

**STRATEGY IMPLEMENTATION AT ST. JOHN'S COMMUNITY
CENTRE – PUMWANI (NAIROBI)**

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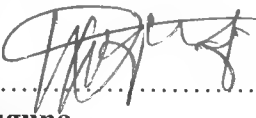
NJUGUNA, PETER GATEI

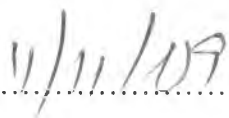
**A management research project submitted in partial fulfillment of the
requirements of the degree of Master of Business Administration, Department
of Business Administration, School of Business, University of Nairobi**

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DECLARATION

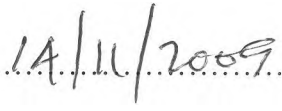
I the undersigned, declare that this is my original work and has not been submitted to any other College, Institution or University other than the University of Nairobi for academic credit.

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This project has been presented for examination with my approval as the appointed Supervisor.

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DEDICATION

The researcher would like to dedicate this research to St. John's Community Centre, the Anglican Church of Kenya, Diocese of Nairobi, since the findings would greatly inform their future strategy implementation for greater impact on poverty alleviation among the vulnerable people.

ACKNOWLEDGEMENTS

The researcher wishes to acknowledge his sincere gratitude to St. John's Community Centre who provided the much needed information to make this research successful. Special gratitude goes to the Chairman, Board of Management, the Deputy Manager, the Community Development Coordinator and the Finance Officer who willingly talked about their experience and role in strategy implementation at St. John's Community Centre and provided important insights on the research findings.

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LIST OF ABBREVIATIONS

BSC	Balanced Scorecard
OVC	Orphans & Vulnerable Children
NGO	Non-Governmental Organisation
SJCC	St. John's Community Centre
SWOT	Strength, Weakness, Opportunities and Threats

ABSTRACT

Strategy formulation and development is the development of long term plans for the effective management of opportunities and threats in light of the organization's strengths and weaknesses. Strategy formulation is a social and political process in which interest groups with conflicting interest and bargaining powers interact. The process must have the blessings of all interested parties and the top management should play a leading role in the exercise. The general objective of this study was to investigate the strategy implementation at SJCC. More specifically, the study sought to: analyze strategy implementation process at SJCC and identify factors that affect strategy implementation at SJCC. Content analysis was used to analyse the qualitative primary data which had been collected by conducting interviews and secondary information from the organization.

The findings from the study suggest that the organization had developed strategies which were geared towards accomplishment of the organizations objectives. Involvement of employees in strategy formulation was the main reason for the faster implementation of strategies. The major challenges faced by the organization in implementing its strategies were cited as; non commitment of donors to commit themselves to support a new strategic plan given the start to its completion including review and supporting its recommendation, donor influence on the strategy direction, or change the strategy mid-stream to suit their focus, Inadequate analysis of progress being made as planned, Financial constraints, Lack of implementation continuity if a staff leaves due to absence of project operational manuals, duplication of activities and reporting over the same activities which calls for effective design of the programmes and donors do not make a commitment for long term strategic plan support.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Bartlett and Ghoshal (1987) noted that in all the companies they studied “the issue was not a poor understanding of environmental forces or inappropriate strategic intent. Without exception, they knew what they had to do; their difficulties lay in how to achieve the necessary changes”. Supporting this, Miller (2002) reports that organizations fail to implement more than 70 percent of their new strategic initiatives. Given the significance of this area, the focus in the field of strategic management has now shifted from the formulation of strategy to its implementation (Hussey, 1998; Lorange, 1998; Wilson, 1994). There are some commonly used models and frameworks such as SWOT analysis, industry structure analysis and generic strategies for researchers and practicing managers in the areas of strategy analysis and formulation in strategic management. By contrast, there is no agreed-upon and dominant framework to support managers in implementation of strategy.

1.1.1 Strategy Implementation

Strategy Implementation is an important component of the strategic planning process. It has been defined as “the process that turns implementation strategies and plans into actions to accomplish objectives” (Pride and Ferrell 2003, p.574). It addresses the who, where, when, and how to carry out strategic implementation process successfully. (Kotler et al. 2001; Kotler et al. 1994). Pride and Ferrell (2003, p. 574) defines strategy implementation as “the process of putting strategies into action”. According to David (2003), both managers and employees should be involved in the implementation decision and adequate communication between all parties is important for successful implementation. Elements that require consideration during the implementation process include annual objectives, policies, resource allocation, management of conflict, organization structure, managing resistance to change, and organizational culture; David (2003). In developing policies during the implementation process, methods, procedures, rules, forms, and administrative practices are established.

According to David (2003), strategies which are implemented within an organization should support the culture associated with the firm. The proposed strategy should preserve, emphasize, and enhance the culture, in accordance with the culture supporting the proposed strategy (David

2003). Conflict management also plays an integral role within the implementation process. According to David (2003); Godiwalla et al. (1997) the human element of strategic implementation plays a key role in successful implementation and involves both managers and employees of the organization. Both parties should directly participate in implementation decisions and communication that plays a key role in ensuring that this occurs (David 2003). Business performance is influenced by this human element of strategic implementation. Through providing performance incentives to employees during the implementation phase, it is suggested by David (2003) that business performance will be positively influenced.

Bartlett and Ghoshal (1987, p. 12) noted that in all the companies they studied “the issue was not a poor understanding of environmental forces or inappropriate strategic intent. Without exception, they knew what they had to do; their difficulties lay in how to achieve the necessary changes”. Supporting this, Miller (2002) reports that organizations fail to implement more than 70 percent of their new strategic initiatives. Given the significance of this area, the focus in the field of strategic management has now shifted from the formulation of strategy to its implementation (Hussey, 1998; Lorange, 1998; Wilson, 1994). There are some commonly used models and frameworks such as SWOT, industry structure analysis and generic strategies for researchers and practicing managers in the areas of strategy analysis and formulation in strategic management. By contrast, there is no agreed-upon and dominant framework in strategy implementation. Concerning this, Alexander (1991, p. 74) has stated that: One key reason why implementation fails is that practicing executives, managers and supervisors do not have practical, yet theoretically sound, models to guide their actions during implementation. Without adequate models, they try to implement strategies without a good understanding of the multiple factors that must be addressed, often simultaneously, to make implementation work.

Noble (1999b, p. 132) has further noted that: There is a significant need for detailed and comprehensive conceptual models related to strategy implementation. To date, implementation research has been fairly fragmented due to a lack of clear models on which to build. In short, a comprehensive implementation framework has yet to be developed in the strategic management field and this project therefore aims to achieve this. The main objectives of this project are to identify and evaluate those factors that play a significant role in strategy implementation, and to propose a framework to explain and better understand complex issues of strategy implementation

that needs to be put in place to achieve the deserved results. A successfully implemented strategy will yield the following benefits to an organisation: proper utilization of resources with financial and human and thus enhance organizational growth, development of efficient systems that will enhance coordination that would guarantee achievement of organizations goal and set targets, increased organizational impact due to improved organizational performance and sustain its competitiveness, the organisation will be able to have a clear focus and direction in its growth path and in the process attract competent and resourceful human resource base. This project will aim to identify necessary factors that need to be in place for effective strategy implementation.

1.1.2 The NGO Sector in Kenya

According to the Kenya NGO Council officials, Kenya is home to about 2,500 registered NGOs. The NGO sector has recently grown rapidly, partly due to a growing pool of skilled workers - a consequence of Kenya's relatively well-educated population and the massive presence of foreign NGOs that has made Kenya their regional operations base. Partnership and subcontracting between foreign and domestic NGOs has also served to increase the professionalism of local organizations.

Kenya's NGO sector is overseen by the NGO Co-ordination Board, a government body set up in 1992, two years after the NGOs Act was signed into law. The work of non-governmental organizations (NGOs) is protecting the environment, helping the sick and needy, preserving arts and culture .It is by nature .unprofitable. Traditionally, NGOs rely on the goodwill and generosity of others to cover the costs of their activities through grants and donations. Today, unfortunately, NGOs find that such traditional funding sources are often insufficient to meet growing needs and rising costs. In addition, restrictions imposed on many grants and donations, along with the uncertainty of these funds over time, make it difficult for NGOs to do long-term planning, improve their services or reach their full potential.

