

**CHALLENGES OF STRATEGY IMPLEMENTATION AT THE CHRISTIAN
HEALTH ASSOCIATION OF KENYA (CHAK)**

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DECLARATION

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

Signed

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

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DEDICATION

To my darling husband, Dr Inoti Murithi and lovely kids;

Daughter, Lynn and twin sons, Lee and Leo.

ACKNOWLEDGEMENT

I thank the Lord God Almighty for his wonderful gift of life and joys of success.

My profound thanks go to my husband, Dr Inoti Murithi for his unwavering support. I appreciate my daughter, Lynn and sons Lee and Leo for being patient and calm throughout. I also acknowledge my extended family for their constant encouragement and support in various ways.

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I am greatly indebted to all those who in their own individual ways contributed either directly or indirectly to making this project a success.

ABSTRACT

Successful strategy implementation is a result of careful alignment of an organization's strategy to its resource capacity. The objectives of this study were to determine the strategy implementation practices at CHAK and to establish challenges faced during strategy implementation at CHAK. The research was in the form of a case study and involved personal interviews. Content analysis was used to analyse the data. The study established that CHAK has adopted several strategy implementation practices which include an effective leadership, appropriate organisational structure, sound financial and resource management, Communication Channels, staff involvement, human resources, supportive organisational culture, functional strategic goals and monitoring and evaluation programs.

Strategy implementation challenges found out include insufficient funds, rapid changes in key stakeholders' policies, creating synergy for the entire network's activities, market competition, inadequate monitoring and evaluation programs and insufficient time frames. The study recommends that CHAK should seek for more adequate resources for effective implementation of strategies through mobilisation for more unrestricted donor funds, embracing more income generating activities and seeking for new donors and financial partners. CHAK should develop an effective and documented reward policy that directly ties to the various aspects of strategy implementation. Suitable training programs with objectives crafted along various strategies should be incorporated whenever possible. Finally, the study recommends an improvement of monitoring and evaluation program to have clear, consistent and measurable outlines of capturing detailed progress and provide prompt feedback mechanisms.

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ABBREVIATIONS

| | |
|---------|--|
| AGM- | Annual General Meeting |
| CHAK - | Christian Health Association of Kenya |
| EXCO | Executive Committee |
| FBHO - | Faith based Health Organisations |
| ICT- | Information, Communication and Technology |
| KEC-CS- | Kenya Episcopal Conference –Catholic Secretariat |
| MHUs- | Member Health Units |
| SUPKEM- | Supreme Council of Kenya Muslims |

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

In the world today, the environmental factors have changed and are dynamic or even turbulent. This competitive nature of environment requires all organisations whether large or small, public or private to define action plans and charter a clear road map into the future to survive. Strategy is the direction and scope of an organization over the long term which achieves advantage in a changing environment through the configuration of resources and competences with the aim of fulfilling stakeholders' expectation (Johnson et al, 2005). Strategy refers to a set of decision making rules for guidance of organizational behaviour. Strategy is management's action plan for running the business and conducting operations (Ansoff and McDonnell, 1990). Thus a strategy is all about the managements' commitment to pursue a particular set of actions in growing business, attracting and pleasing customers, competing successfully, conducting of operations and improving the company's financial and market performance (Thompson et al, 2008).

Strategy can also be viewed as a plan, pattern, position and perspective. Being a plan it the how or means of moving forward while as a pattern it is the consistency of actions overtime. Strategy reflects decisions to offer particular products or services in particular markets hence the position factor. Strategy as perspective indicates vision and direction (Mintzberg, 1994). A winning strategy must fit the enterprises' external and internal situation, build sustainable competitive advantage and improve overall performance. The Central thrust of a company's strategy is undertaking moves to build and strengthen the company's long term competitive position and above average

financial performance (Thompson et al, 2008). Strategy implementation is even more important in turbulent times.

1.1.1 Strategy Implementation

In the current world more corporations and strategy consultants are paying more attention to implementation because formulation of excellent strategies through clever techniques and plans do not guarantee success if implementation is not effective and efficient. Strategy implementation refers to the sum total of the activities and choices required for the execution of a strategic plan (Wheelen and Hunger, 2008). It is the process by which objectives, strategies and policies are put into action through the development of programs, budgets and procedures. Ansoff (1990) asserts that strategy is a very powerful tool for coping with the conditions of change surrounding firms today. However Aosa (1992) states that strategies are not valuable if they are developed and not implemented. Crafting and execution strategy are the heart and soul of managing a business enterprise (Thompson et al, 2008). Strategy implementation is indeed the operations oriented, make-the-things happen activity aimed at performing core business activities in a strategy supportive manner. Kaplan and Norton (2006) explain that once strategies have been developed they need to be implemented otherwise many excellent strategies will continue to offer no good.

The cornerstones of strategy implementation include building an organization capable of carrying out the strategy successfully, steering adequate resources into those internal activities critical to strategic success, instituting a strategy supportive set of policies and procedures, and working environment, tying the reward structure tightly to achieve target objectives, inducing people to redirect their energies and modify

their work habits to meet the needs of strategic change. It is usual for companies to identify one or more aspects of strategy implementation and execution are not going well as intended. Proficient strategy implementation in many firms is achieved unevenly coming quickly in some areas and proving a hurdle in others. Thus that successful strategy implementation involves search for ways to improve and make corrective adjustments.

1.1.2 Faith Based Health Organisations

As the global community wrestles with human resources for health issues, Faith Based Health Organizations (FBHO) are a vital source of health worker and service production as well as promising practices. FBHO supplement the Government health services especially by reaching out to the poor and vulnerable groups in the provision of curative and preventive health services. In Kenya the main representatives of FBHO are largely Christians (the Church) and Muslims. The church runs a large network of health facilities and programs under the two main umbrella bodies, The Christian Health Association of Kenya (CHAK) for all protestant churches and Kenya Episcopal Conference –Catholic Secretariat (KEC-CS) for all Catholic health facilities. The muslims are represented by facilities run by the Supreme Council of Kenya Muslims (SUPKEM) which is the umbrella body of all the Muslim Organizations, Societies, Mosques Committees and Groups in Kenya (Muriithi, 2007).

