

**STRATEGIES ADOPTED AND CHALLENGES FACED BY THE UNITED  
NATIONS DEVELOPMENT PROGRAMME KENYA FOR THE REALIZATION  
OF UNITED NATIONS MILLENNIUM DEVELOPMENT GOALS**

**BY**

**REBECCA NYANDIWA**

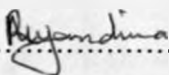
**A MANAGEMENT RESEARCH PROJECT SUBMITTED IN PARTIAL  
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## DECLARATION

### STUDENT'S DECLARATION

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

Signed ..  .....


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### SUPERVISOR'S DECLARATION

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

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## **DEDICATION**

My study is dedicated to the following: My parents especially my mother and aunt, Mrs. Ruth Lubanga Nyikuli and Mrs. Alice Ombima respectively, and my brothers and sisters for their support, patience and continued prayers during the entire period of my study. I also dedicate it to my friends and fellow classmates for their encouragement and guidance towards the successful completion of this course.

Finally, I pay tribute and gratitude to my employer and colleagues for their understanding during the entire period of the study.

Thank you and God bless you.

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## **ABSTRACT**

This study sought to provide a deeper understanding of how United Nations Development Programme Kenya is working towards realization of Millennium Development Goals which were set in September 2000 by the Heads of State to address extreme poverty in the world with development as a given end. The primary objectives of this study were to determine strategies UNDP Kenya has adopted for realizing the MDGs and the challenges they are facing in applying the strategies.

A review of literature was carried out on the concept of strategy, strategy implementation and challenges of strategy implementation. From literature review, it was learnt that strategy specifies the intended course of an organization and that it is a tactic that leads to bridging the gap between ends and the means. It was also learnt that that strategy implementation is an important component of the strategic management process. Many scholars view strategy implementation as considerably more important than strategy formulation, and that strategy implementation, rather than strategy formulation is the key to superior organizational performance. The study also provided literature review on the challenges of strategy implementation.

This was a cross sectional study of MDG implementing units in the Programme Department of UNDP Kenya. The instrument of data collection was a questionnaire. Respondents of the study were staff working in UNDP Programme Department. Data analysis was done through mean scores and frequencies to determine the level of involvement by UNDP Kenya in each MDG, most strategies used and most encountered challenges.

The study had two primary objectives and conclusions were made on both of them. On the first objective, conclusion of the study was that UNDP develops strategies that take a resource based view model. It was also concluded that UNDP applies both corporate and functional strategies in implementing its activities for realizing MDGs. On the second objective, the study concluded that UNDP Kenya was mostly affected by external factors which are political, economic, social, technological ecological and legal.

**Key words:** Strategy, Strategy Implementation and Challenges of Strategy Implementation.

# **CHAPTER ONE: INTRODUCTION**

## **1.1 Background of the Study**

Part of the major challenges that the world faced in the 20<sup>th</sup> century was the need to address the growing number of people who were facing extreme poverty. More so during this millennium the world has woken up to a bigger challenge of how to establish a global human family that faces less poverty and hunger, fewer mothers dying in childbirth and a reduction in the mortality rate of children under five. It is a vision for the future that the world will be one with universal primary education, of gender equality and empowerment of women, where HIV and AIDS, malaria and other diseases are tackled and where there is development with environmental sustainability.

It is within this background and with the acknowledgement of the many changes that have taken place through the world since 1945, that world leaders agreed on a common vision for the future at the Millennium Summit in the year 2000. This vision was encapsulated in the Millennium Development Goals (MDGs) with a set of quantitative targets to be met by the year 2015. Millennium Development Goals are the world's time-bound and quantified targets for addressing extreme poverty in its many dimensions such as hunger, disease, lack of adequate shelter while promoting gender equality, education, and environmental sustainability. They are also basic human rights like the rights of each person in the world to health, education, shelter and security as pledged in the Universal Declaration of Human Rights (General Assembly, 1948 Resolution 217 A, III) and the UN Millennium Declaration (General Assembly, 2000 Resolution A/res/55/2).

The UN Millennium Declaration 2000 notes that United Nations is the indispensable common organization of the entire human family through which the world will seek to realize universal aspirations for peace, cooperation and development (General Assembly, 2000 Resolution A/res/55/2). Its work is to pursue the MDGs through the respective areas of expertise of its Agencies such as women issues, health, children, trade, finance and others by developing approaches that governments and other organizations working at regional and national levels can relate to when formulating policies steered towards realization of MDGs. The UN encourages and supports existing campaigns, initiatives, and people's movements working at the regional and national levels to hold the governments to account for their promises in the Millennium pledges.

### **1.1.1 Concept of Strategy and its value to UNDP Kenya**

Strategy as a concept has been a part of human thought for thousands of years. The underlying principles of strategy were discussed by Homer, Euripides and many early scholars (Bracker, 1980). Out of this genealogy, strategy is a concept with many meanings and all of them are relevant and useful to those who are charged with setting strategy for their corporations, businesses or organizations. In the past 50 years, the concept of strategy has penetrated the many organization segments and has been accepted as a management tool for achieving strategic targets. Several scholars have tried to define the concept of strategy coming up with different views of the same.

Mintzberg (1987) viewed strategy as a plan, ploy, pattern, a position and perspective. As a plan, strategy specifies consciously intended course of action of the organization. As a ploy, strategy is seen as a maneuver intended to outwit competitors. As a pattern, strategy

is seen as an outline emerging from a stream of actions. As a position, strategy is seen as a means of locating an organization in its environment. As a perspective, strategy consists of a position and engrained way of perceiving the world. A strategy is a plan, ploy, pattern, position or a perspective devised by an organization to react to obstacles thwarting it from attaining its mission.

According to Chandler (1962), strategy refers to the establishment of the long-term goals and objectives of an organization including the taking of actions and allocation of resources for achieving these goals. Due to scarcity of resources, the strategy that is chosen should be one that optimizes these resources in the pursuit of the organizational goals and objectives. Andrews (1980) defines strategy as a pattern of decisions in a company that determines and reveals its objectives, purposes or goals, produces the principal policies and plans for achieving those goals, and defines the range of businesses the company is to pursue, the kind of economic and human organization it is or intends to be, and the nature of the economic and non-economic contribution it intends to make to its stakeholders, employees, customers and communities.

Bryson (1996) defines strategy as a pattern of purposes, policies, programs, actions, decisions, or resource allocations that define what an organization is, what it does, and why it does it. According to Quinn (1998), strategy is a pattern or a plan that integrates an organization's major goals, policies and action sequences into a cohesive whole. Strategy according to Robert (1993) is thinking strategically regarding decisions pertaining to product and services, customers, market segments and geographic areas. According to Thompson, Strickland and Gamble (2007), strategy is management's action plan for running the business and conducting operations. A company's strategy is all about how

management intends to grow the business, how it will build a loyal clientele and outcompete rivals. Tregoe and Zimmerman (1980) defined strategy as the framework which guides those choices that determine the nature and direction of an organization.

Out of the many definitions available, it can be concluded that strategy relates to how a given end is to be attained. As such, strategy is a tactic that leads to bridging the gap between ends and means. Resources are allocated or deployed and then employed in the course of executing a given strategy so as to realize the end in view. The establishment of the ends to be attained does indeed call for strategic thinking in order to settle on the strategy that will realize them.

United Nations Development Programme (UNDP) Kenya, just like any other business is connected with the society on all political, economical, technological and social cultural levels. This is mainly because it is environment serving and environment dependent. For instance, it depends on the external environment for its input such as funding in terms of donations and labour, while it is the same environment that determines its success in realizing its goals (environment serving).

Therefore, any turbulent changes in the external environment will pose threats and create opportunities to UNDP Kenya's prosperity. These threats and opportunities will be in regards to changes in organizations' sources of inputs and the manner of converting the inputs to outputs in terms of realizing the MDGs. Strategy will enable it respond and adapt to these dynamic changes by enhancing its strengths, eliminating its weaknesses or even converting the weaknesses to strengths, thereby taking advantage of every

opportunity and defending against any threat posed by these turbulent and dynamic environmental changes.

The UNDP Kenya therefore requires a strategy as the link between the organization and its environment and as the basis for making future large scale oriented plans for interacting with this competitive environment, to achieve its objective. It requires a strategy as tool for analysis, decisions and actions that it is meant to undertake in order to create and sustain competitive advantage.

### **1.1.2 Challenges of Strategy Implementation**

Implementation is the process that turns plans into action assignments and ensures that such assignments are executed in a manner that accomplishes the plan's stated objectives (Noble, 1999). Strategy implementation may be viewed as a process inducing various forms of organizational learning because both environmental threats and strategic responses are a prime trigger for organizational learning process (Lehner, 2004). Strategy implementation is an iterative process of implementing strategies, policies, programs and action plans that allows a firm to utilize its resources to take advantage of opportunities in the competitive environment (Harrington, 2006). Li, Guohui and Eppler (2008) define strategy implementation as a dynamic, iterative and complex process which is comprised of a series of decisions and activities by managers and employees – affected by a number of interrelated internal and external factors to turn strategic plans into reality in order to achieve strategic objectives.

Strategy formulation without strategy implementation could be equated to the ideas of a great golden chick that has never given birth to any golden eggs. Strategy implementation is the process through which the organization's chosen and intended strategies are made to happen. Implementation therefore, is the action phase of the strategic process, which includes strategy formulation, analysis of the alternative strategies and choice of the strategies to be adopted (Field & Keller, 1998).

Success of strategy requires that the structure and strategy need to be matched under support of each other. The information systems must be adequate for the purposes of reporting back and strategy implementation evaluation (Kungu, 2005). Due to the difficulties experienced in strategy implementation, the implementation process has never been short of challenges. The challenges come in the form of resistance to change, non involvement of stakeholders, employees' psychological non preparedness, a poorly formulated strategy and an ill prepared firm system for accommodating the new strategy, among others (Thompson et al, 2005).

Mwita (2007) points out that lack of financial resources, inadequate communication of strategy to staff, wrong firm structure, poor leadership and inadequate communication and information of systems are challenges to strategy implementation. Johnson et al (2005) view control, managing knowledge, coping with speed of change and increased levels of uncertainty in business and responding to globalization as challenges to strategy implementation.

Designing a workable reward system to support strategy implementation is a challenge. The role of the reward system is to align the wellbeing of organization. Without an ample



pay off, the system breakdown and the managers will be left with less workable options of barking orders, trying to enforce compliance and depending on the goodwill of other employees (Thompson et al, 2001). People who implement strategic plans should participate in their development (Andrews, 1981). This creates a sense of belonging and teamwork towards the attainment of the implementation of strategy.

Other researchers such as Wessel (1993) have argued that there are some general barriers to strategy implementation. These include too many and conflicting priorities, the top team that does not function well, a top down management style, inter-functional conflicts, poor vertical communication and inadequate management development.