When the costs of an NGO'S core activities exceed the inflow of grants and donations, it is forced to either reduce the quantity and/or quality of its work, or to find new sources of funds to cover the difference. Reaching out to new donors with innovative fund-raising approaches is usually the first step. Redesigning program activities to include cost-recovery components,

whereby the beneficiaries or clients of the NGO pay part of program costs, is a second approach. Due to the challenges facing the NGOs in Kenya, they have been forced to adopt practices previously common with private sector such as developing of strategic plan, competitive hiring of skilled and experienced staff, outsourcing of non-core services and thus NGOs need to effectively implement the strategies to sustain their competitiveness in the sector.

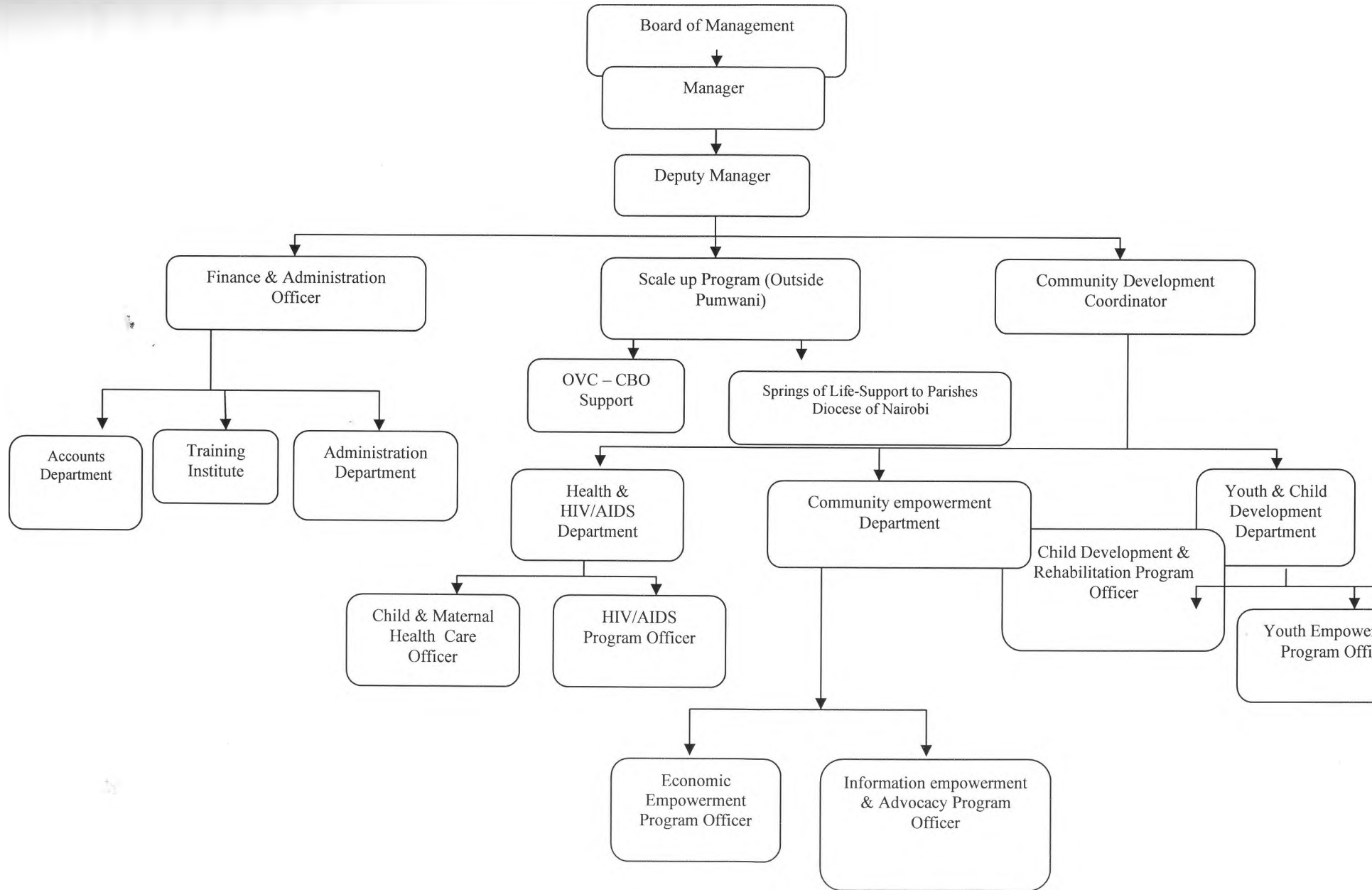
1.1.3 St. John's Community Centre (SJCC)

St Johns Community Center has a rich history spanning 50 years. Church Missionary Society (CMS) started the Center in 1957 with a purpose of providing social welfare and psychological support to the immigrants from the rural areas who had settled in Pumwani area of Nairobi. The Centre is one of the institutions of Anglican Church of Kenya, Nairobi Diocese

SJCC has been a key player in facilitating social development work in Pumwani area since its inception. Over the years, the approaches and scope of social development work has been changing positively in transforming lives through an empowerment approach. Indeed SJCC has transformed itself from a welfare and relief organization to a facilitator of sustainable development beyond Pumwani area. Programming approaches and institutional development have been continuously informed through studies and assessments carried out over the years Waweru (2008) reports that the Centre has developed a wealth of experiences and competencies in facilitating social development work for vulnerable groups over the years. To build on its wide achievements and to meet community expectations, SJCC knew that it has strength not only in its institutional capacities, but also in its networking and collaboration efforts. According to the available literature at SJCC, in the earlier years before 1993, the Centre worked more like a community welfare institution solving immediate problems like distribution of food rations, blankets and other emergency needs. However, there came a need to change strategy to make the people part of the solution to their problems. Since that time, SJCC has developed four strategic plans.

St. John's Community Centre has just completed an evaluation of its current strategy (2004-2008) which shows that only 70% of the strategy was implemented Waweru (2008). SJCC has been developing strategies since 1993. The first strategy was for six years 1993 – 1998, the rest were for five years each that is 1999 – 2003, 2004 – 2008 and the current strategy is for six years 2009 – 2014. At the end of each strategy, an evaluation is carried out by an external consultant. The findings inform the next strategy development process. To implement its current Strategic Plan the Centre has developed the following organizational structure, as shown in the following page.

Figure 1: St. John's Community Centre Organization Structure Source: SJCC Strategic Plan 2009-2014



SJCC Vision is to be a leading Christian Community Centre that significantly contributes to holistic development of vulnerable people, for their attainment of social, economic, and spiritual fulfillment while its Mission is to uplift the spiritual, social, economic and other human conditions of the needy by facilitating them to realize their potentials through enhanced capacity guided by the Christian spirit of 'bearing one another's burden'. The Centre is governed by a Board of Management made up of 15 professionals in various fields who are appointed by the Anglican Church of Kenya – Nairobi Diocese Bishop through the Standing Committee of the Synod. Members of the board comprise of professionals with various expertise essential for the organisation growth and effectiveness such as finance, human resource management, community development, and organizational development. The Pumwani community has a representation in the board including the local administration and the City Council of Nairobi. To enhance board effectiveness five sub-committees on Finance and General Administration, Human Resource Development, Building and Maintenance, OVC Programme and Social Services are operational.

1.2 Research Problem

When the strategic plan is not implemented successfully, a gap is created that makes it difficult to achieve success. Decision makers are often faced with a dilemma when things do not go according to plan. With respect to the strategic plan, their anxiety is often focused around the difficulty in ensuring that the strategic plan becomes a "living plan" rather than a document that gathers dust on the shelf. The organization's strategic plan is expected to be a guiding document for the organization; however, poor implementation of the plan can result in it becoming an ineffective document.