For many people, FBHO are the only health care providers available. Many times, FBHO have the benefit of being in places where no other organizations are and also been around longer than other non-religious organizations. FBHO already have a rapport and trust with the local communities to quickly respond to and access

populations of humanitarian concern. They are able to use their networks to quickly pass messages and track those in need. People especially in the rural areas tend to go to the facilities which are accessible to them and thus the role and the place of the FBHO facilities is extremely central to the overall health delivery of many developing countries. FBHO and religious leaders play an important role in meeting the needs of their communities and in turn are trusted by their followers (Public-health-encyclopedia, 2010)

Church involvement in healthcare in Kenya spans back to the missionary expansion phase in the 18th Century. It intensified under colonialism and continued into independence. The motivation for the church's investment and involvement in health care for the poor, vulnerable, disadvantaged and otherwise under-served communities in Kenya is in response to the example and commissioning of Christ to go out preach, teach and heal the sick. According to Mwenda (2007) FBHO are faced with numerous challenges although partnering with the government in health service delivery. Key challenges include declining finances, increased client demands, health sector policy changes, political and socio-economic environment, human resource crisis and competition from the ministry of health facilities. This calls for repositioning through formulation and implementation of competitive strategies.

1.1.3 An Overview of the Christian Health Association of Kenya.

The Christian Health Association of Kenya (CHAK) is a national network of Protestant Churches' health facilities and programmes from all over Kenya. Its main offices are situated along Musa Gitau Road, off Waiyaki way in the capital city of Nairobi, Kenya. It was started in the 1930s as a Hospitals' Committee of the National

Council of Churches in Kenya but changed its name to Protestant Churches Medical Association (PCMA) in 1946. By then it gained the sole mandate of receiving and distributing Government grants to protestant church health facilities. In the year 1982, it adopted its current name, the Christian Health Association of Kenya. Since then it has undergone numerous changes in terms of roles and structure. The CHAK constitution allows membership to “any protestant church or church sponsored or related non-profit making organization or community group with the objective of promoting health and health service within the republic of Kenya”. As at December 31, 2009 CHAK had a total of 527 registered members who included 22 hospitals, 53 health centres, 363 dispensaries, 56 churches & church organizations and 23 community based health care programs (CHAK Annual Report, 2009).

The Vision for CHAK is to have all member units providing comprehensive and sustainable quality health services to all and witnessing to the healing ministry of Christ. Its mission on the other hand is to serve and assist member units in their implementation of the holistic health ministry of Christ through planning advocacy, capacity building, technical support, essential drugs access, medical equipment maintenance, networking, information management, innovative health and HIV/AIDS programmes and witnessing for a just and healthy nation. At a time when basic needs are becoming increasingly harder to provide for more than half of the world’s population, CHAK and other FBHO offer interventions which reach so many and provide so much. Many of CHAK programs and or activities are critical venues for outreach, resources, and service delivery (CHAK Annual Report, 2009).

The CHAK governance is defined by the constitution. Its supreme authority, the Annual General meeting board (AGM) is composed of all registered members and meets annually in April. Working under the AGM are the Board of Trustees, Executive Committee (EXCO) and the Finance Committee. Regional Coordinating Committees link the Secretariat with members while the Training Centre Management Committee oversees the running of CHAK Training Centre. The Board of Trustees is composed of seven senior church leaders from member churches who are mandated by the constitution to hold in trust the assets of the association. The EXCO is the executing arm of the AGM with the mandate to formulate policies and monitor program implementation and accountability. The National CHAK activities are channelled through Regional Coordinating Committees. Representatives of these regions sit in the EXCO. The Secretariat coordinates the Association's core functions on behalf of its members. The Secretariat is headed by the General Secretary and has five departments: Institutional and Organizational Development, Finance and Administration, HIV/AIDS, Health Services Support and the CHAK Training Centre/Guest House. These departments are supported by an Information, Communication & Technology (ICT)/ Monitoring & Evaluation (M&E) unit under the office of the General Secretary (CHAK website).

The CHAK strategic plan 2005-2010 became operational in January 2005. Earlier on CHAK had implemented another strategic plan covering the period 1998 -20003. The current plan was developed by CHAK Secretariat with support from TAABCO Development and Research Consultants. A participatory approach was used through which member health units and other key stake holders identified strategic priorities and defined appropriate ways for implementation. The implementation of the CHAK

strategic plan 2005-2010 has been facilitated this far by the Secretariat under the leadership of the General Secretary. The CHAK strategic plans have been operational and review has been done mid termly to ensure better implementation (Revised CHAK Strategic Plan, 2005-2010).

1.2 Statement of the Problem

Many organizations have good strategies but successful strategy implementation remains a major challenge. Transforming strategies into action is a more complex, difficult and challenging undertaking and therefore not as straight forward as one would assume. Mintzberg and Quinn (1991) reveal that 90% of well formulated strategies fail at the implementation stage. Wheelen and Hunger (2008) further confirm that poor implementation has been blamed for a number of strategic plan failures. They reported that a survey of 93 fortune 500 firms revealed that over half of them experienced problems and or challenges when they attempted to implement a strategic change. Therefore there is need to understand the challenges during strategy implementation to be able to conceive measures to avert them.

Traditionally many FBHO have done business as usual but the reality of the sustainability challenge, an improving public health sector, and competition for patients, resource and shortage of health workers dictate that they focus in adoption of strategic planning and implementation (Mwenda, 2008). The operation field of CHAK is filled with a diversity of mandates, missions, expertise, services, modality of work and high Christian values. Various Pentecostal churches or church organisations that form the member units are by themselves are a vast and complex tapestry. The nature of CHAK working environment that follows strict Christian values forms part of its

unique context in Kenya. Its stakeholders are vast stemming from its wide membership structure. Many member units of CHAK are in the process of developing or implementing their strategic plans. As the umbrella body CHAK thus stands as the guiding leader in many of the member units strategic plan programs. Therefore it is important to understand the strategy implementation practices in CHAK and their main challenges in the implementation process considering the unique Christian value guided environment it operates under and its socio-economic context.

Strategy implementation and its challenges has been studied previously by various scholars. Muthuiya (2004) studied strategy implementation and challenges and challenges in non-profit organization in Kenya using the case of AMREF. Machuki (2005) looked at the challenges to strategy implementation at CMC motors group while Karuri (2006) used the case of ICDC to study the challenges of strategy implementation in Developmental Finance Institutions. Mwita (2007) studied the challenges in implementation of strategy faced by Public Secondary school principals in Nairobi Province. Dwallow (2007) concentrated on strategy implementation challenges of firms in the packaging industry in Nairobi. Although studies have been conducted in the same field, none of them has been focussed on the same context of the Christian Health Association of Kenya. This study, therefore, seeks to answer the following questions: What is the nature of strategy implementation practices in CHAK and what are the challenges faced during strategy implementation at CHAK?

1.3 Objective of the Study

The objectives of this study were

- i) To determine the strategy implementation practices at CHAK.

- ii) To establish challenges of strategy implementation at CHAK.