### **1.1.3 United Nations Development Programme Kenya**

The United Nations came into existence on 24 October 1945 after the end of the Second World War. It was created to promote world peace and cooperation in solving the world's problems, and to encourage respect for Human Rights (United Nations Charter, 1945). The mission of the United Nations is to help people live better lives. Its mission is emphasized in the Charter when it begins with its famous words, 'We, the peoples...'. Membership of the organization has 191 members including nearly every country in the world. Kenya became a member of the United Nations on 16 December 1963, four days after achieving independence (General Assembly Resolution 1976, XVIII).

Though the popular perception of the United Nations is that of an organization primarily mandated to advance international cooperation, peace and security, its development mandate is no less instrumental. In developing countries, United Nations promotes and coordinates economic and social development. It helps build capacity for sustainable

human development, which the United Nations defines as Social and Economic development that is people centered and respects the environment (United Nations Charter, 1945). United Nations gives priority to poverty eradication, environmental protection, job creation, human rights and the advancement of women.

United Nations Development Programme is the UN's global development network, advocating for change and connecting countries to knowledge, experience and resources to help build a better life. UNDP opened its operations in Kenya in November 1964, when an agreement was signed between the Government of Kenya and the UN System. UNDP was at the time known as the United Nations Technical Assistance Board (UNTAB) (UNDP, 2006)

UNDP operates projects under the umbrella of five priority areas namely: Poverty Reduction, Democratic Governance, Peace Building and Conflict Resolution, Energy and Environment, and Disaster Risk Reduction. The cross cutting initiatives such as Millennium Development Goals are implemented through the Strategic Policy Advisory Unit, Communications Unit and the Country Director's Support Team.

Poverty Reduction undertakes projects that directly involve the impoverished groups where employment is created and regular income generation are possible. Democratic Governance entails, advocacy of human rights, gender, police and judicial reforms. Disaster Risk Reduction unit carries out HIV/AIDS, peace and security projects. Energy and Environment unit largely addresses the conservation of today's natural resources for future generations to come. The Strategic Policy Advisory Team promotes partnerships for aid and donor coordination as well as advocacy initiatives related to sustainable

human development and its mainstreaming into the country's policy, planning and visioning frameworks. It also provides periodic analysis of, and intelligence on socio-economic trends, advocating while promoting a culture of achieving the Millennium Development Goals as a whole.

Under the Democratic governance, UNDP supports national democratic transitions by providing policy advice and technical support, improving institutional and individual capacity within countries, educating populations about and advocating for democratic reforms, promoting negotiation and dialogue, and sharing successful experiences from other countries and locations. UNDP also supports existing democratic institutions by increasing dialogue, enhancing national debate, and facilitating consensus on national governance programs. In Poverty reduction, UNDP helps countries develop strategies to combat poverty by expanding access to economic opportunities and resources, linking poverty programs with countries' larger goals and policies, and ensuring a greater voice for the poor. UNDP also works at the macro level to reform trade, encourage debt relief and foreign investment, and ensure the poorest of the poor benefit from globalization.

On the ground, UNDP sponsors developmental pilot projects, promotes the role of women in development, and coordinates efforts between governments, NGOs, and outside donors. In this way, UNDP works with local leaders and governments to provide opportunities for impoverished people to create businesses and improve their economic condition.

To deal with crisis prevention and recovery, it works to reduce the risk of armed conflicts or disasters, and promote early recovery after crises have occurred. UNDP works through

its country offices to support local government in needs assessment, capacity development, coordinated planning, and policy and standard setting. Examples of UNDP risk reduction programs include efforts to control small arms proliferation, strategies to reduce the impact of natural disasters, and programs to encourage use of diplomacy and prevent violence. Recovery programs include disarmament, demobilization and reintegration of ex-combatants, demining efforts, programs to reintegrate displaced persons, restoration of basic services, and transitional justice systems for countries recovering from warfare.

As the poor are disproportionately affected by environmental degradation and lack of access to clean and affordable water, sanitation and energy services, UNDP seeks to address environmental issues in order to improve developing countries' ability to develop sustainably, increase human development and reduce poverty. UNDP works with countries to strengthen their capacity to address global environmental issues by providing innovative policy advice and linking partners through environmentally sensitive development projects that help poor people build sustainable livelihoods (Source: <http://www.ke.undp.org/aboutus/4>)

#### **1.1.4 United Nations Millennium Development Goals**

The UN Millennium Development Goals (MDGs) are eight international goals that 189 United Nations Member States agreed to achieve by the year 2015. The MDGs were drawn from the actions and targets contained in the Millennium Declaration that was adopted by 189 nations and signed by 147 Heads of State and governments during the UN Millennium Summit in September 2000. The eight MDGs are: Eradicate extreme

poverty and hunger; Achieve universal primary education; Promote gender equality and empower women; Reduce child mortality; Improve maternal health; Combat HIV/AIDS, malaria and other related diseases; Ensure environmental sustainability; and Develop a global partnership for development (Source: [www.unmillenniumproject.org](http://www.unmillenniumproject.org))

The MDGs are the most broadly supported, comprehensive and specific poverty reduction targets the world has ever established, hence their importance is diverse (UN Millennium Project 2005). For the international political system, they are the fulcrum on which development policy is based. After the adoption of UN Millennium Declaration by the world leaders, committing their nations to a global partnership through the eight goals they later reaffirmed the goals as the world's time-bound development targets during the World Summit on Sustainable Development held in Johannesburg, South Africa in 2002 (Report of the World Summit, A/CONF.199/20).

Millennium Development Goals are a means to a productive life for people living in extreme poverty. They comprehensively address issues related to poverty that deprives individuals of the means to stay alive in the face of hunger, disease and environmental hazards. When individuals suffer from extreme poverty and lack the meager income needed to even cover basic needs, a single episode of disease can be the major determinant of their life span. For example the case of diarrhea outbreak in the North Eastern Province of Kenya that killed many people in a short period of time (Esipisu, 2009). It is therefore important to note that water and sanitation infrastructure raises output per capita through various channels such as reduced illness.

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Millennium Development Goals are also a key to the global security. The goals not only reflect global justice and human rights but they are also vital to international and national security and stability. Poor and hungry societies are much more likely than high income societies to fall into conflict over scarce vital resources, such as water and land. In Kenya, there have been conflicts between pastoralists and farmers over water and grazing land. Many world leaders in recent years have rightly stressed the powerful relationship between poverty reduction and global security. “We should address the situations and factors that have the potential to sow terrorism, namely, poverty, denial, deprivation, oppression, and injustice.” Former President Benjamin Mkapa of Tanzania, 10 January 2003.

The MDGs synthesize in a single package, many of the most important commitments made separately at the international conferences and summits of the 1990s such as World Summit for Children, New York, 1990 (UNICEF); World Conference on Basic Education for All, Jomtien, 1990 (UNESCO) among others. They recognize explicitly the interdependence between growth, poverty reduction and sustainable development. They acknowledge that development rests on the foundations of democratic governance, the rule of law, respect for human rights and peace and security. The goals are based on the time-bound and measurable targets accompanied by indicators for monitoring progress (United Nations Development Group, 2000). They bring together in the eighth Goal, the responsibilities of developing countries with those of developed countries, founded on a global partnership endorsed at the International Conference on Financing for Development in Monterrey, Mexico in March 2002 (Report of the International

Conference, A/CONF.198/11), and at the Johannesburg World Summit on Sustainable Development in August 2002.

By adopting the eight MDGs, the United Nations created a challenge to the world leadership. The environment during which these MDGs were set has changed rapidly since 2007. It is now halfway to the 2015 deadline of achieving the MDGs and yet major advances towards their realization have begun to slow or even reverse as a result of various challenges (Millennium Development Goals Report, 2008 and 2009). According to the Millennium Development Goals 2009 Progress Chart, Sub-Sahara Africa, Kenya being one of the countries is lagging behind. The current challenges being faced towards realization of MDGs include the problem of economic crunch which came along with grim repercussions such as increased food prices putting prevalence of hunger in developing countries on the rise; the issue of climate change which has led to serious consequences such as imperiled fisheries, receding forests and water scarcity which has become a reality in a number of countries, Kenya being one of them; poor governance prevailing in Sub-Saharan countries; and corruption

## **1.2 Statement of the Problem**

Organizations have to adequately and promptly respond to the changes in the environment for them to be successful. This is because organizations are dependent on the environment for the resources and also depend on the very environment to discharge their outputs. Ansoff and McDonnel (1990) brought out the need to evaluate the turbulence in the environment and to match the strategies to the level of turbulence in the environment. Strategies are the approaches applied by an organization to counter the

changes within the environment for realization of its mission. The challenge these MDGs are posing to the world is their implementation and the need for the world to establish proper framework that will channel the benefits to the people at the grassroots.

To determine the action plans UNDP Kenya has put in place for realizing the MDGs and the challenges they are facing in implementing these action plans, it was important to carry out a study on Strategies adopted and challenges faced by UNDP Kenya for the realization of MDGs. Two studies have been done in the area of Strategy at WHO (Hinga, 2007), World Bank (Mito, 2008) and UNHCR (Mobisa, 2007). Muriuki, 2007; Kisaka, 2007; and Wanjiru, 2008 conducted their studies on strategies adopted in other companies. However, from the evaluated studies none was found on the strategies adopted and challenges faced by UNDP Kenya for the realization of Millennium Development Goals despite reports indicating that major advances towards the realization of MDGs had began to slow down or even reverse. This study therefore sought to address the following research questions: What strategies have United Nations agencies in Kenya adopted for realizing MDGs? What challenges are United Nations agencies in Kenya facing in applying the strategies for realizing MDGs?

### **1.3 Research Objectives**

The objectives of this study were:

- i. To determine strategies United Nations Development Programme Kenya has adopted towards realization of Millennium Development Goals.
- ii. To establish the challenges United Nations Development Programme Kenya was facing in applying strategies for realization of Millennium Development Goals.



## **1.4 Importance of the Study**

The findings and recommendations of the study would benefit the management of UNDP Kenya by providing them with knowledge on the existing strategic gaps to enable them develop better strategic responses and cope with changes in the environment. The recommendations could also be shared with other regions faced with similar challenges in achieving MDGs to help them anticipate and plan for changes occurring in their environment that could threaten the progress made in achieving the MDGs.

The findings and recommendations of this study would play a vital role to the Governments, Civil Societies and Policy makers in formulating strategies and setting up apt monitoring and evaluation systems steered towards the realization of MDGs. In addition, they could use the findings and recommendations of the study in developing a national strategic plan that incorporates the MDGs. Non-Governmental Organizations (NGOs) could use this study to identify the areas in which they can form an alliance with the UN in working together towards realization of MDGs.

This study would make a contribution to the existing knowledge which can be used by scholars and researchers as a reference document in examining different aspects of strategic management and also highlight further areas of research. This study would also contribute some knowledge in the field of social development.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter provides an account of what has been published on strategy as a guiding concept of this study by different scholars and researchers in order to have a deeper understanding of the research topic under review. Therefore, this section reviewed literature on the concept of strategy, environmental challenges to organizations, response strategies, strategy implementation and challenges of strategy implementation.

### **2.2 Concept of Strategy**

Strategic management is defined as the set of decisions and actions that result in the formulation and implementation of plans designed to achieve an organization's objectives. It involves the planning, directing, organizing and controlling of a company's strategy-related decisions and actions. By strategy, managers mean their large scale future oriented plans for interacting with the competitive environment to achieve organization's objectives (Pearce and Robinson, 1991).

