA uses SWOT analysis tools to develop its strategies. KAAA executive committee appreciates the importance of analyzing their strengths and weaknesses in light of opportunities and threats. To develop strategies a strategic analysis was undertaken where the external and internal environment of the company were assessed leading to identification of strengths, weaknesses, opportunities and threats of the organization some of which are mentioned below. The current vision and mission statements were developed after the outcome of swot analysis undertaken.

Some of the strength of KAAA as identified by the respondents are;

    i.   Experienced athletes

ii.   Geographical set up of Kenya which combines both hot and cold weather the kind of environment the athletes experiences in different areas they participate in.

iii.   Well work out youth development programmes.

Some of KAAA Weaknesses are;

i.   Lack of professional management team.

ii.   Lack of incentives to sustain good athletes in the country

iii.   Limited financial resources.

Some of KAAA opportunities are;

i.   Growing interest by Kenyan youth to participate in athletics.

ii.   Lucrative contracts offered by sports companies to athletes and athletics organizations.

Some of threats facing KAAA are;

i.   Countries with financial muscles such United States, Qatar, European countries luring Kenyan athletes to change their citizens to these countries.

ii.   Lack of local events for athletes to generate income through participation.

iii.   HIV and AIDS which is taking lives of young and potential athletes.

4.1.1.5. Factors Influencing Strategy Formulation

The respondent indicated that there are various factors that have influenced formality in strategy development process at KAAA. One main factor that was highlighted was the issue of voluntary leadership. This kind of leadership at KAAA necessitates the management not to be wholly responsible for the failure of the organization. Hence to ensure successful implementation of strategic planning at

KAAA fully employed executives will have to be employed so as to be able to measure their performance against the set targets.

Environment was also attributed to be a factor influencing strategy formulation. The respondent described the environment as very turbulent and unpredictable. Government policies were also attributed to be a major factor influencing strategy formulation at KAAA.

The management system at KAAA is participative hence it has a major influence on strategic planning in the organization. The KAAA board is constituted off Executive Chairman, 2 Vice Chairperson, Secretary General, Assistant Secretary, Treasurer, Assistant Treasurer, Public Relation Officer, 2 council members, 2 members, 3 co-opted members and life members' representative.

The nature of KAAA as an arm of ministry of culture and social services also influenced strategy formulation and the executive is pursuing the idea of transforming KAAA into a parastatal so that the level of government interference will be reduced.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter summarises the findings of the study in relation to the objective of the study. It also includes implication of the study, conclusions drawn from the study, recommendations and limitations of the study.

5.1. Summary and Conclusion

The objective of this study was to determine and document the strategic planning at KAAA. The findings of the study indicate that strategic planning exists at KAAA. This is due to the fact that the executive committee deliberately spend time thinking about strategy and plan how to formulate them. The executive committee is also aware of the need to understand the environment they operate in hence they utilize swot analysis to determine their strengths and weaknesses against the opportunities and threats.

KAAA has a written mission statement hence this is a strong indication that strategic planning exists at KAAA. Results also reveal that KAAA has written Objectives. The objectives are set at the top level of management at KAAA.

Planning in KAAA is done formally and there are three level of planning, District Level, Management Level and Executive Level. District level plans have a horizon of 0 to 1 year, Management Level have a planning horizon of one year whereas the Executive plans have a horizon of three years. KAAA does not have long term plans i.e. beyond three years. This means KAAA planning horizon is both short term and medium term.

The problems KAAA experience while developing strategies are; lack of qualified personnel, financial limitations , lack of proper equipment and facilities. The governments have a lot of influence on the type of strategies developed at KAAA. Managers at all levels are involved in the development of strategies hence this create ownership and motivates them to achieve the set targets. The strategies

are documented hence this act as reference to the managers and communicate to employees the role they are suppose to play. This also act as a base of comparing the achievement with the set out targets.

5.2. Implications of this study

The findings of this study indicate that KAAA practice some aspects of strategic planning. It develop mission statement, objectives, strategies and plans, According to the models of the evolution of strategic planning discussed in chapter two. KAAA is at the stage of externally oriented planning (strategic planning), seeking increased responsiveness to markets and competition by trying to think strategically. This means strategic planning is more reactive than proactive.

Due to volunteer nature of management, there is lack of commitment as it is hard to measure the performance due to the fact that there are no incentives to better performance as the case maybe with a salaried management.

5.3. Limitations of this study

One of the limitations is the fact that this was a case study hence there were no other organizations to compare with KAAA due to its unique nature of business. The second limitation was that there are very few similar past studies to compare with.

The third limitation was that the researcher was operating with limited time and resources. In order to get a deeper and a clear picture more resources and time will be needed.

5.4. Recommendations for further research

This study documented the strategic planning at KAAA. It is recommended that similar study be done for other organizations in the same kind of environment e.g. IAAF (International Amateur Athletic Association), Ethiopia Amateur Athletic Association) etc. this will provide valuable insight to strategic planning practices in Athletic Associations.

With ever changing environment on the athletic arena studies can be regularly be conducted to document effects these changes have on strategic planning in KAAA.

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Appendix

Questionnaire

Strategy Processes in Kenya Amateur Athletic Association (KAAA)

I. <u>MISSION AND OBJECTIVES</u>
1. (a). What is KAAA Mission statement?
2. (b. Is it a written statement?   Yes/No
3. (a). Do you have objectives set for KAAA?   Yes/No
   (b). If yes, at what levels are these objectives set?
   (c). Are these objectives in written form?   Yes/No
   (d). Who participates in setting objectives in KAAA?
   _____

   (e). Is everyone in KAAA aware of these objectives?   Yes/No
   (f). How do you communicate these objectives?
   _____

III. <u>PLANNING IN GENERAL</u>

4. (a). What type of plans does KAAA develop?
       i.   Financial   _____
       ii. Other (specify)   _____
   (b). What time periods do these plans cover?
       0-1yr   _____
       1-3yr   _____
       3-5yr   _____
     5yrs and beyond_____
   (c). When were these plans were first developed in KAAA _____
   (d). Are these plans written once they are developed?   Yes/No
5. What characterize your planning process?

6. What factors do you consider when planning?

IV. DEVELOPING THE ORGANISATION'S STRATEGY

7. Has KAAA developed strategies for operations?   Yes/No
8. Please describe the process by which you arrive at decisions regarding
    KAAA strategy (e.g. who participates information inputs, actual
    deliberations. etc.)

    _____

    _____

9. Are KAAA strategies put in writing once they are developed?   Yes/No
10. Do you have strategic plans?   Yes/No
11. If yes are they in written form?
12. Please tell us the problems (if any) that KAAA encounters when
    developing strategies.

    _____

    _____

    _____

13. Who are KAAA competitors?
14. Does KAAA regularly collect information about its competitors?
15. What factors do you consider important regarding your competitors   Yes/No

16. Which tools and techniques do you use to develop strategies for KAAA?

THANK YOU VERY MUCH FOR YOUR CO-OPERATION