1.4 The Significance of the Study

The Study will be valuable to practitioners and future scholars as an addition to the existing body of knowledge and as a stimulant for further research. There is little research focus on FBHO and specifically with reference to the church.

CHAK is the umbrella body which guides and puts together church (Protestant) based health facilities in Kenya in terms of overall national strategies as well as at the individual units' levels. The understanding of the challenges of strategy implementation will be useful to the management in the process of review and development of the future strategic plan programs. As the leader, it is hoped that CHAK will be able to use the findings to advise their member units on strategy implementation pitfalls to watch out for as well as the best focal points to follow.

It is hoped that the study will be important to other FBHO such as the Kenya Episcopal Conference –Catholic Secretariat, the umbrella body for the Catholic Church in Kenya.

CHAPTER TWO: THE LITERATURE REVIEW

2.1 Concept of Strategy

Strategic management advanced from strategic planning which was widely practiced from 1960s through to the early 1980s. Strategic planning is the systematic, formalized effort of a company to establish basic company purposes, objectives, policies and strategies (Bateman & Zeithamal, 1990). Further, strategic planning involves the futurity of current decisions whereby it takes into account the chain of cause and effect consequences overtime of an actual or intended decision (Steiner, 1979). Strategic planning from the 1960s through the early 1980s often emphasized a top down approach to goal setting a process that involved the senior managers and planning staff or consultants. A wide gap often developed between the strategic managers and operational managers and or employees who would feel alienated and hence lose commitment to the process. These problems and the rapidly changing environment of the 1980s forced executives to look at all levels of their firms for ideas and innovations. This resulted to the modern strategic management, a process that involves managers from all parts of an organization in the formulation and implementation of strategic goals (Bateman & Zeithamal, 1990)

Strategic management is the conduct of drafting, implementing and evaluating cross functional decisions that will enable an organization to achieve its long term objectives (David, 1989). Strategic management consist of decisions and actions used to formulate and implement strategies that provide a competitively superior fit between the organisation and its environment to enable it achieve organizational objectives (Hannagan, 2002). A basic model of the strategic management as presented

by Wheeler and Hunger (2008) entails environmental scanning, strategy formulation, strategy implementation and evaluation. It is a process that integrates strategic planning and management into a single process which includes internal assessment, environmental analysis, strategy formulation, strategy implementation and strategic control. Thus the process of strategic management can be looked at mainly as a combination of strategy formulation, strategy implementation and control (Pearce and Robinson, 1997).

2.1.1 Strategy Formulation

Strategy formulation involves several processes. First, a situation analysis for both internal and external micro-environmental and macro-environmental factors. Secondly, vision statements are created with a long term view of a possible future. Thirdly the overall corporate, strategic and tactical objectives are created. Finally, a plan with details on how to achieve the objectives is developed (Mintzberg, 1994). Pearce and Robinson (1997) view strategy formulation as a process of doing a situational analysis of both internal and external environment, setting the vision, mission and objectives of the organisation and suggesting a strategic plan to achieve the set objectives. Strategy is simply the bridge between the current positions of the organisation and its future intended direction. Internal assessment involves the review of the current strategy and an analysis of internal resources (Ansoff and McDonnell, 1990)

According to Wheeler and Hunger (2008) environmental scanning refers to monitoring, evaluating and dissemination of information from the external and internal environments to key people within the corporation. This helps in the

identification of strategic factors used in turn to determine the future of the organisation. Jauch and Gluek (1998) look at strategy as the framework of choices that help an organisation to respond appropriately to the environmental requirements to achieve success. Bateman and Zeithamal (1990), describe the main components of environmental scanning as being analysis of the industry, markets, competitors, technology, human resource factors, political issues, regulatory aspects and social factors. An important framework to aid in internal and external assessment is the SWOT analysis, an acronym used to describe the particular strengths, weaknesses, opportunities and threats that are strategic factors for a specific company. This leads to the development of long term plans and objectives for the effective management of environmental opportunities and threats in light of corporate strengths and weaknesses. The process involves crafting of vision statements, mission statements and overall corporate objectives. The objectives in the light of situation analysis suggest a strategic plan which provides the details of how to achieve these objectives and thus completing the step of strategy formulation (Wheeler and Hunger, 2008).

2.1.2 Strategy Implementation

Strategy implementation involves allocating sufficient resources, establishing chains of command and reporting structure, assigning responsibility of specific tasks and processes to specific individuals or groups and managing the process (Pearce and Robinson, 1997). The main critical phase of strategic process is translating the strategic plan into actions. According to Wheeler and Hunger (2008), strategy implementation is the process by which strategies and policies are put into action through the development of programs, budgets and procedures. Strategy implementation is where the rubber hits the road. Environmental scanning and

strategy formulation are crucial to strategic management but by themselves are only the beginnings of the process. The failure to carry a strategic plan into the day to day operations of the workplace is a major reason why strategic planning often fails to achieve its objectives.

Although implementation is usually considered after strategy has been formulated, implementation is a key part of strategic management (Thomas et al, 2008). Strategy formulation and strategy implementation should thus be considered as two sides of the same coin. According to Thompson (1997), to be considered effective, a chosen intended strategy must be implemented successfully. The prospects for effective implementation are clearly dependent upon appropriateness, feasibility and desirability of the strategy. Competency in implementation is the ability to translate ideas into actions and generate positive outcomes. In reference to Thompson and Strickland (1989) strategy implementation means acting on what has to be done internally to put the chosen strategy into place and to actually achieve the targeted results. It involves the full range of managerial activities associated with putting the chosen strategy into place, supervising its pursuit and achieving targeted results. It is primarily an administrative task that involves figuring out workable approaches to executing the strategy and then during the course of day to day operations getting people to accomplish their jobs in a strategy supportive and results achieving fashion. A good strategy and a good implementation program are the most trustworthy proof of good management. An organization's best chance for achieving superior performance over the long term occurs when managers do both a fine job of strategy formulation and strategy implementation. The better an organization's strategy and

the more powerful the implementation approach the less room there is for an organization to under perform its potential.

Strategy evaluation is the final stage of strategic management process which ensures that the stated objectives are being achieved. It involves monitoring results, comparing benchmarks, analysis of the efficiency and efficacy of the process and making adjustments in the light of expected results (Wheeler and Hunger, 2008). A strategic control system is paramount and should be designed to support managers in evaluating the organisation's progress with its strategy. If discrepancies exist corrective actions should be taken up immediately (Bateman and Zeithamal, 1990). The system should permit only efficient operations that are consistent with the plan while allowing the flexibility to adapt to changing conditions.