If the organization has a strategic plan that is a visually pleasing document, but does not get implemented, the resulting gap is an issue - not just for senior management, but for all staff in the organization. One reason for this gap could be that the process followed in developing the strategic plan may only have involved senior management in setting the direction and vision for the organization, with the expectation that implementation is a role for the rest of the organization. As a result, what often develops is a situation where there is a lack of buy-in and understanding of the plan by the rest of the staff of the organization. This failure to align the plan

with the front line operating departments in the organization often results in the plan sitting on a shelf gathering dust. Thus, the challenge for senior management is to ensure that the strategic plan becomes a "living plan" for the whole organization, with the plan becoming a guiding document for all levels of the organization, and all employees able to understand how their job connects to the strategic vision and goals. In this way, the results generated by the plan will last, and will position the organization to actualize its strategic vision. When the strategic plan is not implemented successfully, a gap is created that makes it difficult to achieve success.

Pfeffer and Sutton (2006) argues that organizations are often unable to transform existing knowledge into meaningful action, which creates a gap in implementation. One of the main causes they cite for the knowing-doing gap is that organizations come to the belief that if they just talk about doing something, this very action of discussion will magically lead to execution. Also, if an organization does not have any ways to measure business processes, that this will seek to mask problems and, as a result, management will lack direction to act towards improvement. These gaps often arise in organizations that engage in a strategic planning process, acting as a barrier towards achieving results through the strategic plan. Other researchers have carried out research in this area such as Dwallow (2007) on packaging industries in Kenya. A tangible example of the planning versus implementation gap is when the strategic plan is not aligned with the budget process, resulting in key strategic initiatives set out in the plan not being funded. The budget approval process often does not incorporate strategic priority setting as part of the process. Many donors funding the NGOs often keep changing their focus/priority at global level and thus affect strategy implementation of the local partners who were already implementing a strategy.

The changing focus by donors can result in a process whereby additional resources are allocated for service provision without establishing a clear connection with the organizations strategic direction. As well, the budgeting process often doesn't include consideration of the reallocation of resources to reflect changing strategic priorities, nor does it generate the information on which to base such decisions. As a result, a gap is created between the strategic goals/corporate direction set through the strategic planning process and how the funding is allocated through the budgeting process. This study will therefore focus on identifying factors affecting strategy

implementation at St. John's Community Centre and this will greatly inform other Faith Based Organizations working in community development sector. As sighted earlier different authors have given different reasons for low project implementation, but the area is under researched and hence the need to identify key success factors for effective strategy implementation and therefore the following research questions guided this study.

- (i) What are critical factors causing low strategy implementation at St. John's Community Centre (SJCC)?
- (ii) How has the strategy implementation gaps affected the performance of the St. John's Community Centre?
- (iii) What strategies should be taken by St. John's Community Centre in order to improve on strategy implementation process?

1.3 Research Objectives

The study had the following objectives:

- (i) To determine the strategy implementation process at SJCC
- (ii) To identify factors that affect strategy implementation at St. John's Community Centre

1.4 Importance of Study

Traditional strategy implementation concepts overemphasize structural aspects, reducing the whole effort to an organizational exercise. Ideally, an implementation effort is a "no boundaries" set of activities that doesn't concentrate on implications of only one component, such as the organizational structure. Raps (2004) say, when implementing a new strategy, it's dangerous to ignore the other components because strategy implementation requires an integrative point of view. You need to consider not only the organizational structure, but the soft facts as well--the cultural aspects and human resources perspective. Taking into account both the soft and hard facts (like turnover, operating profit, and profitability ratios) ensures that cultural aspects and human resources receive at least the same status as organizational aspects. Altogether, this integrative interpretation allows you to develop implementation activities that are realistic. The study will bring the following benefits:

- 1) It will contribute knowledge in the area of strategy implementation in similar organizations.

- 2) It will assist SJCC to address key factors that leads to low strategy implementation and lead to improved performance within the organisation.
- 3) Results of the study will be of use to Faith based NGO's addressing factors leading to low implementation of strategies
- 4) It will provide information to future scholars and researchers who might need to research on strategy implementation challenges in faith based non-governmental organisations.

1.5 Scope of the Study

The study covered strategy implementation at St. John's Community Centre. The study mainly targeted the gaps that arise in strategy implementation in Faith Based NGO'S; with a case study of St. John's Community Centre. In trying to identify the gaps in strategy implementation, the researcher has systematically assessed the previous strategy document and its evaluation report to identify the success rate and gaps that might have hindered the full implementation of the strategies.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter is concerned with the review of literature related to the study. Literature on the need for organization strategy, strategy formulation and implementation process, competitive strategy implementation barriers, critical success factors to strategy implementation and theoretical framework for strategy implementation.

2.2 Strategy

Thomson and Strickerland (2003) observe that strategies are at ends and these ends concern the purpose and objectives of the organization. They are the things that organizations do, the paths they follow and the decisions they take in order to reach certain points or level of success. Mintzberg and Quinn (1998) identify four interrelated definitions of strategy as a plan, perspective, pattern and position. As a plan, it is some sort of consciously intended course of action, a guideline to deal with a situation. As a pattern it integrates an organization's major goals, policies and actions sequences into a cohesive whole. Strategy as a position becomes a mediating force or match between the organizations and its external and internal environments. Strategy as a position looks outside the organization seeking to locate the organization in the external environment and it in a cohesive position. Strategy as a perspective looks at the organization. In this respect it is a concept and a perspective shared by the members through their intentions and actions.

Mintzberg (1994) portrays strategy as a plan, a direction, a guide or course of action into the future - and as a pattern, that is, consistency in behaviour over time. Most organizations began their strategic planning cycle by updating and revising their business objectives in relation to performance reviews in key areas (such as people, standards and business development), achieved results and development priorities (Storey and Teare, 1991; Teare *et al.*, 1992).

Mintzberg discerns a difference between strategy as a plan and strategy as a pattern, the former being an intended strategy and the latter a realized strategy. Further, he differentiates between intended and realized strategies and, observes deliberate strategies, where previous intentions were realized and emergent strategies, where patterns are developed without conscious effort.

While plans may go unrealized, patterns may appear without preconception and so the distinction between intended strategies and realized strategies is an important one. In fact, what managers say will be the company's action and what really happens is not always the same thing and in this context, realized strategies assume greater importance than intended ones (Costa and Teare, 1995).

Several authors in the field of strategic management have emphasized the need for strategy in positioning an organization in a competitive environment to attain sustainable competitive edge and anticipate change, (Coyne 1986, Hewlett 1999 and Michael porter 2003) Regan 2001) argues that business environment is dynamic, complex and is gradually changing hence need for competitive strategies. McDonalds (1996) is of the view that strategy provides the long-term direction of an organization. In spite of the importance of strategy implementation, the area has not been given much attention by both the practitioners and scholars. Beer et al, (1990) argues that effective implementation is vital to the success of any strategy. Hence, strategies developed by organizations need effective implementation to guarantee results. Noble (1999), makes distinctions between structural and interpersonal process views on strategic implementations. The structural perspectives focus on formal organizational structures and control mechanisms, while the interpersonal process is about understanding issues like strategic consensus, autonomous strategic behavior, diffusion perspectives, leadership and implementation style, communication and other interaction processes.