There are different definitions by different authors about strategy. Strategy is a unifying theme that gives coherence and direction to the actions and decisions of an organization. It guides an organization to superior performance by helping it establish competitive advantage (Grant, 2000). The notion of strategy as a coherent, unifying and integrative blueprint of the organization as a whole is also advanced by Glueck (1976) when he describes strategy as a unified, comprehensive and integrative plan designed to assure

that the basic objectives of the enterprise are achieved. Strategy links organizational units together right from corporate to functional level.

Strategy is principally viewed as responding to external and internal forces which impact the organization. Argyris (1985) reflects this point of view when he states that strategy formulation and implementation include identifying opportunities and threats in an organization's environment, evaluating the strengths and weaknesses of the organization, designing structures, defining roles, hiring appropriate people, and developing appropriate rewards to keep those people motivated to make contribution. Similarly, Steiner and Meiner (1977) state that strategy is forging of company missions, setting objectives for the organization in light of external and internal forces, formulating specific policies and strategies to achieve objectives, and ensuring their proper implementation so that the basic purposes and objectives of the organization are achieved.

Strategy acts as a vehicle for communication and coordination within the organization. Strategy is a set of discussions and actions resulting in formulation and implementation of strategic designs to achieve the objectives of an organization (Pearce and Robinson, 1997). Strategy is the direction and scope of an organization over the long-term which achieves advantage for the organization through its configuration of resources within a changing environment and to fulfill stakeholders' expectations (Johnson and Scholes, 2003). For example, most organizations' strategies focus on the needs of its stakeholders.

Chandler (1962) defined strategy as the determination of the basic long-term goals and objectives of an enterprise and the adoption of courses of action and the allocation of

resources necessary for carrying out these goals. Due to scarcity of resources, the strategy that is chosen should be one that optimizes these resources in the pursuit of the organizational goals and objectives. Many firms and organization in Africa face scarcity of resources such as reduced donor funds as a result of the current economic crunch and lack of specialized manpower resulting from brain drain. The leadership in such organizations has to think radically when developing strategies so that its choice of strategy is the one that optimizes the inadequate resources and its program of action are prioritized. Schendel and Hatten (1972) echo the same message in relation to Chandler's definition when they define strategy as the basic goals and objectives of the organization, the major programs of action chosen to reach these goals and objectives, and the major pattern of resource allocation used to relate the organization to its environment. Organizations have to develop action plans that will work in the constantly changing environment and win the people's commitment if their organizational goals have to be realized.

Strategy is considered by some authors as a motivating force for the stakeholder. The notion of stakeholders has gained more importance as an element of strategic concern the past years. Stakeholders include everybody who directly or indirectly receives the benefits or costs derived from the actions of the firm. Andrews (1980) defined strategy by incorporating the importance of stakeholders. Another emphasis on the importance of stakeholders in the definition of strategy is given by Chaffee (1985) who states that strategy is defined as orienting "metaphases or frames of references that allow the organization and its environment to be understood by organizational stakeholders. On this basis, stakeholders are motivated to believe and to act in ways that are expected to

produce favourable results for the organization. This definition of strategy emphasizes the need to establish social contracts, perceived collection of cooperative agreements entered into by individuals with free will, which will produce a process of social interchange in which perception will be affirmed, modified or replaced.

Strategy is a multidimensional concept that embraces all the critical activities of the firm, providing it with a form of unity, direction and purpose as well as facilitating the necessary changes induced by its environment (Hax and Majluf, 1996). It is unifying integrative pattern of decisions. Thus, strategy defines organizational purpose in terms of objectives, goals and priorities; deals with organizational competitive advantage; defines the obligations of the organization such as social responsibility to its stakeholders; and defines the business of the organization. Therefore, in a nutshell strategy is about the future of the organization, the present posture of the organization, developing superior strategy and competent implementation of strategy.

Porter (1980) observes that the essence of formulating a competitive strategy is to relate an organization to its environment. The environment within which an organization operates is perhaps the largest determinant of the strategy it adopts. Ansoff and McDonnell (1990) see strategic management as a systematic approach to position and relate an organization to its environment in away that will assure its continued success and make it secure from environmental surprises. How can an organization formulate effective strategies for attainment of its goals in relation to the environment in which it operates? In order for an organization to devise effective strategies that will help it cope with its turbulent, complex and global external environment, it has to engage in a process called external environmental analysis. This process includes four activities: scanning,

forecasting, monitoring and assessing (Hitt, Duane and Hoskisson, 1997). Failure to do this could lead to serious strategic problems characterized by the maladjustment of the organization's output and the demands of the external environment. Managers therefore have a major task of developing strategies that will ensure that the organization achieves its mission.

There are three levels of organizational strategy. These are corporate level strategy, business unit strategy and operational strategy. According to Johnson and Scholes (2002) corporate level strategy is concerned with the overall purpose and scope of an organization and how value will be added to the different parts that is business units of the organization. This could include issues of geographical coverage, diversity of products or services and how resources are to be allocated between different parts of the organization. Corporate level strategy is also concerned with the expectations of its stakeholders. Being clear about corporate strategy is very important as it is a basis of other strategic decisions. It may well take form in an explicit statement of mission that reflects such expectations. It enables the organization decide which business lines to concentrate on through diversification, integration, divesture and portfolio management.

The second level is business unit strategy which is about how to compete successfully in particular markets (Johnson and Scholes, 2002). The concerns are therefore how new opportunities can be identified or created in markets, which products or services should be developed in which markets, and the extent to which these meet customer needs in such a way as to achieve the objectives of the organization. Therefore, whereas corporate strategy involves decisions about the organization as a whole, strategic decisions here need to be related to a strategic business unit (SBU). A strategic business unit is a part of

an organization for which there is a distinct external market for goods or services that is different from another SBU. However, within those structural divisions there will be a need for different strategies according to different markets.

The third level is operational strategies which are concerned with how the component parts of an organization deliver effectively the corporate and business level strategies in terms of resources, processes and people (Johnson and Scholes, 2002). These strategies are function specific. A business that operates without any planned strategies for its operational functions is doomed to fail. Every business should plan strategies for developing each function of its operations and to ensure that strategies are consistent within the organisation. The integration of operational decisions and strategy is therefore of great importance.

### **2.3 Environmental Challenges to Organizations**

Ansoff and McDonnell (1990) note that environmental serving organizations are in constant interaction with the environment. They take in resources from the environment, add value to them, and deliver them back to the environment in the form of goods and services. They have also asserted that successful environment serving organizations are open systems that use strategies to ensure continued organizational survival in the environment. According to Grant (2000), survival and success for an organization occurs when an organization creates and maintains a match between the strategy and the environment and also between its internal capability and the strategy. Strategic response requires organizations to change their strategy to match the environment and also to transform or redesign their internal capability to match the very strategy.

The external environment plays a significant role in the growth and profitability of firms (Kotha and Nair, 1995). Environmental conditions currently affecting firms are different from those of past decades (Hitt et al, 1997). Many companies now compete in global rather than domestic markets. Technological changes and the explosion in information gathering and processing capabilities demand more timely and effective competitive actions and responses (Hamel and Prahalad, 1989). For example, airline companies are responding to insecurity issues such as terrorism by installing technology that will help them detect threats and share information with security forces all over the world.

Pearce and Robinson (1997) argue that there is a host of external factors that influence a firm's choice of direction and action and ultimately its organizational structure and internal processes. These factors constitute the external environment and can be divided into three interrelated subcategories and these are remote environment, industry environment and the operating environment. The remote environment consists of factors that originate beyond and usually irrespective of any firms operating situation and include political, economic, social, technological, ecological and legal factors (PESTEL). The concept of industry environment has been brought to the foreground of strategic thought and business planning by Michael E. Porter. The nature and degree of competition in an industry hinges on five forces which are the threat of new entrants, the bargaining power of customers, the bargaining power of suppliers, the threat of substitute product or services and the degree of rivalry in the industry (Porter, 1980). The operating environment comprises factors in the competitive situation that affects a firm's success in acquiring needed resources or in profitability marketing its goods and services. The operating environment is typically much more subject to the firm's influence or control



than the remote environment. Thus firms can be much more proactive as opposed to reactive in dealing with the remote environment.

Most firms face external environment that are growing more turbulent, complex and global which makes them increasingly more difficult to interpret. To cope with what are often ambiguous and incomplete environment data and to increase their understanding of general environment, firms engage in a process called external environmental analysis. This process includes four activities and these are scanning, forecasting, monitoring and assessing (Hitt et al, 1997). According to Thompson and Strickland (1993), organizations are environment dependent and cannot exist without the environment. Organizations depend on the environment for their survival and they scan the environment for trends and conditions that could affect the industry and adapts to them. Analysis of the external environment leads to identification of opportunities and threats.

Ansoff and McDonnell (1990) define environmental turbulence as a combined measure of the changeability and predictability of the firm's environment. They go on to describe a scale of environmental turbulence from level one (repetitive environmental turbulence) where successive challenges are a repetition of the past, change is slower than the firm's ability to respond and the future is expected to replicate the past; to level five turbulence (surprising environment turbulence) where events are discontinuous and novel, change is faster than the firm's ability to respond and the future is unpredictable and filled with surprises.

The forces of the external environment are so dynamic and interactive that the impact of any single element cannot be wholly disassociated from the impact of other elements (Ansoff and McDonnell, 1990). For example, an increase in OPEC oil prices may be a result of a combination of political, economic, social and technological changes. An increase in food prices can be caused by increased fuel costs, political instability or climate change. Despite the uncertainty and dynamic nature of the business environment, an assessment process that narrows, even if it does not precisely define, future expectations is of substantial value to strategic managers (Pearce, 1997).

## **2.4 Response Strategies**

The best formulated and implemented strategies become obsolete as a firm's external and internal environments change (David, 1997). Firms must thus respond to various changes in the environment. These responses can be broadly classified as strategic or operational in nature. Strategic responses are at two levels where we have corporate and business strategies. Operational responses undertake functional strategies.

### **2.4.1 Corporate Strategies**

According to Johnson and Scholes (2002) the corporate level strategy deals with overall scope and purpose of the organization and ensures that the stakeholders' expectations are met. Wheelen and Hunger (2008) observes that corporate strategy deals with three key issues facing the corporation as a whole. These are directional strategy – the firm's overall orientation towards growth, stability or retrenchment; Portfolio strategy – the industries or markets in which the firm competes through its products and business units;

and corporate parenting strategy – the manner in which management coordinates activities and transfers resources and cultivates capabilities among product lines and business units.