2.2 Strategy Implementation Frameworks

These frameworks mainly specify the lever which can be used by management to successfully implement a strategy. There are several frameworks in use. Based on their study of the best American companies in the 1980s, Peters and Waterman (1982) developed a framework identifying the key factors to best explain the superior performance of these companies. This framework best known as McKinsey's 7S framework provides a useful visualization of the key components managers have to consider in successfully implementing a strategy. After the strategy is formulated, the framework suggests that managers focus on six components to ensure effective implementation: organization structure, systems, shared values (culture), skills, style, and staff (Pearce and Robinson, 1991).

Noble (1999) identified five managerial factors for strategy implementation as being goals, organizational structure, leadership, communications, and incentives. Goals are important in effective implementation because an implementation requires clear objectives. Changes in the organizational structure are often needed during the implementation. Leadership often plays a critical role in determining implementation performance. Especially the role of having a powerful champion is considered important. Communications are important because the details of the implementation effort need to be communicated as early and thoroughly as possible. Finally, incentives are an important tool for inspiring organizational members to change in accordance with the new strategy.

The five major areas important to any strategist include resource commitments, subunit policies and programs, structure, rewards, and people (Hambrick and Cannella, 1989). When implementing a new strategy, resource commitments often have to be changed. New strategies require some type of resource reallocation. Subunit policies and programs are needed to translate the strategy into concrete actions plans with the various organizational subunits. A new strategy often also requires a revised organizational structure. Rewards are considered a major basis for redirecting the efforts of individuals during implementation. Finally, a strategy becomes a success through the aptitudes, values, skills and contacts of people at all levels of the organization. (Hussey, 1996) identifies eight variables that should be examined when implementing a strategy. These eight variables are tasks, people, structure, decision processes, culture, information systems, control systems, and reward systems. Each of these variables can potentially affect all other variables.

Pennings (1996) proposed a diagnostic framework of strategy implementation and organizational change. In this strategy implementation involves organization structure, control and information systems, reward systems, selection and socialization, power and politics and organization culture. By taking into account and adjusting these six factors, it is argued that management can implement a strategy successfully. Bateman and Zeithamal (1990) agree that strategy implementation is supported mainly by decisions regarding organisational structure, reward systems, culture and leadership style.

2.3 Strategy Implementation Practices

There are some characteristics or best practices that seem to result in successful strategic plan implementation. They include involving staff in the entire strategic plan and implementation process, providing effective leadership, adoption of an appropriate organisational structure, setting of functional strategic short-term goals for all departments, establishing a reward scheme and monitoring progress through periodic checks (Pearce and Robinson, 1997). Other key implementation practices include establishment of sound financial and or resource management systems, enhancement of staff skills and well defined communication channels (Muthuiya, 2004).

According to Robins and Coulter (2002), an organizational structure is the formal framework by which job tasks are divided, grouped and coordinated. Changes in a company bring out internal problems which require a new structure if the strategy has to be implemented successfully. An inconsistency between structure and strategy will lead to disorder, friction and mal performance within the organisation. Thompson

(1997) views strategy useful only when it has been implemented and hence the organisation must have an appropriate structure, clear and contributory functional strategies and systems which ensure that the organisation behaves in a cohesive rather than a fragmented way. The structural design of a company helps people to pull together in their activities that promote effective strategy implementation (Aosa,1992).The structure of the organisation should therefore be compatible with the chosen strategy and if there is incongruence, adjustments will be necessary either for the structure or the strategy itself (Koske, 2003).Thus issues of structure and implementation should not be thought of as the endpoint in the strategy process, they may be the source of strategic change (Thompson ,1997).

The outcome in terms of strategic planning and implementation is dependent on the direction provided by the strategic leader. All members of the organisation need to focus their effort in the same direction with the Chief Executive officer as the leader (Hill and Jones, 2001). Arthur et al (2008), contends that the litany of managing strategy process is simple enough. Craft a sound strategic plan, implement it and win. According to Aosa (1992),the Chief Executive Officer of an organisation should be at the fore front in providing leadership to initiate ,motivate inspire and cultivate a team spirit during strategy implementation. Executing take charge leadership thrusts a manager into a variety of roles: resource acquirer and allocator, capability builder, motivator, policy maker and enforcer, crisis resolver and task master. Converting strategic plans into actions and results tests a manager's ability to direct organizational change, motivate people and strengthen company competencies and competitive strategy. It is a job for a company's whole managers who can push

needed changes in their organizational units and consistently deliver good results (Arthur et al, 2008).

Culture is the system of shared meanings and beliefs held by organisational members that determine how they act (Robbins and Coulter, 2002). Burnes (2004) observes that culture is the way people understand their world. Ignoring or misunderstanding cultural aspects can reduce the ability of a company to implement and sustain competitive strategies. Pearce and Robinson (2005) assert that managers indeed find it difficult to think through the relationship between a firm's culture and critical factors on which strategy depend. The taproot of a company's corporate culture nearly always is its dedication to certain core values and the bar it sets for ethical behaviour (Arthur et al, 2008). Culture provides the social context in which an organisation performs its work and interactions.

According to Thompson et al (2007), the role of the reward system is to align the well being of organisation members. The pressure to perform in the company should come with meaningful rewards which are fair and consistent. Arthur et al (2008) states that rewards and incentives should be tied directly to achievement. Walker (2004) argues that employees must be compensated and rewarded so that they can contribute effectively to a firm's strategy. The compensation system must measure the task outcomes that improve the firm's market position, set appropriate targets for each outcome and reward appropriately. A recent innovation in compensation schemes linked to strategy is the balanced score card. This is a method of compensating managers based on achievement within four domains of financial, customer, internal processes and learning and growth.

Ample resources should be allocated to those activities critical to strategic success through strategy supportive budgets and programs. Organisations have at least four types of resources that can be used to achieve desired objectives namely financial, physical, human and technological (David, 2003). Once a strategic option has been selected the management attention turn to evaluating the resource implications of the strategy (Alexander, 1991). According to Walker (2004), strategy implementation involves building resources and capabilities that lead to competitive advantage through critical value and cost drivers. Resources include observable, tradable assets that contribute to a firm's position by improving customer value or lowering cost or both (Thompson and Strickland, 1989).

Right communication channels are also key in the strategy implementation process. It should be recognized that how top managers conceive strategies is not the same as how those lower down in the organization understand them (Johnson and Scholes, 2002). It is therefore vital that middle managers are engaged with and committed to such strategies so as to perform the translation process (Kazmi, 2002). Firms should develop information and reporting system to track progress and monitor performance in the process of institutionalisation of a strategy.