2.3 The need for organization strategy

The fatal problem with strategy implementation is the de facto success rate of intended strategies. In research studies it is as low as 70%, Judson (1991). Despite this abysmal record, strategy implementation does not seem to be a popular topic at all. Infact, some managers mistake implementation as a strategic afterthought and a pure top-down-approach. Instead, management spends most of its attention on strategy formulation. This can be documented by the focus on strategy formulation in strategic management literature. To resolve this, strategic management should accomplish its very own shift of emphasis by moving from a 90:10 concern with strategy formulation relative to implementation to a minimum 50:50 proportion with each other Grundy, (1998). Strategy implementation is an enigma in many companies. The problem is

illustrated by the unsatisfying low success rate (only 10 to 30 percent) of intended strategies. The primary objectives are somehow dissipated as the strategy moves into implementation and the initial momentum is lost before the expected benefits are realized. This article discusses how a successful implementation is a challenge that demands patience, stamina and energy from the involved managers. The key to success is an integrative view of the implementation process

2.4 Strategy Formulation and Implementation Process

2.4.1 The Need for Strategic Management

Strategic management is the process of determining, evaluating and adapting the aims, or mission, of an organization and the patterns of decisions that guide the achievement of those aims in the long-term. The primary responsibility for strategic management lies with the top management of the organization (Cole, 1993). Strategic management is an ongoing process to develop and revise future-oriented strategies that allow an organization to achieve its objectives, considering its capabilities, constraints, and the environment in which it operates (Mitchell, 2009). It is the set of decisions and actions used to formulate and implement strategies that will provide a competitively superior fit between the organization and its environment so as to achieve organizational goals (Daft, 2009).

The need for strategic management has been necessitated by, among others, the increased expectations of customers for the quality and variety of consumer goods and personal services, the rapid advances of technology and the improvement in world-wide communications systems, leading to better and more timely information prior to decision making by buyers, sellers and middlemen/agents. Strategic thinking has to address such questions as “where do we want to be in 5, 10 or 20 years time? What do we have to achieve in order to get there? What resources are we likely to require? What changes are we likely to have to cope with in our operating environment? How can we gain and/ or retain the competitive advantage over others?”, Cole (1993). Like Napuk (1993) puts it, you need to know where you are going before deciding on how to get there.

Cole (1993) summarizes the kinds of issues which make the assumption that strategic management is about reconciling the often conflicting forces present in the formulation and implementation of strategy, in the development of agreed goals or objectives, in the adoption of a viable structure and in meeting the demands of the external world in the figure below.

Fig. 2: Key Issues in Strategic Management



Source: Cole (1993), "Management Theory and Practice" Pg.103.

2.4.2 SWOT Analysis for Strategy Formulation

A different approach to developing corporate strategy discussed in Cole (1993) is Porter’s five market forces namely: the threat of new entrants, the threat of substitute products, the bargaining power of buyer, the bargaining power of suppliers and rivalry among current competitors, whose interplay in strategy formulation can be well illustrated in the SWOT analysis. This is the appraisal of the organization’s strengths and weaknesses and an evaluation of the environment’s opportunities and threats. Daft (2009) illustrates SWOT as follows: Strengths: positive internal characteristics that the organization can exploit to achieve its strategic performance goals. Weaknesses: Internal characteristics that might inhibit or restrict the organization’s

performance. Opportunities: Characteristics of the external environment that have the potential to help the organization achieve or exceed its strategic goals. Threats: Characteristics of the external environment that may prevent the organization from achieving its strategic goals.

According to Mitchell (2009), this diagnosis includes: (a) performing a situation analysis (analysis of the internal environment of the organization), including identification and evaluation of current mission, strategic objectives, strategies, and results, plus major strengths and weaknesses; (b) analyzing the organization's external environment, including major opportunities and threats; and (c) identifying the major critical issues, which are a small set, typically two to five, of major problems, threats, weaknesses, and/or opportunities that require particularly high priority attention by management.

2.4.3 Strategy Formulation and Implementation Process

It is useful to consider strategy formulation as part of a strategic management process that comprises three phases: diagnosis, formulation, and implementation (Mitchell, 2009). She contends that formulation produces a clear set of recommendations, with supporting justification, that revise as necessary the mission and objectives of the organization, and supply the strategies for accomplishing them. She further asserts that in formulation, we are trying to modify the current objectives and strategies in ways to make the organization more successful. This includes trying to create "sustainable" competitive advantages - although most competitive advantages are eroded steadily by the efforts of competitors. Strategy implementation on the other hand, according to Daft (2009) is the stage of strategic management that involves the use of managerial and organizational tools to direct resources toward achieving strategic outcomes.

Strategy formulation and implementation is the most substantive decision making process, covering four principal stages: formulating priority strategies; negotiating and agreeing action plans; designing and implementing demonstration projects; and Integrating projects and plans into strategic approaches (UN-Habitat, 2001). According to Mitchell (2009), it is important to consider "fits" between resources plus competencies with opportunities, and also fits between risks and expectations. She suggests that there are four primary steps in this phase: reviewing the current key objectives and strategies of the organization, which usually would have been

identified and evaluated as part of the diagnosis; identifying a rich range of strategic alternatives to address the three levels of strategy formulation, including but not limited to dealing with the critical issues; doing a balanced evaluation of advantages and disadvantages of the alternatives relative to their feasibility plus expected effects on the issues and contributions to the success of the organization and deciding on the alternatives that should be implemented or recommended.

2.4.4 Stages of Strategy Formulation and Implementation

The three levels of strategy formulation suggested by Mitchell (2009) are:

2.4.4.1 Formulating Priority Strategies - begins with the further clarification of issues, as experience shows these are never as simple or straight-forward as they initially seem. This clarification, which can be aided by spatial analysis or other through economic and social analysis, provides the firm basis on which the working group proceeds to a review and assessment of strategic options. By bringing together the different views and outlooks of the various stakeholders, the Working Group converges to a consensus on the strategic vision to be pursued.

2.4.4.2 Negotiating and Agreeing Action Plans - is the crucial next step of translating strategies into concrete realities. At this stage, the working group engage in detailed technical work to develop plans of action for implementing the agreed strategies. This requires extensive negotiation, as action plans must be based on clear and specific commitments by individual actors (organizations) to undertake specific actions at agreed times and with the application of agreed financial and other resources. This is often the most difficult stage of the process, but action plans developed in this way are much more likely to be implemented - and successfully - than traditional single-sector top-down implementation plans.

2.4.4.3 Designing and Implementing Demonstration Projects- is a key task for working group, one which should be undertaken as early as possible in the process. These are small-scale, usually local-oriented capital investment or technical assistance projects, which are designed to demonstrate a new approach. Being small, they can be developed and implemented fairly rapidly, especially if given fast track priority. They provide the opportunity for testing in practice

some of the ideas coming out of the working group, and they are especially valuable as a way of stimulating stakeholder participation and commitment, as well as showing visible results.

2.4.4.4 Integrating Project and Plans into Strategic Approaches - is a stage which is often neglected, but is in fact important for two reasons. First, it brings together various strands of the work of the working group and generates awareness and wider understanding. Second, when the well-developed strategies and action plans, and their demonstration-project results, are discussed and agreed, this will help to integrate them into local government executive and/or legislative resolutions and budgets, thus become officially rooted in the governmental apparatus. Bryson (2004) suggests that one should develop implementation strategy documents and action plans to guide implementation and focus attention on necessary decisions, actions, and responsible parties. Consistent with Mitchell's (2009) position, he argues that action plans outlines: specific expected results, objectives and milestones; roles and responsibilities of implementation bodies, teams and individuals. In implementing strategies and plans successfully, he argues that the process involves specific action steps, schedules, resource requirements and sources, a communication process and accountability process and procedures.

Pearce and Robinson (2007) argues that, to ensure success of the strategy implementation, the strategy must be translated into carefully implemented action, this is because the firm strategy is implemented in a changing environment and therefore the need for strategic control during the implementation. They further argue that: effective organizational leadership and consistently a strong organization continue referring issues and behaviour best suited to the organizations mission are two central ingredients in enabling successful execution of a firm's strategies and objectives.