Wheelen and Hunger (2008) pointed out that a corporation's directional strategy is composed of three general orientations: growth strategies, stability strategies and retrenchment strategies. Growth strategies expand the company's activities. A corporation can grow internally by expanding its operations both globally and domestically, or it can grow externally through mergers, acquisitions and strategic alliances. The two basic growth strategies are concentration on the current product lines in the industry and diversification into other product lines in other industries. Stability strategies make no change to the company's current activities. A corporation may choose stability over growth by continuing its current activities without any significant change in direction. Although sometimes viewed as a lack of strategy, Inkpen and Choudhury (1995) observes that the stability family of corporate strategies can be appropriate for successful corporation operating in a reasonably predictable environment. Retrenchment strategies are pursued by a company when it has a weak competitive position in some or all of its product lines resulting in poor performance (Wheelen and Hunger, 2008). These strategies impose a great deal of pressure to improve performance. In an attempt to eliminate the weaknesses that are dragging the company down, management may follow one of the several retrenchment strategies ranging from turnaround or becoming a captive company to selling out, bankruptcy or liquidation.

According to Wheelen and Hunger (2008), one of the most popular aids to developing corporate strategy in a multiple-business corporation is portfolio analysis. In portfolio

analysis, top management views its product lines and business units as a series of investments from which it expects a profitable return. The product lines or business units form a portfolio of investments that top management must constantly juggle to ensure the best return on the corporation's invested money. Two of the most popular portfolio approaches are the Boston Consulting Group (BCG) Growth-Share Matrix and General Electric (GE) Business Screen. Portfolio analysis is commonly used in strategy formulation because it encourages top management to evaluate each of the corporation's business individually and to set objectives and allocate resources for each. It stimulates the use of externally oriented data to supplement management's judgement. It raises the issue of cashflow availability for use in expansion and growth. Its graphic depiction facilitates communication.

Corporate parenting strategy views a corporation in terms of resources and capabilities that can be used to build business unit value as well as generate synergies across business units. Corporate parenting generates corporate strategy by focusing on the core competencies of the parent corporation and on the value created from the relationship between the parent and its businesses. According to Campbell, Goold and Alexander (1995), if there is a good fit between the parent's skills and resources and the needs and opportunities of the business units, the corporation is likely to create value. If however, there is not a good fit, the corporation is likely to destroy value. Research indicates that companies that have a good fit between their strategy and their parenting roles are better performers than companies that do not have a good fit (Oijen and Douma, 2000). The primary job of corporate headquarters is, therefore, to obtain synergy among the business units by providing needed resources to units, transferring skills and capabilities among

the units, and coordinating the activities of shared unit functions to attain economies of scope as in centralized purchasing (Collins, 1996; Lei, Hitt and Bettis, 1996).

## **2.4.2 Functional Strategies**

Functional strategy is the approach a functional area takes to achieve corporate and business unit objectives and strategies by maximizing resource productivity. It is concerned with developing and nurturing a functional capability to provide a company or business unit with a competitive advantage. Just as a multidivisional corporation has several business units, each with its own business strategy, each business unit has its own set of departments, each with its own functional strategy. The orientation of a functional strategy is dictated by its parent business unit's strategy (Slater and Olson, 2001; Skaggs and Huffman, 2003). Just as competitive strategies may need to vary from one region of the world to another, functional strategies may need to vary from region to region. According to Bowman (1998), the functional structure in an organization enables it gain the specialization benefits and links the functional level strategies to the business strategy. As has been pointed out by Wheelen and Hunger (2008), functional level strategies are marketing strategy, financial strategy, Research and development strategy, operations strategy, purchasing strategy, logistics strategy, human resource management strategy and information technology strategy.

Marketing strategy deals with pricing, selling and distributing a product. Using a market development strategy, a company or business unit can capture a larger share of an existing market for current products through market saturation and market penetration, or develop new markets for current products. Using the product development strategy, a

company or unit can develop new products for existing markets or develop new products for new markets. Using successful brand name to market other products is called line extension and it is a good way to appeal to a company's current customers. There are numerous other marketing strategies. For advertising and promotion, for example, a company or business unit can choose between push and pull marketing strategies. Other marketing strategies deal with distribution and pricing (Wheelen and Hunger, 2008).

In 2008, Wheelen and Hunger state that financial strategy examines the financial implications of corporate and business level strategic options and identifies the best financial course of action. It can also provide competitive advantage through a lower cost of funds and a flexible ability to raise capital to support a business strategy. Financial strategy usually attempts to maximize the financial value of a firm. Research reveals that a firm's financial strategy is influenced by its corporate diversification strategy. Equity financing, for example, is preferred for related diversification whereas debt financing is preferred for unrelated diversification (Kochhar and Hitt, 1998).

Research and Development strategy deals with product and process innovation and improvement (Wheelen and Hunger, 2008). It deals with the appropriate mix of different types of research and development (basic, product, or process) and with the question of how new technology should be accessed through internal development, external acquisition, or strategic alliances. One of the research and development choices is to be either a technical leader, pioneering an innovation or technological follower imitating the products of competitors. Porter (1985) suggests that deciding to become a technological leader or follower can be a way of achieving either overall low cost or differentiation. A new approach to research and development is open innovation, in which a firm uses

alliances and connections with corporate, government and academic labs to learn about new developments.

Operations strategy determines how and where a product or service is to be manufactured, the level of vertical integration in the production process, the deployment of physical resources, and relationships with suppliers. It should also deal with the optimum level of technology the firm should use in its operations processes. A firm's manufacturing strategy is often affected by a product's life cycle. The concept of a product's life cycle eventually leading to one-size-fits-all mass production is being increasingly challenged by the new concept of mass customization. Appropriate for an ever changing environment, mass customization requires that people, processes, units and technology reconfigure themselves to give customers exactly what they want when they want it. Managers coordinate independent, capable individuals. An efficient linkage system is crucial. The result is low cost, high quality, customized goods and services (Wheelen and Hunger, 2008).

Purchasing strategy deals with obtaining the raw materials, parts, and supplies needed to perform the operations function. The basic purchasing choices are multiple, sole and parallel sourcing. Under multiple sourcing, the purchasing company orders a particular part from several vendors. Multiple sourcing has traditionally been considered superior to other purchasing approaches because it forces suppliers to compete for the business of an important buyer thus reducing purchasing costs, and if one supplier can not deliver, another usually can thus guaranteeing that parts and supplies are always on hand when needed. Multiple sourcing has been one way for a purchasing firm to control the relationship with its suppliers. So long as suppliers can provide evidence that they can

meet the product specifications, they are kept on the purchaser's list of acceptable vendors for specific parts and supplies. The concept of sole sourcing reduces transaction costs and builds quality by having the purchaser and supplier work together as partners rather than as adversaries. With sole sourcing, more companies will have longer relationships with fewer suppliers. In parallel sourcing, two suppliers are the sole suppliers of two different parts but they are also backup suppliers for each of other's parts. If one vendor cannot supply all of its parts on time, the other vendor is asked to make up the difference (Wheelen and Hunger, 2008).

Logistics strategy deals with the flow of products into and out of the manufacturing process. Three trends related to this strategy are evident: centralization, outsourcing and the use of the internet. To gain logistical synergies across business units, corporations began centralizing logistics in the headquarters group. This centralized logistics group usually contains specialists with expertise in different transportation modes such as rail or trucking. They work to aggregate shipping volumes across the entire corporation to gain better contracts with shippers. Many companies have found that outsourcing logistics reduces costs and improves delivery time. Many companies are using the internet to simplify their logistical system (Wheelen and Hunger, 2008).

Human resource management strategy, among other things, addresses the issue of whether a company or business unit should hire a large number of low-skilled employees who receive low pay, perform repetitive jobs and most likely quit after a short time or hire skilled employees who receive relatively high pay and are cross-trained to participate in self-managing work teams (Wheelen and Hunger, 2008). As work increases in complexity, the more suited it is for teams, especially in the case of innovative product



development efforts. Multinational corporations are increasingly using self-managing work teams in their foreign affiliates as well as in home country operations (Kirkman and Shapiro, 1997). Research indicates that the use of work teams leads to increased quality and productivity as well as to higher employee satisfaction and commitment (Banker, Field, Schroeder and Sinha, 1996; Kirkman and Rosen, 1999). Companies following a competitive strategy of differentiation through high quality use input from subordinates and peers in performance appraisals to a greater extent than firms following other business strategies (Haines, Onge and Marcoux, 2004). Companies are finding that having a diverse workforce can be a competitive advantage. Research reveals that firms with a high degree of racial diversity following a growth strategy have higher productivity than do firms with less racial diversity (Richard, 2000).

According to Wheelen and Hunger (2008), corporations are increasingly using information technology strategy to provide business units with competitive advantage. Multinational corporations are finding that having a sophisticated intranet allows employees to practice follow-the-sun management, in which project team members living in one country can pass their work to team members in another country in which the work day is just beginning. Thus, night shifts are no longer needed (Greco, 1998). The development of instant translation software is also enabling workers to have online communication with co-workers in the other countries who use different language (Howard, 2000).

Strategic diagnosis identifies whether a firm needs to change its strategic behaviour to assure success in its future environment. If diagnosis confirms the need, the next step is to select and execute specific actions which will bring the firm's aggressiveness and

responsiveness in line with the future environment (Ansoff and McDonnell, 1990). For strategy to address a changed environment there has to be an appropriate transformation of the firm's capability to match (Ansoff and McDonnell, 1990). This may involve changes in human resources, management, finance, operational systems and policies that guide the firm's strategic thrusts. The firm must thrive for a good fit between the skills people have and the jobs they do (Trahan, 1997).

Information obtained from strategic diagnosis is used to select a strategic response which will assure the firm's future success. In discontinuous and surprising environments, two types of responses are found (Ansoff and McDonnell, 1990). The first is referred to as the positioning response which uses strategic planning to select the portfolio of business areas in which the firm will participate, and to develop the competitive strategies it will pursue in each area. The second type is real time response which uses a technique called strategic issue management to identify potential unforeseen strategic threats and opportunities, to estimate the impact on the firm and to develop and execute timely responses. The economic crunch led to several organizations changing their financial and human resource strategies to strengthen the performance of the organization.

To assure effective implementation, the firms also need to design the capability which will enable it to initiate and support the new strategic responses. A firm has two different complementary capabilities: Management capability and functional capability (Ansoff and McDonnell, 1990). As far as strategic responses are concerned, organizations need to develop corporate strategies that are best suited to their strengths and weaknesses in relation to the environment in which they operate (Lynch, 2000). These corporate strategic responses may involve changes in the organization's products, changes in the

markets, changes in the organization's structure, strategic alliances or mergers with other organizations, various diversification strategies, retrenchment, diversification or liquidation and many others. Survival and success of organizations is influenced by their ability to respond to various competing pressures which include changes in the business environment, strategic capability of the organization and the cultural and the political context (Johnson and Scholes, 2002).