2.4 Challenges of Strategy Implementation

Poor implementation has been blamed for a number of strategic failures. To begin the implementation process, strategy makers must consider these questions: Who are the people who will carry out the strategic plan? What must be done to align the company's operations in the new intended direction? How is everyone going to work

together to do what is needed? Unless top management can answer these basic questions satisfactorily even the best planned strategy is unlikely to provide the desired outcome (Thompson et al 2008). David (1997) indicates that only 10% of formulated strategies are successfully implemented while 90% of well formulated strategies fail at implementation stage. Pearce and Robinson (2002) advance the reasons for success or failure as revolving around the nature of the strategy itself, the policies and support systems, resource allocation, structure, leadership and communication process. A poor strategy can arise as a result of inappropriate strategy by managers. Poor implementation procedures and failure to couple strategy development and implementation are also to blame for failed strategies. Coupling strategy development and implementation means involving all concerned parties in both stages of formulation and implementation.

The main strategy implementation challenge in many organizations is to create a series of tight fits between strategy and organization competencies, internal policies, structure, rewards system, and budgetary allocations among others (Thomas and Strickland, 1998). Some major common challenges experienced during strategy implementation include management barriers, unaligned organisation's structure and resources, uncontrollable environmental factors, communication breakdown and lack of commitment by employees (Pearce and Robinson, 1997; Giles, 1991). Both the sequence of actions and the speed of the implementation process are important aspects of uniting the entire organisation behind strategy accomplishment. The strategy implementing challenge is to generate an organizational wide crusade on the part of employees to carry out the chosen strategy efficiently and effectively.

Implementation incorporates a number of aspects some of which can only be changed directly and others indirectly. The latter aspects are more difficult for the strategic leadership to control and change. The success of the strategic leader in managing both the direct and indirect aspects influences firstly the effectiveness of the implementation of strategies and strategic changes which are determined through the planning and visionary modes of strategy creation. Secondly it affects the ability of the organization and its managers to respond to changes in the environment and adapt in line with perceived opportunities and threats (Thompson, 1997). Aspects that can be changed directly include organisational structure, management systems, policies and procedures, action plans and short term budgets. Aspects that can be changed indirectly include Communication systems, managing and developing quality and excellence, manifested values and the organisational culture and fostering of innovation.

Wheelen and Hunger (2008), argue that the failure to carry a strategic plan into the day to day operations of the workplace is a major reason why strategic planning often fails to achieve its objectives. For a strategy to be successfully implemented it must be made action oriented. David (1997), states that strategy is in most cases expressed in high level conceptual terms and priorities. To avoid challenges strategy needs to be translated into more detailed policies that can be understood at the functional level (Andrews, 1980). In dealing with Challenges, Thompson (1997) suggests that organizations must manage and change their strategies within the context of a set of strategic issues and dilemmas. Although leadership challenges are significant and diverse, the stances strategic leaders choose to deal with issues and dilemmas coupled with the strategies, structures and styles that result from their decisions will determine

their overall effectiveness. A failure to control, change or innovate in a dynamic environment will endanger a degree of incongruency and ultimately lead to corporate failure.

2.5 Literature Review Summary

The question at the heart of strategy is, Why do some firms out perform others over time? The road to success is by no means the same for all firms. An effective strategy gives a firm three benefits .First, It is a source of economic gain whereby it matches the firms market position with the capabilities .Secondly it provides a framework for resource allocation and thirdly it guides the firms decisions regarding management and organization. Therefore, a powerful strategy that is well implemented can propel a firm from trailing position into a leading one, clearing the way for it to become the industry standard. Excellent execution of an excellent strategy is the best test of managerial excellence and the most reliable recipe for turning companies into stand out performers.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methods and procedures that were used to conduct the study in order to achieve the objectives. It details the research design, the data collection techniques and the data analysis methods.

3.2 Research Design

The research was conducted through a case study design. The research case study unit was the Christian Health Association of Kenya with an aim of determining the strategy implementing practices and establishing the challenges of strategy implementation. A case study is a popular form of qualitative analysis which involves a careful and complete observation of a social unit such as a person, a family, an institution, a cultural group or a community. It is effective in situations where an in depth understanding of a subject concerning a particular unit is required such as in this study (Kothari, 1990; Cooper and Emory, 1995). In the past various scholars such as Koske (2003), Muthuiya, (2005) and Karuri (2006) have employed the case study design successfully for qualitative research. They used the case design approach on different organisational context.

3.3 Data Collection.

The study used a guided personal interview to collect data. This was through the use of an interview guide with open ended questions. The respondents of the study were representatives of various departments. These include the General Secretary, CHAK and the departmental heads of Institutional & Organisational Development and

Planning, Finance Management & Administration, Health Services Support, HIV/AIDS programs and Information, Communication & Technology (ICT) / Monitoring and Evaluation (M&E). The interviews were conducted at the CHAK premises. Prior arrangement was done to set an appointment date and time of the interview. Further secondary data was sourced through the organisation's data available from their annual reports, Strategic plans and electronic media.

3.4 Data Analysis

This involved the preparation of the data collected into clear and applicable information. Content analysis was used to process the information drawn from the interview guide process and vital organizational documents and electronic media sources. Content analysis involves observation and detailed description of objects, items or things that comprise the study (Mugenda and Mugenda, 1999). Information derived from the various departments was analysed carefully and compared to what is gathered from the rest. In turn the similarities and differences were summarised into various emerging themes.

CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter presents the data collected in the order of the objectives of the study which were to determine the strategy implementation practices at CHAK and to establish the strategy implementation challenges at CHAK.

4.2 Strategy Implementation practices

The main critical phase of strategic process is translating the strategic plan into actions. A clear system of well articulated decisions and actions is vital as a means of achieving strategic success. The first objective of the study was to determine the strategy implementation practices at CHAK. Various factors that characterise the typical implementation process were considered during the guided personal interviews and review of the CHAK annual reports and strategic plan documents. The information gathered indicated that CHAK has in place an effective leadership, appropriate organisational structure, sound financial and resource management, Communication Channels, staff involvement, human resources, organisational culture, functional strategic goals and monitoring and evaluation programs.

4.2.1 Leadership

The researcher sought to find out if CHAK has provided the required leadership for a successful strategy implementation. The study established that CHAK has a sound leadership. The Association's supreme authority is the Annual General meeting board (AGM) which is composed of all registered members and meets annually in April.

The CHAK Secretariat coordinates the Association's core functions on behalf of its members and is headed by the General Secretary. Working under the AGM are the Board of Trustees, Executive Committee (EXCO) and the Finance Committee.