2.5 Strategy implementation barriers

The survival and growth of organizations will certainly depend on their ability to conceive competitive strategies and their eventual implementation. Beer and Eistenstat (2002) support this perspective and states organizations must be open about barriers and their underlying causes. Some barriers cited by some scholars are as follows: Reed and Buckley (1988) lack of a fit between strategy and structure, excessive use of budgets, inappropriate management skills to

drive strategy and poor identification of targets and coordination. Neely (1999) and Marginson (2002) also mentions cost minimization as opposed to value maximization as a barrier to strategy implementation. Strategy implementation is inextricably connected with organizational change. All organizations resist change and try to maintain the status quo, sometimes even if it yields unsatisfactory results. To translate planned intervention activities into actions that bring desired organizational outcomes requires incorporating numerous variables: individual behavior, social factors, organizational arrangements, physical settings, and technology. Changing one organizational element has a ripple effect that impacts other parts of your organization, which in turn have their own ripple effects, and so on. Changing only one or two things seldom brings any significant overall organizational change. There are no "magic bullets" that would change the entire organization. To redirect your organization, you must address many overlapping and related issues, and the resulting impression of needing to change "everything at once" can be overwhelming.

Alghambi (1998) argues that, failure to keep time, poor coordination, and distraction from competing activities, tasks not well defined and inadequate information systems to support strategy implementation as barriers. Beer and Eisenstat(2002) identifies six killers to strategy implementation as : top down approach, unclear strategy and conflicting priorities, ineffective top management, poor vertical communication, weak coordination and inadequate down the line leadership skills. Sterling (2003) identifies barriers to strategy implementation as: unanticipated market changes, effective competitor response to strategy, insufficient resources, failures of buy-in, understanding and communication by those who are supposed to implement , strategy not being timely and unique, lack of strategic focus and poorly conceived strategies. With different authors citing different barriers to strategy implementation; it indicates need for more studies

2.6 Critical success factors to strategy implementation

Successful implementation of a strategy is as critical and difficult as the strategic choice. It needs consideration of the resources to be used, human resources requirements, the structure systems and other changes. Competency in implementation and the ability to put ideas into actions can be an organization's source of competitive advantage. An alteration of existing procedures of policies is usually unavoidable during strategy implementation. It also requires a shift in

responsibility from strategist to divisional and functional managers to ensure effective implementation. Those actively involved in the strategy implementation should also be actively involved in the strategy formulation to ensure ownership of the process. Implementations of strategic change as a reaction to the influences of external changes, or in anticipation of such changes, very often fail in the operational practice.

Figure 3: Outcomes of Strategy Formulation and Implementation

	Well Formulated Strategy	Poorly Formulated Strategy
Well implemented Strategy	SUCCESS	ROULETTE
Poorly Implemented Strategy	TROUBLE	FAILURE

Source: Abbass F. Alkhalafaji, PhD (2003), “Strategic Management Formulation, Implementation, and Control in a Dynamic Environment” pg 192

Lynch (2000), argues that programmes for implementation of strategy may vary depending on the degree of uncertainty in predicting changes in the environment and size of the strategic change required. Comprehensive implementation programs are employed where the organization has made a clear-cut, major change in strategic direction. Incremental implementation programmes may be used where there are conditions of great uncertainty, for example rapidly changing markets or the unknown results of research and development. Selective implementation programmes may be used where neither of the above represents the optimal way forward. Pearce and Robinson (1999) states that, once the strategy has been designed, managers focus on six components to ensure effective execution; structure, systems, shared values (culture), skills, style and staff. The structure of a company requires making activities and organizational units that are critical to the strategy being implemented thus uniting the main building blocks in the organizational structure Thompson and Strickland (2003).

Raps (2005) identifies ten critical factors for a successful strategy implementation as : commitment of top management, involvement of middle level managers right from formulation,

effective communication , integrative view to implementation , clear assignments and responsibilities , have preventive measures to reduce resistance to change, team approach, respect of individuals different characters, use of supportive instruments i.e. balanced score card and have buffer time for unexpected incidents

Sterling(2003) suggested critical factors supported by CEO's and researchers as: alignment of structure and capabilities and strategy, consideration of competitors reaction to the strategy, involvement of managers right from strategy formulation, consistent and persistent communication , action planning and budgeting and alignment of information systems with strategy. With scholars listing different critical success factors, it indicates the need for further research hence the need for the study

2.6.1 Culture

Each organization possesses its own culture that is, system of shared beliefs and values. The corporate culture creates and, in turn, is created by the quality of the internal environment; consequently, culture determines the extent of cooperation, degree of dedication, and depth of strategic thinking within an organization. An important element in this context is the motivation of the employees, which determines the potential and force for a significant change within the corporation's system. Before change can occur, the organization and its cultural values have to be "unfrozen" to understand why dramatic change is even necessary. While the need for change may be apparent to the top executives, it isn't always obvious to the rest of the organization.

Top management's principal challenge in the cultural context is to set the culture's tone, pace, and character--to see that it's conducive to the strategic changes that the executives are charged with implementing. When implementing strategy, the most important facet is top management's commitment to the strategic direction itself. In fact, this commitment is a prerequisite for strategy implementation, so top managers have to show their dedication to the effort. At the same time, this shows a positive sign for all affected employees.

To implement strategy successfully, senior executives must not assume that lower-level managers have the same perceptions of the strategic plan and its implementation, its underlying rationale, and its urgency. Instead, they must assume they don't, so the executives must persuade employees of the validity of their ideas.

2.6.2 Organization Structure

You should consider two aspects of your organization--its structure and its decision-flow processes. Structure deploys accountabilities so that the organisation can achieve its goals and objectives and, ultimately, its mission. The enterprise's mission and goals are the general and specific accountabilities of top management. The goals then are subdivided into objectives that are delegated to the next level of executive management. In effect, a strategy defines both the firm's direction and top management's job. Decision-flow processes, however, are the vehicles companies use to integrate results into coherent patterns for developing, implementing, and controlling decision making. Research studies indicate that less than 5% of the typical workforce comprehends their organization's strategy. Without understanding the general course of strategy, employees can't contribute to an effective implementation. What's necessary to help reach this goal is a higher degree of transparency in the decision-making process.

One reason strategy implementation processes frequently result in problems or even fail is that the assignments of responsibilities are unclear. Who's responsible for what? To add to this problem, responsibilities are diffused through numerous organizational units that tend to think in only their own department structures. That's why cross-functional relations are critical to an implementation effort. Bureaucracy makes this situation even more challenging and can make the whole implementation a disaster. To avoid power struggles between departments and within hierarchies, you should create a plan with clear assignments of responsibilities regarding detailed implementation activities. Through this approach, responsibilities become evident, and you can avoid potential problems before they arise.

2.6.3 People

Human resources represent a valuable intangible asset, and recent research indicates that it is progressively becoming the key success factor within strategy implementation projects. In the past, one of the major reasons why strategy implementation efforts failed was that people were conspicuously absent from strategic planning. This just doesn't work. Employees have to be considered part of strategy implementation in general. Implementing strategic change requires the confidence, cooperation, and competencies of the organization's technical and managerial

people, so the continual development of a company's vital asset--human resources--is a very high priority.

Another priority is managing change. It's a great challenge to deal with potential barriers to change because implementation efforts often fail when you underestimate these barriers. Experience shows that barriers against the implementation of the strategy can lead to a complete breakdown of the strategy. These barriers are psychological issues, ranging from delay to outright rejection, and companies need to pay more attention to them. After all, strategy implementation consists mostly of psychological aspects, so by changing the way employees view and practice strategy implementation, senior executives can effectively transform change barriers into gateways for a successful execution. Since change is part of the daily life within an organization, you need to emphasize communication regarding the changes to push the implementation process forward. One problem: The required communication with employees about the strategy implementation is frequently delayed until the changes have already crystallized. My recommendation? Focus on two-way communication because it solicits questions from employees. In addition, communication should cover the reasons employees are performing new requirements, tasks, and activities because of the strategic implementation.

This type of communication about organizational developments should take place both during and after an organizational change. It's essential to communicate information to all levels, and don't forget that the way you present a change to employees greatly influences their acceptance of it. To deal with this critical situation, you must develop an integrated communications plan. Such a plan is an effective vehicle for focusing employees' attention on the value of the selected strategy. Figure 2 illustrates a communications plan that will market the implementation in such a way as to create and maintain acceptance. It's indeed a big challenge to communicate this plan effectively and in a way that everybody understands it.