## **2.5 Strategy Implementation**

Strategies developed have no value to the organization unless they are effectively translated into action. Strategic management process is far from complete even after grand strategies have been determined and long-term objectives set (Pearce and Robinson, 1991). Strategic managers need to move to a critical phase of that process that is, translating strategic thought into organizational action. They need to move from planning their work to working their plan as they shift their focus from strategy formulation to strategy implementation. One of the convention that has led both scholars and practitioners of strategic management is the idea that there is a distinction between strategy formulation and strategy implementation. The convention holds that the formulation of strategy is based on identification of the organization's goals and the rational analysis of its external environment, internal resources and capabilities (Grant, 2000). To be successfully implemented, the strategy must be institutionalized to permeate the firm's daily operation. Four fundamental long-term means for institutionalizing the firm's strategy include structure, leadership, culture and rewards (Pearce and Robinson, 1991)

Strategy implementation depends in large part on organization's structure. Organization structure identifies key activities within the firm and the manner in which they will be coordinated to achieve the firm's strategic purpose (Pearce and Robinson, 1991). Organization structure comprises the firm's major elements, components or differentiated units. It portrays how key tasks and activities have been divided to achieve efficiency and effectiveness. Thompson and Strickland (1998) argued that putting strategy into place and getting individual and organizational subunits to execute their part of the strategic plan successfully is essentially an administrative task. Chandler (1962) conducted a landmark study of structural choice as a function of strategy. In examining 20 large corporations over an extended period, Chandler found a common strategy-structure sequence: the choice of a new strategy, administrative problems and a decline in performance, a shift to an organizational structure more in line with the strategy's needs, and improved profitability and strategy execution. The logic underlying this sequence was that firms changed their growth strategy in response to environmental changes but that the new strategy created administrative problems that resulted in a decline in performance. These problems arose because the existing structure was ineffective in organizing and coordinating the activities required by the new strategy. Chandler implied that a failure to redesign structure would eventually cause a decline in performance.

Leadership a seemingly vague and esoteric concept is an essential element of effective strategy implementation (Pearce and Robinson, 1991). In this regard, two leadership issues are of fundamental importance: the role of the Chief Executive Officer (CEO) and the assignment of key managers. The CEO's role is both symbolic and substantive. First, the CEO is a symbol of new strategy. This individual's actions and the perceived

seriousness of his or her commitment to the chosen strategy, particularly if that strategy represents a major change, significantly influence the intensity of subordinate managers' commitment to implementation. Second, the personal goals and values of the CEO strongly influence the firm's mission, strategy, and key long-term objectives. Major changes in strategy are often preceded or quickly followed by a change in CEO. A successful turnaround strategy will require almost or without exception either a change in top management or substantial change in the behaviour of the existing management team (Hofer, 1980). If organizational leaders want to drive the strategy execution effort by instilling a results-oriented work climate, then they have to take the lead in promoting certain enabling cultural drivers such as a strong sense of involvement on the part of the company personnel, emphasis on individual initiative and creativity, respect for the contribution of individuals and groups, and pride in doing the right things (Thompson, Strickland and Gamble, 2007).

Organizational culture is the set of important assumptions that members of an organization share in common (Pearce and Robinson, 1991). An organization's culture is similar to an individual's personality. It is a theme that provides meaning, direction, and a basis for action within an organization. The influence of the business environment and the firm's industry are important determinants of shared assumptions. For example, firms in industries characterized by rapid technological change such as computer, telecommunication and electronic firms normally have cultures that strongly value innovation. Safaricom Company Kenya is one of the firms in telecommunication industry that value the culture of innovation. A culture in which taking the initiative, challenging the status-quo, exhibiting creativity, embracing change, and collaborating with team

members pervade the work climate that promotes a company's drive to lead market change outcomes that are conducive to successful execution of product innovation and technological leadership strategies (Jassawalla and Sashittal, 2002). It is in management's best interest to dedicate considerable effort to embedding a corporate culture that encourages behaviours and work practices conducive to good strategy execution. A tight strategy-culture fit automatically nurtures culturally approved behaviours and squashes culturally disapproved behaviours (Thompson et al, 2007).

Reward system is a key ingredient in motivating managers to execute a firm's strategy. Firms should emphasize incentive systems that ensure adequate attention to strategic thrusts (Pearce and Robinson, 1991). This usually requires a concerted effort to emphasize long-term strategic performance as well as short-term measures of performance. Short and long term performance considerations must be integrated to ensure performance consistent with a firm's strategy. Strategy must also be operationalized or translated into specific policies, procedures and rules that will guide planning and decision making by managers and employees (Stoner, Freeman and Gilbert, 2001). Thus an organization would have to build an organization capability to carry out the strategic plan, develop supportive budgets and programmes, and instill a strong organizational commitment to both organizational objectives and the chosen strategy. The organization capability build should be able to exert internal leadership needed to drive implementation forward and to keep improving on how the strategy is being executed (Thompson and Strickland, 1993).

## **2.6 Challenges of Strategy Implementation**

Developing a logical approach to strategy implementation represents a real challenge to the management. A host of factors including politics, inertia, and resistance to change routinely can get in the way of strategy implementation. Making strategy to work is more difficult than strategy formulation (Hrebiniak, 2005). There are many institutional and operational characteristics in an organization that pose challenges to strategy implementation. These are structure, leadership, culture and rewards (Burnes, 2000).

According to Pearce and Robinson (1991), each type of structure has its own challenge to strategy implementation. The challenge presented by functional organization structure is effective coordination of the functional units. The narrow technical expertise achieved through specialization can lead to limited perspectives and to differences in the priorities of the functional units. Integrating devices such as project teams and or planning committees are frequently used in functionally organized firms to enhance coordination and to facilitate understanding across functional areas. Geographical organizational structure fosters potentially dysfunctional competition for corporate level resources, presents the problem of determining how much authority should be given to division managers, creates a potential for policy inconsistencies among divisions, and presents the problem of distributing corporate overhead costs in away that is acceptable to division managers with profit responsibility. Changes in strategy often call for changes in the way an organization is structured. This is because when an organization changes its strategy the existing organizational structure may be ineffective (Wendy, 1997).

A critical ingredient in strategy implementation is the skills and abilities of the organization's leader. Leadership is the process of influencing others towards the achievement of organizational goals (Bartol and Martin, 1991). Leaders galvanize commitment to embrace change through three interrelated activities: to clarify strategic intent, building an organization and shaping organizational culture (Pearce and Robinson, 1997). Unfortunately most senior managers are merely able to influence employees' actions and decisions. The ability to influence the attitudes and opinions of others to achieve a coordinated effort from a diverse group of employees is a challenging task.

An organizational culture is the customary or traditional way of thinking and doing things which are shared to a greater extent by all members of the organization and which new members must learn and at least partially accept in order to be accepted into the service of the firm (Stoner et al, 2001). When an organization's culture is consistent with its strategy, the implementation of strategy is eased considerably. It is therefore impossible to implement a strategy that contradicts the organization's culture (Stoner et al, 2001). Changing a firm's culture to fit strategy is usually more effective than changing a strategy to fit existing culture (David, 1997).

According to Stoner et al (2001), policies set boundaries, challenges and limits on the kind of administrative actions that can be taken to reward and sanction behaviour, they clarify what can be done in pursuit of an organization's objectives. Most managers in an organization do not directly develop the organization's strategic plan (Reid, 1990). It is a desperate activity relying on input from some and interpretation by others (Donnelly and Ivancevich, 1992). In a well managed organization, a relationship exists between strategic planning and the planning done by managers at all levels (Wallace, 1987).



In organization that do not use a strategic management approach to decision making, resource and budgetary allocation is often based on political or personal factors such as overprotection of resources, reluctance to take risks among others (David, 1997). Strategic management enables resources to be allocated according to priorities established by annual objectives. Nothing can be so detrimental to strategic management and to organizational success than for resources to be allocated in ways not consistent with the priorities indicated in approved annual objectives. The four types of resources that can be used to achieve desired objectives are financial resources, technological resources, physical resources and human resources (Thompson, 1990).

Poor sharing of information or poor knowledge transfer and unclear responsibility and accountability can also lead to failure of strategy implementation (Hrebiniak, 2005). Attempts to coordination or integration across organizational units can suffer if unclear responsibilities and poor sharing of information needed for strategy implementation prevail. Dialogue and participation are essential ingredients to strategy implementation (David, 1997).

A serious mistake made by many organizations in their initial enthusiasm for planning has been to treat strategy formulation as an exclusively top management function and the middle level managers are given a support role (Shrivastava, 1986). This approach can result in formulation of strategy in a vacuum by planning executives who have little understanding or knowledge of the operating realities. As a result, they formulate strategies that cannot be implemented (Hill and Jones, 2001). According to Judson (1996), when implementation is treated as a phase two problem after the plan has been formulated, the strategy may be good in theory but quite impractical in reality. There is

therefore the need to involve in the formulation process the managers and supervisors who must carry it out.

## **2.7 Empirical Studies**

Several studies have been carried out on strategy adoption and implementation. Mulandi (2008) undertook a study on competitive strategies adopted by Coffee roasters and packers in Kenya in which she found out that once companies settle on generic strategy to employ, attention turns to what other actions they can take to complement their choice of basic competitive strategies. Amir (2007) conducted a study on competitive strategies adopted by Petroleum retail stations in Kenya as case in Mombasa city in which he found out that strategies were bound to change with the unpredictability of the environment in which the companies operate.

Hinga (2007) carried out a research on strategy evaluation at the WHO Somalia office and found out that strategy evaluation process is conducted at WHO Somalia to analyze the performance and strategies of the programs in order to take corrective measures. She also found out that the main obstacle to strategy evaluation was the insecurity in Somalia. Another study was carried out by Mobisa (2007) on strategy formulation and implementation at UNHCR Kenya. In his study, he found out that centralized bureaucracy affects strategy formulation and implementation process at UNCHR Kenya. Programs that were to take short time in implementation were taking too long to implement due to stringent organizational structure. Mito (2007) carried out a study on strategic responses by World Bank in funding community projects in Kenya. He found out that communities do not have proper organizational structures to plan, coordinate and

successful implement and manage community driven development projects funded by the World Bank.

It is evident that a number of studies have been done on strategy adoption and implementation. Further, it is evident from these studies that firms in each respective industry adopt different strategies which are unique in each context hence different implementation approach. Nevertheless, from evaluated studies, there was none that specifically sought to determine strategies adopted by UNDP Kenya for realization of MDGs and establish the challenges it faces in applying the strategies.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter provides information on the method used for data collection, the instrument of data collection and how data was analysed. The sections reviewed were research design, population of interest, data collection and data analysis.

### **3.2 Research Design**

The study was a cross-sectional study design because it sought to collect information from the Implementing Units of UNDP Kenya. Cross-sectional studies often employ the survey strategy (Easterby-Smith, Thorpe and Lowe, 2002; Robson, 2002). They may be seeking to describe the incidence of a phenomenon or to compare factors in different organizations. This survey helped in gathering information on the strategic approach of UNDP Kenya towards its effort in realization of Millennium Development Goals. It sought to compare and establish relationships that exist in strategies and challenges within the Implementing Units in their determination to achieve the MDGs.

### **3.3 Population of Interest**

The population of interest consisted of six sub-units that were under the Programmes Unit of the UNDP Kenya. These were the Democratic Governance, Environment and Energy, Disaster Risk Reduction, Peace Building, Poverty Reduction and the Strategic Policy sub-units. The rationale of selecting the Programmes Unit was that it is the custodian of activities devised towards the achievement of MDGs. Two other sections

surveyed were Country Director's Support Team and the Resident Coordinator's Support team. The main reason for considering the teams was that they oversee the overall implementation of the strategies.