The Board of Trustees is composed of seven senior church leaders from member churches who are mandated by the constitution to hold in trust the assets of the association. The EXCO is the executing arm of the AGM with the mandate to formulate policies and monitor program implementation and accountability. The National CHAK activities are channelled through Regional Coordinating Committees. Representatives of these regions sit in the EXCO. Regional Coordinating Committees link the Secretariat with members. It was found that an effective leadership structure has been designed to guide the strategic implementation process. The implementation of the strategic plan is facilitated by the Secretariat under the leadership of the General Secretary.

4.2.2 Organisational Structure

In the view of the factor the study aimed at establishing whether the current organisational structure was based on the strategic plan policies. It was established CHAK organisational structure has been revised from time to time in consideration of strategy implementation requirements. The current organogram includes five departments that were formed for implementation of the strategic plan activities. These include Institutional and Organizational Development, Finance and Administration, HIV/AIDS, Health Services Support and the CHAK Training Centre/Guest House. These departments are supported by an Information, Communication & Technology (ICT)/ Monitoring & Evaluation (M&E) unit under

the office of the General Secretary. It is demonstrated from their policies and practice that CHAK is flexible and has regularly adjusted its organisation structure where necessary to ensure strategies are implemented effectively. CHAK aligns its structure to its strategic plans.

4.2.3 Financial and Resource Management

CHAK has in place a sound financial management system. The capacity of the finance and administration department is facilitated by the use of PASTEL Accounting Software. The study established that the association's budgetary allocations are guided by their core strategies. The sources of funds are both internal and external mainly developmental partners and donors. CHAK strongly embraces accountability as a virtue and hence there is transparency in all its operations related to use and dissemination of funds. Regular financial audits are carried out by external auditing firms. A comprehensive Financial Management and Procedures manual has been put in place to strengthen internal controls and efficient management of finance and other resources. A similar generic Financial Management and procedures manual has also been developed for use by MHUs.

4.2.4 Communication Channels

CHAK has invested in an elaborate communication system that facilitates dissemination, networking and sharing of a constant stream of strategic and regular information. This ensures that the Secretariat and MHUs are constantly updated on various issues ranging from operational and technical. The Secretariat has a weekly devotion and communication meeting which serve to enhance information flow and

feedback system. This is accompanied by a documented weekly activity memo compiled and circulated to all staff.

CHAK publishes a regular newsletter, CHAK Times, reports of major events, research findings and Annual Reports. In addition CHAK has its own website, *www.chak.or.ke* that disseminates information electronically. The information through these various platforms is available for the entire CHAK network where by it strengthens sharing of policy developments, best practices and values. A resource centre maintains all information both in electronic and printed form.

4.2.5 Staff Involvement

The study established that CHAK mainly adopts a participatory approach in its strategy implementation process. The CHAK's constitution promotes democracy, transparency and opportunity for participation by members. In its early strategic plans CHAK mainly incorporated consultants to guide the formulation and implementation of their strategic process. This was through a participatory approach involving CHAK members. Progressively CHAK has built its capacity specifically that of the Secretariat in formulation of strategic plans and effective implementation programs. CHAK has a team approach where by MHUs are engaged through Regional Coordinating Committees to seek their opinions concerning various issues on institutional, technical and organisational development which are then incorporated in their strategic plans.

The secretariat staffs are all involved in actual crafting and implementation of the current strategic plans and thus the dependence on external consultants is lean. The

same team regularly retreats to evaluate strategy implementation progress as provided for in the strategic plan. This intense staff involvement in strategy implementation process helps them to own the strategic policies developed and thus achieve positive strides in overall implementation.

4.2.6 Human Resources

The study found out that CHAK embraces the importance of human resources as being instrumental and key in the implementation of its strategies. The CHAK Secretariat is comprised of full time staff with varied skill, expertise and experience under the leadership of the General Secretary. In addition the entire CHAK network provides a pool of human resources from whom the secretariat can draw technical support for facilitation and monitoring .The full time core staff are from time to time supported by project staff supporting implementation of funded projects for a period that lasts as long as the life of such projects. CHAK strongly supports team spirit and skill development in the work place. Regularly all staff participate in an annual planning and team building retreat. A staff social welfare programme has also been established to strengthen staff ties.

4.2.7 Organisational Culture

CHAK is a Christian organization whose identity and operations are guided by values based on Christian principles. Key values embraced at CHAK include good stewardship, integrity, efficiency and effective resource utilization, quality, love, selfless service, respect, creativity, transparency, accountability and recognition of human resource as the most valued asset of the organization. These values have fostered a culture of hard work, teamwork, quality standards and integrity in the

system. It was indeed observed that CHAK staff work selflessly even beyond their job descriptions as nature of the organisation dictate drastic changes at times as a result of change in policies especially affecting their wide network of members and key stakeholders. In search of quality Christian values, CHAK has invested in strategies that advance and offer excellence in human, economic, technological and physical developments.

4.2.8 Functional strategic goals

All departments in CHAK develop action plans which involve spelling out details of activities in the short run periods. The overall broad corporate strategies are translated into narrower departmental goals in the form of action plans. These are accompanied by specific measurable objectives that can easily be monitored.

4.2.9 Monitoring and Evaluation

To be able to enhance optimal performance in all activities geared towards achieving strategic organisational success, CHAK has set up a fully fledged Monitoring and Evaluation department. This department measures the progress and results of all functional areas within CHAK. Data is collected, analyzed and shared with the EXCO, AGM, donors and other stakeholders. Quarterly departmental progress reports, half yearly progress reports to donors and an annual report compiled with input from all departments and projects are some of the reports prepared as a result of the monitoring and evaluation policies

4.3 Strategy Implementation challenges

The second objective of the study sought to establish the challenges faced by CHAK in the strategy implementation. The study established that various challenges were experienced during the implementation process.

4.3.1 Availability of Resources

The researcher sought to find out whether the required resources were adequately availed by the association for successful strategy implementation. It was found that resources especially financial funds have not been adequate to match the level of strategic goals to be achieved in CHAK. The source of funds being inadequate has been a constraint in effecting timely strategic programs. CHAK receives some financial aid from donors and many times this comes along with restrictions as to how it should be spent and on what programs. These demands by donors restrict effective flow of strategy implementation as attention and efforts are diverted to the required administrative reports and accounts to donors.

4.3.2 Organizational synergy

Various Pentecostal churches with health projects and church based organisations that form the member units bring about a vast network with various visions and missions. This diverse membership structure means different platforms, activities and opinions to deal with while implementing strategies that are linked especially with the MHUs. The process is sometimes very rigorous if not costly and time consuming.