Beyond change management and communication, you have to consider the behavior of individual employees. Individual personality differences often determine and influence implementation, and different personality types require different management styles. For the purpose of strategy implementation, you should create a fit between the intended strategy and the

specific personality profile of the implementation's key players in the various departments of the organization. Next is teamwork. Teamwork plays an important role within the process of strategy implementation. When it comes down to implementation activities, however, this is often forgotten, even though it's indisputable that teams can play an important part in promoting strategy implementation in an organization.

To build effective, cohesive teams within strategy implementation, you should consider using the Myers-Briggs typology, which has proved to be a useful tool in determining personality differences. Recognizing different personality types and learning how to manage them effectively is a skill that you can learn. In fact, more than one million Myers-Briggs Type Indicators (MBTI[™]) surveys are performed each year in corporate settings for team building and management development. More than any other field of activity, implementation is the area that benefits most from a trained and personality-sensitive management team. To generate acceptance for the implementation, middle level managers must help formulate the strategy. More often than not, however, middle managers and supervisors have important and fertile knowledge that is seldom tapped in strategy formulation. As long as these managers are a part of the strategy process, they will be more motivated because they see themselves as an important part within the process and you need to make sure that this happens to ensure success in strategy implementation.

As a result of involving managers and supervisors, you can increase your chances for a smooth, targeted, and accepted strategy implementation. That's why involving employees is an important milestone to making strategy everyone's everyday job. Without understanding the general course of strategy, employees can't contribute to an effective strategy implementation. That's exactly why the involvement of middle managers seems to be appropriate--to increase the general strategic awareness. At the same time, it promotes an integrative understanding of the strategic direction and helps to accomplish a strategic consensus.

2.6.4 Control systems and Instruments

An essential question for managers is how to assess performance during and after the implementation. This assessment or control function is a key aspect of the implementation processes. In order to provide top management with reasonable assurance that strategic

initiatives can be executed and are, indeed, being implemented as intended, a control system is required to develop and provide the necessary information. Such a control system focuses on critical issues. For example, one of the most critical points within strategy implementation processes is time restrictions. The problem? Many executives underestimate the amount of time needed and don't have a clearly focused view of the complexities involved when implementing strategies. Basically, it's difficult enough to identify the necessary implementation steps and even more difficult to estimate an appropriate time frame, so you have to determine the time-intense activities and harmonize them with the time capacity. One way to figure this out is through fine-tuning with the affected divisions and the managers responsible for them. In addition to the probable time frame, you should calculate an extra buffer for unexpected incidents.

To facilitate the implementation in general, you should use tools to support the processes adequately. Two implementation instruments help here: the balanced scorecard (BSC) and supportive software solutions. A popular and prevalent management system, the BSC considers financial as well as non financial measures to translate organizations strategic objectives into a coherent set of performance measures. When it comes to meeting the criteria of a strategy-implementation instrument, it's an excellent fit. The individual character of each balanced scorecard ensures that the organizations strategic objectives are linked to adequate operative measures. As a consequence, it provides even more than a controlling instrument for the implementation process--it offers a comprehensive management system that supports the steering of the process. A strategic planning system can't achieve its full potential until it's integrated with other control systems like budgets, information, and reward systems. The balanced scorecard provides a frame to integrate the pieces of the strategic planning initiative and meets the requirements that the strategic planning system itself can display.

In the context of implementing strategies, companies neglect software solutions. IT support is becoming more and more important because information tools must be available and adequate to allow strategic decision makers to monitor progress toward strategic goals and objectives, track actual performance, pinpoint accountability, and--most important--provide an early warning of any need to adjust or reformulate the strategy. Unfortunately, this seems to be limited to enterprise resource planning (ERP) systems, which are prevalent in the operating environment of a company's day-to-day business. The strategy implementation perspective demands systems

with criteria different from those of conventional systems. How well the system can monitor and track the implementation process should be the center of interest. In the past, implementation-related activities were tracked manually or launched on an ad hoc basis so that there was a lack in mandatory installed business processes. The supportive application of adequate software solutions can be more than helpful to improve the quality of strategy implementation. In addition, a software solution is a starting point to define clear assignments of responsibilities throughout the organization's implementation processes. The advantage is that the responsibilities can be defined within a software solution and the responsible managers have to commit themselves to specific goals. Basically, this is an excellent approach to track the progress of the implementation and the individual managers' achievement of objectives.

2.7 Theoretical framework for strategy implementation

Alexander (1991) noted that one key reason why implementation fails is that practicing executives, managers and supervisors do not have practical, yet theoretically sound, models to guide their actions during implementation. Without adequate models, they try to implement strategies without a good understanding of the multiple factors that must be addressed, often simultaneously, to make implementation work. This was further supported by Nobble (1999) who noted that there is a significant need for detailed and comprehensive conceptual models related to strategy implementation. To date, implementation research has been fairly fragmented due to a lack of clear models on which to build on. Conclusively, implementation framework is yet to be developed. This further indicate the knowledge gap in the field and hence the need for this study. We do acknowledge previous attempts by scholars to design implementation framework such as Waterman et al (1980), Stonich (1982), Alexander (1991), Judson (1995), Miller and Dess (1996) and Thomson and Strickland (1999) among other scholars. Whereas there are similarities on factors necessary for effective strategy implementation there are differences in meanings and number of critical factors. Out of this study we intend to finally formulate an implementation framework for Faith Based organization with a case study of St. John's Community Centre which probably may apply also to other similar organizations.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research design, data collection and the techniques for data analysis that were used.

3.2 Research Design

The study was modeled on a case study design. Kothari (1990) defines a case study as a powerful form of qualitative analysis and involves careful and complete observation of a social unit, be it a person, family, cultural group or an entire community and/or institution. The study focused on strategy implementation gaps at St. John's Community Centre – Pumwani (Nairobi). The results are expected to provide an insight in understanding how Faith Based Organizations (NGOs) should prepare themselves to successfully implement strategic plans in order to achieve their objectives and create the expected impact in their focus area.

The researcher held in-depth interviews with three members of the management team and the Chairman of the Board of Management who were considered as the key informants for this research.

3.3 Data Collection

The study used both primary and secondary data, these were collected through a face to face interview with the researcher. An interview guide was used to collect data on strategy implementation gaps at St. John's Community Centre – Pumwani (Nairobi). The respondents consisted of 3 members of management team and the Chairman of Board of Management of St. John's Community Centre – Pumwani (Nairobi). These respondents are involved in formulation and implementation of organization's strategies. The Board is involved in overseeing the implementation of policy issues which include strategy implementation. The management team comprised of the Deputy Manager, Community Development Coordinator and the Finance Officer. Secondary data was collected from organization's documents such as annual reports, strategic plan and end term evaluation.

3.4 Data Analysis

The data collected was qualitatively analyzed by use of content analysis techniques.

The information was analyzed and evaluated to determine their usefulness, consistency, credibility and adequacy. The content analysis technique was used because it assists in making inferences by systematically and objectively identifying specific messages and then relating them with their occurrence trends. Similar studies in the past like those done by Armule (2003) and Kandie (2001) used this technique of content analysis to analyse data collected from a case study.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1: Introduction

The research objective was to establish strategy implementation process at SJCC. This chapter presents the analysis and findings with regard to the objective and discussion of the same.

4.2: Interviewees Description

The interviewees consisted of Chairman, Board of Management, Deputy Manager, Community Development Coordinator and Finance Officer. All interviewees have had experience on strategy formulation as the interviewees have worked in the organization for more than four years. The level of education helps an individual to carry out its tasks without much supervision and this is an asset to SJCC as the interviewees level of education was secondary level and above.