### **3.4 Data Collection**

The study relied on primary data. The questionnaire was a semi-structured questionnaire (see appendix II). The questionnaire had four sections. Section A was to bring out general information about the respondent. Section B brought out general information on MDGs and also determined the MDG that UNDP Kenya placed more interest on. Section C focused on each individual MDG. The purpose for this section was to determine strategies that UNDP Kenya employs to realize each individual MDG. Section D focused on the challenges UNDP Kenya was facing in applying strategies for realization of Millennium Development Goals. Respondents were required to identify key barriers to the achievement of the MDGs. Section A, B and C were aimed at answering objective one of the study while Section D was to answer objective two of the research.

### **3.5 Data Analysis**

Data analysis method was both quantitative and qualitative. Mugenda and Mugenda (1999) argue that qualitative data seeks to make general statements on how categories or themes of data are related. Data collected was edited for accuracy, consistency, uniformity and completeness. Responses were arranged to simplify coding and tabulation and facilitate basic statistical analysis. For quantitative data, descriptive analysis was used. Percentages were calculated to enable comparisons. Data was presented through

tables and figures. The analysis was done through mean scores and frequencies to determine the MDGs of most interest to UNDP Kenya, the most used strategies and most encountered challenges. Average scores were calculated from the five- point Likert scale used to answer some of the questions. Standard deviation was calculated to determine the variation of responses from respondents. Other questions with qualitative data were analyzed through content analysis.

# CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS

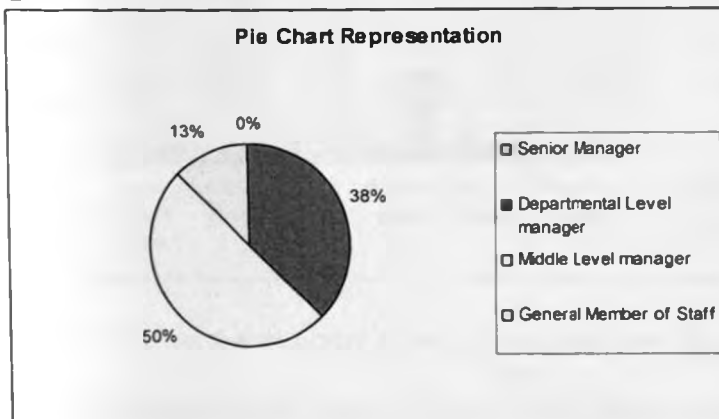
## 4.1 Introduction

This chapter presents analysis and interpretation of data collected from 16 respondents out of targeted 24 respondents. The results and discussions, based on the questionnaire used, are presented in four categories: respondents' general information, general overview of MDGs, Strategies for realizing MDGs and challenges faced in applying the strategies. The questionnaire was designed in line with the research objectives.

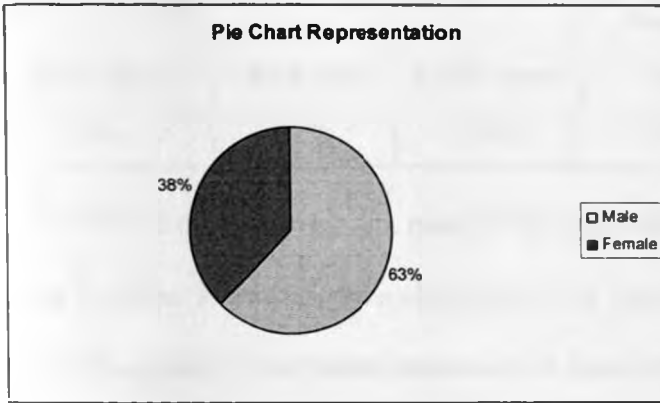
## 4.2 Respondents' General Information

The respondents of the research were staff of UNDP Kenya working in the Programme Department Units that are charged with the implementation of activities aimed at facilitating the achievement of MDGs. The respondents were asked to indicate their position or level of management, gender and length of service in the organization, their age and academic qualifications. The findings of the study were presented as follows:

**Figure 4.1: Position or Level of Management**



**Figure 4.2: Gender**



As indicated in Figure 4.1, it was found that 50% of the respondents were the middle level managers while departmental managers and general staff were 38% and 13% respectively. Majority of the respondents were male at 63% while 38% were female as summarized in Figure 4.2.

**Figure 4.3: Length of Service in the Organization**

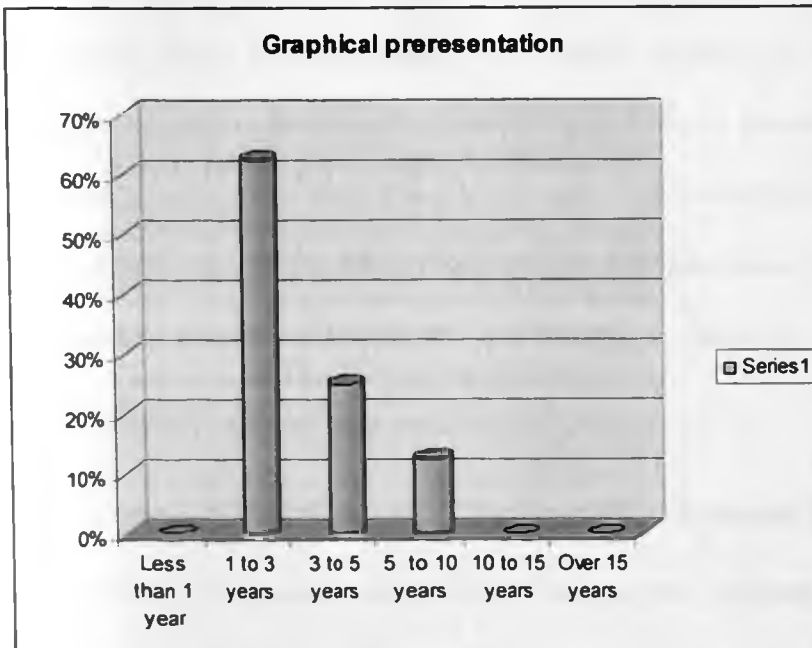


Figure 4.3 shows that majority of the respondents were those with 1 to 3 years of service at 63% followed by those with 3 to 5 and 5 to 10 years respectively.



**Table 4.1: Age Bracket**

| <b>20-25 years</b> | <b>26-30 years</b> | <b>31-35 years</b> | <b>Over 35<br/>year</b> |
|--------------------|--------------------|--------------------|-------------------------|
| 0%                 | 13%                | 50%                | 38%                     |

It is evident from Table 4.1 that most of the respondents are above 31 years old, majority being between 31 and 35 years old (50%). This implies that most of the staff working in UNDP Programme Department are above 31 years old.

**Table 4.2: Academic Qualification**

| <b>Bachelor's<br/>Degree</b> | <b>Master's<br/>Degree</b> | <b>PhD</b> | <b>Diploma</b> | <b>Others</b> |
|------------------------------|----------------------------|------------|----------------|---------------|
| 63%                          | 38%                        | 0%         | 0%             | 0%            |

In Table 4.2, the results show that the respondents' academic qualifications range between Bachelors Degree (63%) and Masters Degree (38%). It was therefore found out that UNDP Kenya hires personnel with required capability to initiate and support its strategic response to the complexity involved in its work towards realizing the MDGs. This finding agrees with Ansoff and McDonnell (1990) who pointed out that for a firm to assure effective implementation of its strategies, its organization capability which has two components: Management capability and functional capability has to match with the complexity of its strategies.

### **4.3 General Overview of Millennium Development Goals (MDGs)**

To establish the extent to which UNDP Kenya was involved with each MDG, the researcher tested this using a five point likert scale where respondents were required to indicate the extent to which their respective Units were involved with the individual MDG. On the likert scale, 1 represented "Not involved at all", 2 represented "Little

involved”, 3 represented “Moderately involved”, 4 represented “Greatly involved” and 5 represented “Extremely involved”. “Not involved at all” was given a score of 1 and “Extremely involved” was given a score of 5. Data was analysed through mean scores. A high mean score implies that there is great involvement in the MDG. The results of the study were as presented in Table 4.3.

**Table 4.3: UNDP Kenya involvement in the individual MDGs**

| <b>Millennium Development Goal</b>               | <b>Number</b> | <b>Mean</b> | <b>Standard Deviation</b> |
|--|---------------|-------------|---------------------------|
| Eradicate extreme poverty and hunger             | 16            | 4.38        | 0.48                      |
| Achieve universal primary education              | 16            | 2.94        | 0.66                      |
| Promote gender equality and empowerment of women | 16            | 3.25        | 1.03                      |
| Reduce child mortality                           | 16            | 2.81        | 0.88                      |
| Improve maternal health                          | 16            | 2.50        | 0.50                      |
| Combat HIV/AIDS, malaria and other diseases      | 16            | 2.94        | 0.24                      |
| Ensure environmental sustainability              | 16            | 3.94        | 0.83                      |
| Develop a Global Partnership for Development     | 16            | 3.50        | 0.78                      |
| <b>Grand Mean and Standard Deviation</b>         |               | <b>3.28</b> | <b>0.21</b>               |

Although the responses in Table 4.3 indicate that UNDP Kenya is greatly involved in all the MDGs (grand mean of 3.28), Eradication of extreme poverty and hunger is the MDG that UNDP is extremely involved with in Kenya because it had a mean score of 4.38. The other MDGs that UNDP is greatly involved with are Environmental Sustainability and Global Partnership for Development which had a mean score of 3.94 and 3.50 respectively. Reducing child mortality and improving maternal health came out as the MDGs that UNDP was moderately involved with because they had the lowest mean

scores of 2.81 and 2.50 respectively compared to others. Poverty is a real threat to development and it has to be addressed for development to be realized. The finding shows that UNDP has embarked on addressing poverty as a strategy to achieving, in the long run, its mission of global development by taking actions such as promotion of environmental sustainability and networking for development partnership. This approach is supported by Chandler (1962) who defined strategy as the establishment of the long-term goals and objectives of an organization including the taking of actions and allocation of resources for achieving these goals.

**Table 4.4: Competitive Advantage Strategies for realizing the MDGs**

| Strategies  | Number | Mean | Standard Deviation |
|---|--------|------|--------------------|
| Cost advantage  | 16     | 3.44 | 0.70               |
| Differentiation of the MDGs   | 16     | 3.44 | 0.79               |
| Knowledge Management Systems such as the Internet, intranets, extranets, collaborative computing/groupware, software filters, agents, data warehouses | 16     | 3.44 | 0.79               |
| Portfolio and asset management  | 16     | 2.81 | 0.73               |
| Risk Management   | 16     | 2.75 | 0.66               |
| Innovation  | 16     | 3.75 | 0.43               |
| Human Resource Management Strategy  | 16     | 3.44 | 0.70               |
| Environmental management  | 16     | 2.88 | 0.78               |

To determine the competitive strategies that UNDP Kenya uses to achieve its competitive advantage, a five point likert scale was used where respondents were asked to indicate the extent to which the listed strategies were applied by UNDP to achieve its competitive

advantage in realizing the MDGs. On the likert scale, 1 represented “Not applied at all”, 2 represented “Little applied”, 3 represented “Moderately applied”, 4 represented “Greatly applied” and 5 represented “Extremely applied”. “Not applied at all” was given a score of 1 and “Extremely applied” was given a score of 5. Data was analysed through mean scores. A high mean score implies that the strategy was greatly applied. The results of the responses were as presented in Table 4.4.