4.3.3 Changes in government health policies and practices

CHAK is an authority currently playing a leading role as a government partner in the implementation of health policies on behalf of all its MHUs. Any change of health policies and regulation in the government has a diverse effect on CHAK's policies. It was noted that changes in the government health policies posed challenges in the implementation of CHAK's strategic programs where by the course of action has had to change at times. Some government health policies that posed challenges to CHAK recently include the split of the ministry of health into two ministries and mass recruitment of health personnel by the government. This calls for more resources in terms of funds, personnel and time to be able to respond appropriately to such sudden changes.

4.3.4 Monitoring and Evaluation System

The study established that the monitoring and evaluation has faced challenges during the implementation process. Limited funding has hindered the establishment of a concrete monitoring and evaluation program that would not only facilitate the data analysis of project results but also be able to measure appropriately the progress at every stage and enable immediate feedback. It was noted that sometimes the implementers of key projects are so occupied with progressive results and hence afford no much time to review reports effectively. Thus though there is a monitoring and evaluation system through reports this would serve better if there was an elaborate and measurable program even with a complete feedback system at every stage.

4.3.5 Time Frame

The order in which CHAK implements certain strategic programs and hence various deadlines have been a challenge. This is a result of delayed donor funds and other uncontrollable changes in the external environment with adverse effects on the organization. The time frames have had to be adjusted when donors delay funds or withdraw in the course of a project implementation. At times CHAK has to fundraise for certain items in its strategic plan while in the process of implementation. Rapid environmental changes affecting various strategies mean a change in the course of action at times. This means abrupt changes in staff duties and resource requirements which affect output because of the required new demands as well as disorientation occasioned by the change of focus direction.

4.3.6 Competition

CHAK just like many organisations operates in an open market environment. It faces competition for space and resources with other health service providers especially those in the private sector as well as the government. The competitive nature of the market affects the performance of CHAK from its secretariat through to the MHUs.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter describes the summaries and discussions of the results of the research, the limitations, recommendations and areas of further research stemming from this study.

5.2 Summary

Strategy implementation is the process by which strategies and policies are put into action. It is simply the most delicate stage of the entire strategic management process. The study objectives were to determine the strategy implementation practices at CHAK and to establish the strategy implementation challenges at CHAK.

5.2.1 Strategy Implementation Practices

The study established that CHAK has incorporated strategy implementation practices which provide a solid platform for effective strategy implementation. CHAK has in place an effective leadership, appropriate organisational structure, financial and resource management, Communication Channels, staff involvement, human resources, organisational culture, functional strategic goals and monitoring and evaluation programs. The implementation of the strategic plan is facilitated by the Secretariat under the leadership of the General Secretary. CHAK top management recognises that a competent and effective leadership is key to the successful implementation of its strategies. In line with effective leadership, CHAK organisational structure is aligned

to its strategic plans and has been adjusted regularly where necessary to ensure strategies are implemented effectively. In addition CHAK also ensures sound management of financial and physical resources. The Association's budgetary allocations are guided by their core strategies with the sources of funds being both from internal and external mainly developmental partners and donors. CHAK strongly embraces accountability as a virtue and hence there is transparency in all its operations related to use and dissemination of funds with regular independent audits being done by external licenced audit firms.

CHAK has invested in a variety communications approaches such as a regular newsletter, CHAK Times, reports of major events, research findings, Annual Reports and the development of a website, *www.chak.or.ke* that disseminates information electronically. The information through these various platforms is available for the entire CHAK network where by it strengthens sharing of policy developments, best practices and values. A resource centre maintains all information both in electronic and printed form.

The CHAK's constitution promotes democracy, transparency and opportunity for participation by members. CHAK has a team approach where by members are engaged to seek their opinions concerning various issues on institutional, technical and organisational development which are then incorporated in their strategic plans. The CHAK Secretariat is comprised of full time staff with varied skill, expertise and experience under the leadership of the General Secretary. In addition the entire CHAK network provides a pool of human resources from whom the secretariat can draw technical support for facilitation and monitoring. The full time core staffs are

from time to time supported by project staff supporting implementation of funded projects. To be able to enhance optimal performance in all activities geared towards achieving strategic organisational success, CHAK has set up a fully fledged Monitoring and Evaluation department. This department measures the progress and results of all functional areas within CHAK. In conclusion, CHAK has manifested through various policies, actions and structures the adoption of strategic implementation best practices to large extent.

5.2.2. Strategy Implementation challenges

The second objective of the study sought to establish the challenges faced by CHAK in the strategy implementation. The study established that various challenges were experienced during the implementation process. The key challenges include insufficient funds, changes in key stakeholders' policies, creating synergy for the entire network's activities and competitors. Other challenges include inadequate monitoring and evaluation programs and insufficient time frames

It was found that resources especially financial funds have not been adequate to match the level of strategic goals to be achieved in CHAK. The source of funds being inadequate has been a constraint in effecting timely strategic programs. It is also difficult to implement certain strategies in full when financial resources are unavailable or not sufficient. The diverse membership structure of CHAK means different platforms, activities and opinions to deal with while implementing strategies that are linked especially with the MHUs. The various member units bring about a vast network with various visions and missions on board. This poses a challenge to CHAK as it implements strategies in consideration of the MHUs expectations.

Any change of health policies and regulation by the government has a diverse effect on CHAK's policies since it's a key partner and the fact it is under these regulations it operates. Any major or drastic change in government health policy regulations by the government means adjustments accordingly by CHAK since these are the legal bindings under which it operates. These thus may slow or change the course of various strategy implementation programs in CHAK. The study also established that the monitoring and evaluation has faced challenges during the implementation process. Limited funding has hindered the establishment of a concrete monitoring and evaluation program that would not just facilitate the data analysis of project results but also be able to measure appropriately the progress at every stage and enable immediate feedback. The order in which CHAK implements certain strategic programs and hence various deadlines have been a challenge. This is as a result delayed donor funds and other uncontrollable changes especially in the external environment with adverse effects on the organization. The time frames have had to be adjusted when donors delay funds or withdraw in the course of a project implementation.

Finally CHAK just like many organisations operating in an open market environment faces competition for space and resources from other health service providers especially those in the private sector as well as the government. The competitive nature of the market affects the performance of CHAK from its secretariat through to the MHUs. While CHAK has faced challenges in their strategy implementation programs, the process has been taken up positively by the association whereby they have put in place measures and shown attempt to redress the challenges. CHAK has

also demonstrated key strategic implementation best practices which in turn have eased the challenges faced during the process. Therefore CHAK has faced various challenges in their strategy implementation but the process has been successful to a large extent.