4.3 Strategy implementation process of SJCC

4.3.1 Role played by the interviewees in the Project Change implementation process

It was established that SJCC has a strategic plan which currently runs from 2009 to 2014. This will enable the organization to know in advance what they should achieve in certain duration and enables it to budget and have all the necessary materials in place. Regarding whether there has been any strategic changes that have occurred in SJCC in the last 5 years, a majority of the interviewees (93%) were of the opinion that there are many changes that have taken place which includes; Increased focus on community empowerment, New focus areas – working outside our traditional area especially with the new OVC – Small Community Initiative Project and the Springs of Life Program. SJCC is working in five different regions in Kenya that is Western Province, South Nyanza region, Eastern Province, Central Province and Rift Valley Province, SJCC finances CBOs to implement activities unlike before when they would look for funds and implement activities within Pumwani only. New programmes have been introduced to mobilize the parishes within the Diocese of Nairobi on church mobilization which was not there before. Introduction of the Self Help Group Approach (SHG) which replaced the credit groups replicates new strategic direction. The new approach has more empowering approach unlike the previous one which relied on SJCC more. The new approach gives the group members more authority

since all the funds are their own. New satellite community offices have been established these are; The Kamukunji Paralegal Network and Kamukunji Human Rights Defenders. All these new initiatives in return has increased the community participation in community development activities and created employment opportunity.

4.3.2 Organization strategy procedure being clear and concise

All interviewees confirmed that SJCC's strategy is clear and concise and therefore they can read and understand what is expected of them by themselves since all the organization employees were involved in strategy formulation and therefore there would be no sabotage from junior employees that they were not involved in the formulation. However for effective and up to date strategies the interviewees were of the opinion that; Annual reporting should be done along the strategy document as opposed to aligning it to operation plan, there should be continuous feedback to the board on the strategy implementation every time the board of management meet. This will enable the board of management to keep abreast with any issues that might emerge and recommend correcting measures before any damage is done and continuous internal review should be done annually instead of waiting until when an external consultant is invited to come and review it.

4.3.3 Framework to monitor strategy implementation at SJCC

The researcher found out the existence of a framework to monitor strategy implementation. This entails developing the strategy using the logical framework model that highlights goals, objectives, purpose and activities. This forms the basis for checking progress and indicators are also highlighted at each level. In addition each project develops annual monitoring frameworks that highlight the objectives, indicators, type of data to be collected, method of data collection and when the data will be collected, who will use the report and how the data will be analyzed.

4.3.4: Frequency of feedback on strategy implementation communicated to the implementer

The organization needs determines the frequency of strategy communication to the implementer and this may have prompted the organization to be reporting on monthly as well as quarterly, bi-annual and annual reports on progress. The reports ensure that the organization is on track to

achieving its objectives as they can deal with any challenge on the way which may affect the attainment of its objectives.

4.3.5: Factors influencing the pace of implementation of change at St. John's Community Centre

The pace at which change was implemented was slow and this may influence the desired result which was expected to be achieved by a certain time and therefore the organization needs to put in place all factors in order to increase the pace at which change takes place. The various factors which the interviewees cited as slowing the pace of implementation were; financial constraints and dependence on donor funds slow down implementation of change, undocumented plans for change hence some issues may go unaddressed and Staff appraisal not done frequently to assess capacity gaps that need to be filled.

4.3.6: Clients concern taken into consideration

The clients of an organization are an important asset which should be taken care of and its interest considered adequately. SJCC involved its key stakeholders through their representatives during strategy formulation and implementation. Apart from that, other methods of articulating the client's needs were employed for example use of various forums like meetings, workshops, open air campaigns, and door-to-door visits to collect community views for incorporation in strategy formulation. The Participatory Urban Appraisal (PUA) was also very instrumental in assessing the client's priorities during these processes.

4.3.7: How the resources for strategy implementation were availed

Strategy implementation requires availing of all the necessary resources which includes the monetary and non monetary resources for it to succeed. As SJCC is a non profit making organization it does not engage itself in any income generating activity outside what is mandated and therefore they depend mostly on donors for them to get any monetary resources. At SJCC there was no specific allocation for the strategy, proposals were developed based on donor requirements and specification, budget was committed on annually basis and reduced by donors to fit what they have.

4.4: Strategy Implementation challenges

4.4.1 Challenges encountered in the process of strategy implementation

The organizations face numerous challenges in day to day running of its activities but these does not deter them from ensuring that they succeed in what they had desired to achieve within a stipulated period some of the challenges included: inadequate analysis of progress being made as planned, financial constraints, changing donor requirements, lack of implementation continuity if a staff leaves due to absence of project operational manuals and taking on other projects outside the strategy due to availability of donor funds and thus some aspects of the strategy are left unattended. Despite the challenges posed by these factors the organization desire and commitment to ensure that they achieve most of the targets has been made possible by unrelenting staff.

4.4.2: Management reaction to implementation challenges that exist at St. John's Community centre

The success of an organization will depend with how they will deal with the challenges which they have encountered during the implementation of its strategies. Whenever evaluations recommend certain actions to be taken, the management does so. For example they have revised their operations manuals, programs have been requested to develop their project operational manuals as well, participating in brainstorming sessions to advice the management on how to deal with the strategy challenges, participating in raising funds through negotiation with donors to fill the gap, allocating funds for staff capacity building to address capacity gaps, ensuring qualified and competent staff with the relevant skills are recruited, development and review of the human resource manual to address staff matters, allocating funds in the budget to purchase equipment that would help in dealing with the implementation gap, reviewing of job profiles and allocation. This enables the management to allocate staff work according to the competencies.

4.4.3: To rate the level of management/ in strategy implementation

The management commitment to ensure that strategies are implemented in the organization was key to the whole organization, as a committed organization stands while non committed organization will fall. The level of S.I.CC management was medium and these were attributed to implementation of projects drawn from the strategy and have a regular external evaluation which

gives the organization feedback on their progress. However, the organization has areas to improve on such as internal M & E systems, ensuring that implementation processes are adequately documented to inform Implementers. It has also local resource mobilization and program analysis which is adequately done. Another gap is inadequate staff capacity assessment in order to adequately acknowledge staffing needs.

4.4.4: Extent the employees were committed to strategy implementation process

The organization employees are the ones who carry out the task of implementing the approved strategies of the organization and therefore their commitment to ensuring that the strategies approved succeed depends on whether the employees were involved when designing the strategies. The findings from the interviewees indicated that the staff were highly committed to the process given the quality of ideas and strategies they came up with for the various programmes. This confirms that the staff were involved in strategy formulation. The employees were also positive about their previous shortcomings which had been presented in the impact evaluation and were determined to overcome the challenges and forging new and improved strategies for the upcoming Strategic Plan.

4.4.5: Some of the main objectives of strategy implementation

Strategy formulation and implementation of an organization should be designed to achieve some objectives which has been lacking or the organization needs to develop in order to remain competitive. Some of the main objectives which drove SJCC to developing the new strategies are; Economic strengthening, Community participation and empowerment (spiritual, intellectual, economic and social), poverty alleviation, minimizing human rights violations, capacity building to address problems effectively and Skills provision.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

In summary, the study shows that the organization has a strategic plan which they considered extremely important since it outlines the organizations objectives, targets, means of achievements and responsibilities. The organization communicates its strategic plans to the implementer on monthly as well as quarterly, bi-annual and annual reports on progress. This assists the organization to amend the plan where it needs to be and also gives the organization a chance to know whether they are still within the implementation schedule. The shorter period is preferred to enable them determine areas where targets are not being met and make the necessary adjustments.

The organization strategy is clear and concise and therefore employees can read on their own and understand what is expected of them and work towards achieving the organization objectives. All employees were involved in strategy formulation in the organization and thus they are part and parcel and therefore they would all want to see that the strategy is successful. However the interviewees were of the opinion that annual reporting should be done along the strategy document as opposed to aligning it to operation plan and there should be continuous feedback to the board on the strategy implementation every time the board of management meets so that they can approve any changes to be done in time.

The interviewees unanimously agreed that there exist a framework to monitor strategy implementation in the organization. Each project develops annual monitoring frameworks that highlight the objectives, indicators, type of data to be collected, method of data collection and when the data will be collected, who will use the report and how the data will be analyzed. The pace at which the strategy was implemented was slow and the greatest impediment highlighted by the interviewees was financial constraints and dependence on donor funds, undocumented

plans for change hence some issues may go unaddressed and Staff appraisal not done frequently to assess capacity gaps that need to be filled.