From the results displayed in Table 4.4, it was found that innovation which had a mean score of 3.75; and Knowledge Management Systems, differentiation, cost advantage and Human Resource strategy which all had a mean score of 3.44 are the key strategies that UNDP Kenya applies in order to gain competitive advantage. The moderately applied strategies were risk management and portfolio and asset management strategies which had mean scores of 2.75 and 2.81 respectively. Competitive advantage ultimately can be attributed to ownership of valuable resources that enable an organization perform its activities better than other organizations. Interestingly, the finding concurs with Collins and Montgomery (1995) who offered a series of five tests for a valuable resource: Inimitability which an organization can acquire through skills that are uniquely gained and refined by practice; durability acquired through continued innovation in the face of changing environment; appropriability acquired through striving to retain the value captured by stakeholders; and substitutability gained through differentiation.

#### 4.4 Strategies for realizing individual MDGs

Section C of the questionnaire was designed to determine the strategies adopted by UNDP Kenya for realizing each MDG. The respondents were provided with a list of strategies for each MDG and were requested to indicate the extent to which each of the strategy was practiced. A five point likert scale was used for some questions while others required a “No” or “Yes” response.

For MDG one – Eradication of extreme poverty and hunger, respondents were presented with three sets of strategies. In each set, they were asked to rate the strategies in terms of the extent to which they are practiced by UNDP Kenya. On the likert scale, 1 represented “Not practised at all”, 2 represented “Little practised”, 3 represented “Moderately practised”, 4 represented “Greatly practised” and 5 represented “Extremely practised”. “Not practised at all” was given a score of 1 and “Extremely practised” was given a score of 5. Data was analysed through mean scores. A high mean score implies that the strategy was greatly practised. The findings of the study on this MDG were as presented in Tables 4.5, 4.6 and 4.7.

**Table 4.5: Strategies to increase Agricultural Productivity**

| Strategies  | Number | Mean | Standard Deviation |
|---|--------|------|--------------------|
| Guide farmers in investing in soil health           | 16     | 2.63 | 0.60               |
| Society empowerment on small-scale water management | 16     | 4.50 | 0.50               |
| Assisting farmers in identifying improved seed      | 16     | 4.63 | 0.99               |
| Agricultural research                               | 16     | 2.00 | 0.79               |

In Table 4.5, assisting farmers in identifying improved seed (mean score of 4.63) and society empowerment to small scale water management (mean score of 4.50) were the major strategies found to be extremely used by UNDP in helping the society increase agricultural productivity. Guiding farmers in investing in soil health (mean score of 2.63) and agricultural research (mean score of 2) were strategies moderately practiced.

**Table 4.6: Interventions for Rural Income Generation**

| <b>Strategy</b>                                      | <b>Number</b> | <b>Mean</b> | <b>Standard Deviation</b> |
|--|---------------|-------------|---------------------------|
| Provision of credit and rural financial services     | 16            | 1.00        | 0                         |
| Promotion of farmer associations                     | 16            | 4.50        | 0.61                      |
| Promotion of community-based farmer training centres | 16            | 4.25        | 1.09                      |
| Development of food/cash for work programmes         | 16            | 2.25        | 0.90                      |
| Facilitate development of smallholder markets        | 16            | 2.50        | 0.50                      |

In Table 4.6, the results showed that the major strategies that UNDP Kenya uses to intervene for rural income generation are promotion of farmer association and promotion of community-based farmer training which had a mean score of 4.50 and 4.25 respectively. Facilitation of development of smallholder markets and development of food or cash for work programme were applied moderately. Provision of credit and rural financial services is the strategy found to be not practised at all.

**Table 4.7: Nutrition Interventions**

| <b>Strategy</b>   | <b>Number</b> | <b>Mean</b> | <b>Standard Deviation</b> |
|---|---------------|-------------|---------------------------|
| Feeding children under five years in marginalized areas | 16            | 1.81        | 0.73                      |
| Funding the school meals                                | 16            | 1.31        | 0.46                      |
| Training on proper diet for pregnant women              | 16            | 2.06        | 0.66                      |
| Supplemental feeding for vulnerable groups              | 16            | 1.44        | 0.50                      |
| Capacity building for food security and nutrition       | 16            | 4.44        | 0.70                      |

In Table 4.7, it emerged that the key strategy extremely practised by UNDP Kenya for nutrition intervention was capacity building for food security and nutrition because it had a mean score of 4.44. Training on proper diet for pregnant women was moderately practiced. Funding the school meals and supplemental feeding for vulnerable groups were found to be the least practiced strategies. Based on the findings of strategies applied for MDG one as presented in Tables 4.5, 4.6 and 4.7, it is worth noting that UNDP Kenya has taken a strategic approach that develops human capability.

For MDG two – Achieving Universal Primary Education, respondents were asked to indicate whether UNDP Kenya has a strategy to eliminate gender disparity in primary and secondary education, and whether it partners with Kenya government and other stakeholders in supporting free primary education. The findings were as presented in Table 4.8.

**Table 4.8: Strategy to achieve Primary Education**

| <b>Research Question</b>   | <b>Yes</b> | <b>No</b> |
|--|------------|-----------|
| Does your unit have any strategy to eliminate gender disparity in primary and secondary education? (Tick where applicable)                     | 88%        | 13%       |
| Does your organization partner with the Kenyan Government and other stakeholders in supporting free primary education? (Tick where applicable) | 100%       | 0%        |

In Table 4.8, it is evident that UNDP Kenya has developed strategies that help them address gender disparity in both primary and secondary schools as confirmed by 88% of the respondents. It was confirmed by all respondents (100%) that UNDP Kenya partners with the Kenya government and other stakeholders in supporting free primary education.

The respondents were also provided with a list of strategies and were requested to rate them using a five point likert scale. Respondents were required to indicate the extent to which UNDP was dedicated to assisting the government to overcome challenges of providing free primary education. On the likert scale, 1 represented “Not dedicated at all”, 2 represented “Little dedicated”, 3 represented “Moderately dedicated”, 4 represented “Greatly dedicated” and 5 represented “Extremely dedicated”. “Not dedicated at all” was given a score of 1 and “Extremely dedicated” was given a score of 5. Data was analysed through mean scores. A high mean score implies that UNDP Kenya is greatly dedicated in assisting the government address the challenge mentioned. The findings were as presented in Table 4.9.



**Table 4. 9: Partnership on addressing challenges of Free Primary Education**

| <b>Challenges UNDP partners with the government to address</b>  | <b>Number</b> | <b>Mean</b> | <b>Standard Deviation</b> |
|---|---------------|-------------|---------------------------|
| Addressing Overstretched facilities   | 16            | 2.69        | 0.24                      |
| Addressing Overcrowding in schools  | 16            | 2.69        | 0.24                      |
| Addressing High pupil-teacher ratios  | 16            | 2.69        | 0.46                      |
| Addressing High cost of equipment for children with special needs   | 16            | 2.00        | -                         |
| Addressing Diminished support by communities  | 16            | 2.69        | 0.46                      |
| Addressing Gender and regional disparities  | 16            | 2.94        | 0.68                      |
| Addressing Poor management  | 16            | 2.13        | 0.33                      |
| Addressing Wrong impression most parents have, that it is the government's exclusive responsibility to provide free primary education | 16            | 2.38        | 0.48                      |
| Addressing Increased number of orphans in & out of school as a result of HIV/AIDS   | 16            | 1.94        | 0.83                      |

As indicated in Table 4.9, it was found that UNDP Kenya was to a moderate extent helping the Kenya Government address gender and regional disparities (mean score of 2.94), overstretched facilities and overcrowding in schools all with a mean score of 2.69. On the other hand, it was found that UNDP Kenya was to a little extent, helping the government address increased number of orphans in and out of school as a result of HIV/AIDS (mean score of 1.94)

For MDG three – gender equality and the empowerment of women, respondents were asked if UNDP was addressing the promotion of gender equality and empowerment of women and all respondents confirmed that UNDP Kenya promotes gender equality and

empowerment of women in Kenya. The respondents were also requested to rate the extent to which UNDP was concerned with each of the listed contributors of gender inequality. A five point likert scale was used, where 1 is agreement to “Not concerned at all” and 5 is to agreement “Extremely concerned”. “Not concerned at all” was given a score of 1 and “Extremely concerned” was given a score of 5. Data was analysed through mean scores. A high mean score implies that UNDP Kenya is greatly concerned with the contributor of gender inequality. The findings were as presented in Table 4.10.

**Table 4.10: Dealing with Contributors of Gender Inequalities**

| <b>Contributor of gender inequality</b>                                 | <b>Number</b> | <b>Mean</b> | <b>Standard Deviation</b> |
|---|---------------|-------------|---------------------------|
| Inequality in opportunities,  | 16            | 3.38        | 0.48                      |
| Inequality in wage/employment,  | 16            | 3.50        | 0.50                      |
| Inequality in ownership of property,                                    | 16            | 2.63        | 0.48                      |
| Inequality in access to education and training.                         | 16            | 3.38        | 0.48                      |
| Less access to social services and productive resources by women        | 16            | 3.38        | 0.70                      |
| Women being vastly underrepresented in parliament and local authorities | 16            | 3.06        | 0.24                      |

In Table 4.10, it is evident that UNDP Kenya has great concern on all contributors of gender inequality because they all had a mean score of more than 3. Nevertheless, the highest concern is on inequality in wage/employment (mean score of 3.50). The lowest concern was on inequality in ownership of property which had a mean score of 2.63.

Further to MDG three, respondents were provided with a list of strategies for combating gender inequality and were requested to indicate using a five point likert scale the extent to which UNDP Kenya was utilizing each of the strategies to combat gender inequality. On the likert scale, 1 represented “Not utilized at all”, 2 represented “Little utilized”, 3 represented “Moderately utilized”, 4 represented “Greatly utilized” and 5 represented “Extremely utilized”. “Not utilized at all” was given a score of 1 and “Extremely utilized” was given a score of 5. Data was analysed through mean scores. A high mean score implies that UNDP Kenya greatly utilizes the strategy. The findings of the study were as presented in Table 4.11.