5.3 Suggestions for Further Research

Strategy implementation is the process by which strategies and policies are put into action. With the gains CHAK has in strategic management process so far, it would be interesting to study what competitive strategies they have employed in the long run. It is would also be important to consider a study encompassing the strategic implementation approaches taken up by the CHAK MHUs in the view of CHAK as their strategic leader.

5.4 Recommendations

Excellence in strategy implementation is as a result of how well an organization embraces appropriate action plans and personnel carrying out the designed activities of formulated activities. This study recommends that CHAK should seek for more adequate resources for smooth and timely implementation of strategies. CHAK should mobilise for more unrestricted donor funds, embrace more income generating activities and seek for new donors and financial partners

It is recommended that CHAK should develop an effective and documented reward policy that directly ties to the various aspects of strategy implementation. Suitable training programs with objectives crafted along various strategies should be incorporated whenever possible.

Though a monitoring and evaluation system is in place it was found to be inadequate in terms of clear measurable goals. Therefore the study recommends an improvement of monitoring and evaluation program to have clear, consistent and measurable outlines of capturing detailed progress and provide prompt feedback mechanisms.

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APPENDICES

1 –LETTER OF APPEAL

Florence Kagwiria Mburugu.

School of Business, University of Nairobi

P.O BOX 30197, Nairobi.

September, 2010

Dear sir/madam,

RE: REQUEST FOR RESEARCH DATA

I am a post graduate student at the University of Nairobi, School of Business. In partial fulfilment of the Master of Business Administration Degree requirements, I am undertaking a Management Research Project on the Strategy Implementation by the Christian Health Association of Kenya. The study is entitled

“CHALLENGES OF STRATEGY IMPLEMENTATION AT THE CHRISTIAN HEALTH ASSOCIATION OF KENYA”

I'm glad to inform you that you have been selected to be participate in this study. This is kindly to request you to assist in data collection by participating in a brief interview. The information you provide will be used exclusively for academic purposes and will be treated with strict confidence. Your assistance will be highly appreciated. Thank you in advance.

Yours faithfully,

.....

Florence Kagwiria Mburugu

MBA Student

.....

Mr Jackson Maalu

Senior Lecturer (Supervisor)

School of Business, University of Nairobi

2. THE GENERAL SECRETARY INTERVIEW GUIDE

SECTION A –STRATEGY PRACTICES AT CHAK

1. Who is involved in the formulation of strategic plan at CHAK?
2. Who are the key stakeholders of the strategy implementation process in CHAK?
3. How is the overall strategic plan communicated to all the departments of CHAK?
4. Are there any aspects of strategy plan implementation tied with staff appraisal system?
5. What are the benefits of strategy implementation as an organization?

SECTION B –STRATEGY IMPLEMENTATION CHALLENGES

1. Were all the resources required for a successful strategic plan implementation available for all the various stages and all departments?
2. Does the CHAK organizational culture support the strategic plan implementation?
3. Was the time frame provided for in the strategic plan for the implementation phase adequate?
4. Is there a monitoring and evaluation program for the strategic plan implementation? How did it help?
5. To what extent are the key stakeholders influential in the strategy and implementation at CHAK?
6. What would you consider as being the main challenges both from internal and external sources during the process?

Thank you very much for your time

3. INSTITUTIONAL/ORGANISATIONAL DEVELOPMENT PLANNING

DEPARTMENT INTERVIEW GUIDE

SECTION A –STRATEGY PRACTICES AT CHAK

1. How are the overall strategic tasks allocated to various departments?
2. How are the various strategic tasks tied to appraisals at CHAK?
3. As a department did you participate in the CHAK strategy formulation?
4. How is the overall strategic plan communicated to all the departments of CHAK?
5. Are there specific training programs geared towards strategy implementation?
6. In the view of your department, how do you implement strategic plans in CHAK?

SECTION B –STRATEGY IMPLEMENTATION CHALLENGES

1. Were all the resources (general and unique) required for a successful strategic plan implementation in your department?
2. During the entire process was there any need for skills upgrade in your department?
If yes was it done?
3. How would you describe staff response to training related to strategy implementation programs?
4. In your opinion does the CHAK organizational culture support the strategic plan implementation?
5. What would you consider as being the main challenges both from internal and external sources during the process?

Thank you very much for your time

4. FINANCE AND ADMINISTRATION DEPARTMENTAL INTERVIEW

GUIDE

SECTION A –STRATEGY PRACTICES AT CHAK

1. As a department did you participate in the CHAK strategy formulation?
2. How is the overall strategic plan communicated to all the departments of CHAK?
3. Do you have annual budgetary programmes in CHAK?
4. What are the main financial sources for strategy implementation?
5. In the view of your department, how do you implement strategic plans in CHAK?

SECTION B –STRATEGY IMPLEMENTATION CHALLENGES

1. How do you ensure that adequate resources (general and unique) required for a successful strategic plan implementation for all departments are available?
2. To what extent do financial factors affect strategy implementation at CHAK?
Explain.
3. What would you consider as being the main challenges both from internal and external sources during the process?

Thank you very much for your time

5.ICT / ME DEPARTMENTS INTERVIEW GUIDE

SECTION A –STRATEGY PRACTICES AT CHAK

1. As a department did you participate in the CHAK strategy formulation?
2. How do you monitor the various strategic tasks/stages at CHAK?
3. What are the main roles of ICT in the strategy implementation at CHAK?
4. In the view of your department, how do you implement strategic plans in CHAK?

SECTION B –STRATEGY IMPLEMENTATION CHALLENGES

1. Were all the resources (general and unique) required for a successful strategic plan implementation in your department?
2. Was the time frame provided for in the strategic plan for the implementation phase adequate?
3. What is the response of CHAK towards the findings (Positives & Negatives) of the monitoring and Evaluation program?
4. What would you consider as being the main challenges both from internal and external sources during the process?

Thank you very much for your time

6.THE HEALTH SERVICES SUPPORT /HIV AIDS PROGRAMMES

DEPARTMENTS INTERVIEW GUIDE

SECTION A–STRATEGY PRACTICES AT CHAK

1. As a department did you participate in the CHAK strategy formulation?
2. Are their annual/periodical plans available for your various departmental roles?
3. In the view of your department, how do you implement strategic plans in CHAK?
4. How do you coordinate with the CHAK member health units in the implementation of various tasks?

SECTION B –STRATEGY IMPLEMENTATION CHALLENGES

1. Were all the resources (general and unique) required for a successful strategic plan implementation in your department?
2. How would you describe donor support programmes in strategy implementation?
3. Was the time frame provided for in the strategic plan for the implementation phase adequate?
4. What would you consider as being the main challenges both from internal and external sources during the process?

Thank you very much for your time