It was noted that clients concern was taken into consideration when developing the strategies to be implemented and these would assist the organization to come up with strategies that takes interest of all concerned parties. The client's views were taken through; various forums like meetings and workshops, issue based public campaigns, door-to-door visits and the participatory urban appraisal (PUA). The resources needed to ensure that the strategies formulated are implemented on schedule were availed as requested but there were some challenges as there is no specific allocation of resources to specific strategy, proposals developed based on donor requirements and specification and budget being committed on annually basis and reduced by donors to fit their (donors) budgets.

There were several challenges encountered by the organization. These include, inadequate analysis of progress being made as planned, financial constraints, changing donor requirements, lack of implementation continuity if a staff leaves due to absence of project operational manuals and taking on other projects outside the strategy due to availability of donor funds and thus some aspects of the strategy are left unattended to. Despite these challenges the organization is determined to achieve its objectives. It was apparent that the management of the organization have reacted to the recommendations of the evaluators by; revising operations manuals, programs requested to develop their project operational manuals as well, participating in brainstorming sessions to advice the management on how to deal with the strategy challenges, participating in raising funds through negotiation with donors to fill the gap, allocating funds for staff capacity building to address capacity gaps, ensuring qualified and competent staff with the relevant skills are recruited, development and review of the human resource manual to address staff matters, allocating funds in the budget to purchase equipment that would help in dealing with the implementation gap and reviewing of job profiles and allocation.

The management of the organization commitment to strategy implementation was rated as medium these were attributed to implementation of projects drawn from the strategy and have a regular external evaluation which gives the organization feedback on their progress. The

employees of the organization were committed to the implementation process given by the quality of ideas and strategies they came up with for the various programmes. The organization strategy formulation and implementation was meant to fill the gaps which have been lacking in the organization before such as; economic strengthening, community participation and empowerment (spiritual, intellectual, economic, social), poverty alleviation, minimizing human rights violations, capacity building to address problems effectively and skills provision.

5.2 Conclusions

From the research findings and the responses to the research questions, the following conclusions were made about the study.

5.2.1 Strategy implementation process at SJCC

Strategy formulation and implementation is very vital for the functioning of any organization. From the findings, it was established that strategy formulation follows a defined process and involves organizations employees, management and community representatives. SJCC has an effective and independent board of professions in various areas such as education, finance, organizational development and community development among other skills. Board members are highly committed to serve God by assisting the organization achieve its mission and vision. The organization has a team of qualified and experienced staff who are committed to their work. However, most staff feel extremely overstretched by programme work. This may be resulting from very high targets which are not realistic and the desire by the organization and staff to address most problems affecting the people of Pumwani.

The organization has been effective in establishing networks and the communities have been effectively been linked for services. However, the researcher noted that these initiatives are at programme and individual staff level but have not been formalized by the organizations hence their sustainability is fragile. The organization has adopted a culture of strategic planning where a five year plan is developed in a participatory approach to guide institutional development and programming. In 2004 a five year strategic plan was developed. Effective monitoring and evaluation is critical for tracking progress and facilitating learning and decision making. In an effort to improve M & E, a consultant provided support for a period of one year where staff

capacity in M & E was enhanced through training and mentoring. Monitoring and evaluation frameworks were developed and skills in data analysis using SPSS imparted.

Policies and procedures are essential in providing a framework for decision making and in institutionalizing organization practices. SJCC has three key policy documents on personnel, the board and HIV/AIDS. Collaboration is an effective method of learning and for creating community linkages as there is no single organization capable of solving all the community problems. There is effective and result oriented collaboration with other organization at the programme levels and target beneficiaries have been effectively linked for services.

5.2.2 Factors affecting strategy implementation

The organization has been attracting resources from various development partners and has been able to build a record of good accountability and transparency in financial management. However, various development partners have funded small programmes, which pose the challenges of reporting to the various partners and coordinating their implementation. In this respect, SJCC has continued to implement small projects with limited budgets. The organization does not have a strategy for local resource mobilization. However, there are efforts of generating internal funds through the dressmaking school, computer training and social development courses recently introduced. The board and management are currently generating ideas on projects to be undertaken to increase the amount of resource generated internally, which is a positive and strategic move. The organization has registered good progress in planning, monitoring and reporting. However, gaps exist that need to be addressed through further training and mentoring.

SJCC has made great strides in formulating policy document such as personnel, board guidelines and HIV/AIDS policies. The organization lacks an overall policy to guide its program work while individual programs do not have operational manuals. Some key staff involved at the strategy formulation were not retained by the organization to oversee full implementation of the strategy. The organization has provided excellent opportunities for staff development. However, it has challenges of retaining those staff mainly due to low remunerations while the organization structure does not provide opportunity for upward mobility. New staff coming in the middle of a

strategy implementation process will not have the background knowledge on the origin of the strategy, hence they may not catch the vision, and this creates a gap. Other gaps identified on human resource includes; job descriptions have not been updated for some time, personnel policies not reviewed since 1992, performance management has not been instituted, staff induction programme not in place and ineffective communication system. It is also noted that most of the programmes failed to focus on the core strategic objectives within the strategic plan but formulated programme specific objectives. There is a general weakness of formulating of objectives, indicators and outcomes.

5.3: RECOMMENDATIONS

The study recommends the following:-

5.3.1. Strategy implementation process at SJCC

Strategy implementation should not be viewed as a one-off process; the management should inculcate a practice of regular review and reference making of the Strategic Plan throughout its lifespan. At the start of the Strategic Plan process, it would be prudent to include an HR audit to assess the capacity of the staff to implement the new strategy and give recommendations. The basis of doing this lies on the principle of “First who, then what” that is it is important to have the right people on the bus, then the problem of managing and directing them largely goes away”. To improve on human resource management, SJCC need to institute performance management system and train key staff on administration of the system, review the job descriptions, personnel policies and formulate staff induction programme, also develop a policy for engaging volunteer staff and continuously build their capacities depending with individual needs. There is need to recruit a monitoring and evaluation officer who will mentor all the programme staff in this area. Further training of staff in M & E and data analysis is essential. The management should identify an organization with good practices in M & E and who may be willing to coach SJCC staff and share experiences as a method of learning. All programmes should be encouraged to develop tools for collecting baseline information needed to assess outcomes and impact. The organization need to develop an M & E manual to provide guidelines to the programmes.

5.3.2 Factors affecting strategy implementation

There is need for the centre to move away from donor support to more of local resource mobilization, this will ensure donors don't influence the strategy direction, or change the strategy mid-stream to suit their focus, encourage partner to support local resource mobilization, SJCC should create partnerships with research institutions for profile raising and credible funding of their research department, diversify into services for fundraising such as establishing a guest house, or a canteen, more rental houses will also help the centre in raising funds, donor partners of St. John's Community Centre should always commit themselves to support a new strategic plan from the start to its completion including review and supporting its recommendations and need to align the strategy to financial sources. There is also need for organizational capacity assessments to be done immediately the strategy is launched so as to advice on capacity that need to be developed, an M & E office should also be established as it will help in highlighting our levels of achievement to keep us in track. Management needs to devote more time in analyzing the progress reported in order to provide timely guidance in change management.

5.4 Recommendations for Further Research

The study confined itself to St. Johns Community Center. This research therefore should be replicated in other charity organizations and the results be compared so as to establish whether there is consistency among the charity organizations. A comparative study between a faith based organisation (FBO) and a secular organisation (NGO) to compare the findings.

5.5 Limitations of the Study

This study depended on interviews and discussions with management and the employees of the organization. It would have been of value to obtain the views of those served by the organization. The scope and depth of study was also limited by the time factor and financial resource constraints. This put the researcher under immense time pressure. The researcher also encountered immense problems with the respondents' unwillingness to give the researcher interview time promptly.

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