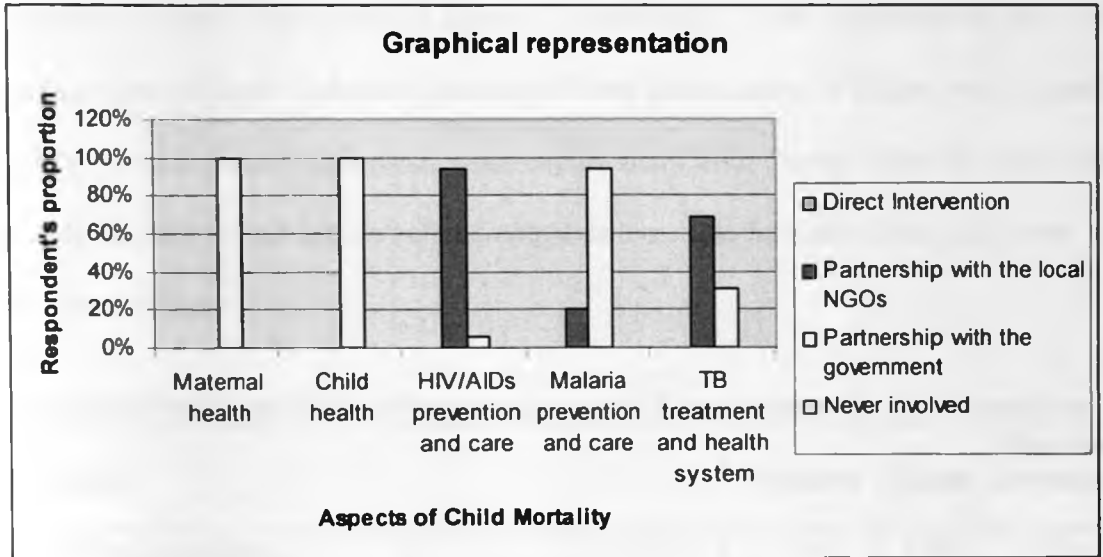
**Table 4.11: Strategies for Combating Gender Inequality**

| Strategy of combating gender inequality   | Number | Mean | Standard Deviation |
|---|--------|------|--------------------|
| Social mobilization, awareness creation and sensitization   | 16     | 4.38 | 0.48               |
| Lobbying and advocacy for gender sensitization  | 16     | 4.06 | 0.24               |
| Building coalitions and mobilizing support for policy development, law reform, enactment and implementation | 16     | 3.75 | 0.75               |
| Research, information, monitoring and reporting   | 16     | 4.38 | 0.48               |

In Table 4.11, it was established that UNDP greatly utilizes all strategies of combating gender inequality. However, from the data analyzed, the extremely utilized strategies were social mobilization, awareness creation and sensitization; and Research, information, monitoring and reporting which had a mean score of more than 4.

For MDG four – Reducing Child Mortality, respondents were provided with aspects of dealing with child mortality and were asked to indicate the method UNDP Kenya was using to deal with each aspect. The findings of the study were as presented in Figure 4.4.

**Figure 4.4: Method of involvement in dealing with child mortality**



All respondents confirmed that UNDP partners with the government in maternal health and child health as indicated in Figure 4.4. It partners with the local Non-Governmental Organizations (NGOs) to deal with HIV/AIDs as confirmed by 94% of respondents. It was found that UNDP Kenya is not very much involved in TB treatment activities hence its partnership involvement was lower compared to other aspect of dealing with child mortality. Although the results show that UNDP Kenya was involved in dealing with the aspects of child mortality, it was found that it had no direct involvement in dealing with the aspects. This implies that it has to enter into a partnership with either the government or local NGOs to have access to the people. This kind of partnership can be regarded as a flexible arrangement emphasizing mutual collaboration in response to issues affecting the society such as HIV/AIDS.

For MDG five – Improving Maternal Health, respondents were required to indicate the extent to which UNDP was committed to reducing risks of pregnancy related complications. On the likert scale, 1 represented “Not committed at all”, 2 represented “Little committed”, 3 represented “Moderately committed”, 4 represented “Greatly committed” and 5 represented “Extremely committed”. “Not committed at all” was given a score of 1 and “Extremely committed” was given a score of 5. Data was analysed through mean scores. A high mean score implies that UNDP Kenya is greatly committed to reducing risks of pregnancy related complications. The findings of the study were as presented in Table 4.12

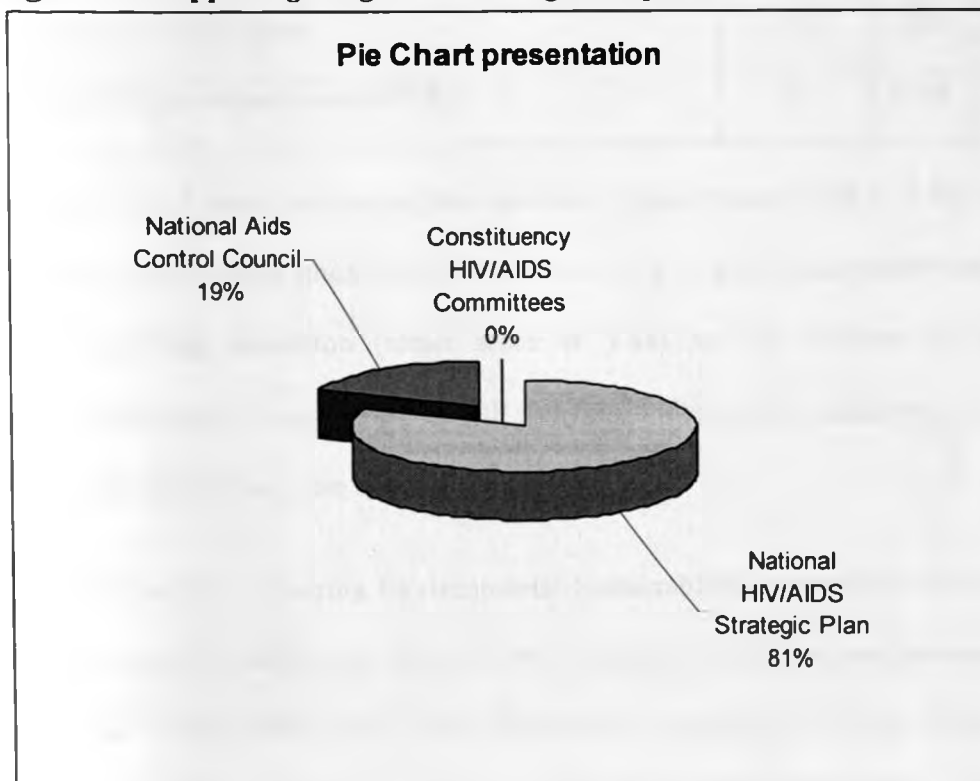
**Table 4.12: Reducing Risks of Pregnancy related Complications to the Adolescents**

| <b>Methods</b>  | <b>Number</b> | <b>Mean</b> | <b>Standard Deviation</b> |
|---|---------------|-------------|---------------------------|
| Providing education   | 16            | 2.06        | 0.24                      |
| Stopping FGM  | 16            | 2.94        | 0.24                      |
| Promoting education and communications about the benefits of delaying onset of marriage and childbirth. | 16            | 3.56        | 0.50                      |

Promoting education and communications about the benefits of delaying onset of marriage and childbirth with a mean score of 3.56 is the strategy that UNDP has great commitment as indicated in Table 4.12. Although achieving primary education is one of the ends, it is important to note education as a means as well. The society needs to be educated on the importance of MDGs for it to understand the importance of their participation.

For MDG six – Combating HIV/AIDS, Malaria and Other Diseases, respondents were presented with arms through which the government fights HIV/AIDS pandemic. They were asked to indicate which arm UNDP offers support to the government. They were then asked to rate the extent to which UNDP applies methods of prevention mentioned in addressing the challenges of HIV/AIDS. On the likert scale, 1 represented “Not used at all”, 2 represented “Little used”, 3 represented “Moderately used”, 4 represented “Greatly used” and 5 represented “Extremely used”. “Not used at all” was given a score of 1 and “Extremely used” was given a score of 5. Data was analysed through mean scores. A high mean score implies that UNDP Kenya greatly uses the method of intervention. The findings for both questions on this MDG were as presented in Figure 4.5 and Table 4.13.

**Figure 4.5: Supporting the government fight the pandemic of HIV/AIDS**



In Figure 4.5, it was found that UNDP greatly supports the government in fighting the pandemic of HIV/AIDS through National HIV/AIDS Strategic Plan, as this was confirmed by 81% of the respondents.

**Table 4.13: Prevention of Pandemic of HIV/AIDS**

| <b>Methods of prevention interventions</b> | <b>Number</b> | <b>Mean</b> | <b>Standard Deviation</b> |
|--|---------------|-------------|---------------------------|
| Youth intervention,                        | 16            | 3.38        | 0.48                      |
| Public sector condom provision             | 16            | 2.50        | 0.50                      |
| Condom social marketing                    | 16            | 2.06        | 0.24                      |
| Mass media coverage                        | 16            | 3.38        | 0.48                      |
| Voluntary counseling and testing,          | 16            | 3.50        | 0.50                      |
| Prevention of mother to child transmission | 16            | 3.13        | 0.70                      |
| Orphan care and support                    | 16            | 3.88        | 0.33                      |
| Policy/administration/research/M&E         | 16            | 3.44        | 0.70                      |

In table 4.13, it came out that orphan care and support (mean score of 3.88), voluntary counseling and testing (mean score of 3.50) as well as policy, administration, research and monitoring evaluation (mean score of 3.44) are the methods of prevention intervention greatly practiced by UNDP Kenya. Condom social marketing was the least practiced with a mean score of 2.0.

For MDG seven – Ensuring Environmental Sustainability, respondents were presented with four sets of strategies. In each set, they were asked to rate the strategy in terms of the extent to which UNDP Kenya was dedicated to applying it. On the likert scale, 1 represented “Not dedicated at all”, 2 represented “Little dedicated”, 3 represented “Moderately dedicated”, 4 represented “Greatly dedicated” and 5 represented “Extremely

dedicated”. “Not dedicated at all” was given a score of 1 and “Extremely dedicated” was given a score of 5. Data was analysed through mean scores. A high mean score implies that UNDP Kenya greatly applies the strategy. The findings of the study were as presented in Tables 4.14, 4.15, 4.16 and 4.17.

**Table 4.14: Environment Protection strategies**

| <b>Environment Protection Strategies</b>               | <b>Number</b> | <b>Mean</b> | <b>Standard Deviation</b> |
|--|---------------|-------------|---------------------------|
| Protection of Fisheries and Other Aquatic Ecosystems   | 16            | 4.31        | 0.46                      |
| Community incentives in land degradation               | 16            | 4.94        | 0.24                      |
| Protection of Forests and other terrestrial ecosystems | 16            | 2.63        | 0.70                      |
| Protection of Wildlife management and conservation     | 16            | 3.69        | 0.58                      |

In Table 4.14, it is showed that the environment protection strategies that UNDP has extreme dedication to are Community incentives in land degradation and Protection of Fisheries and Other Aquatic Ecosystems which all had a mean score of more than between 4. Protection of forests and other terrestrial ecosystems appeared to be moderately applied because it had a mean score of 2.63. This means that UNDP Kenya is using reward systems to encourage the community participate in prevention of land degradation. Reward system is a key ingredient to strategy implementation. This coincides with Pearce and Robinson (1991) who suggested that organizations should emphasize incentive systems that ensure adequate attention to strategic thrust.



**Table 4.15: Water and Sanitation Strategies**

| <b>Water and Sanitation Strategies</b>     | <b>Number</b> | <b>Mean</b> | <b>Standard Deviation</b> |
|--|---------------|-------------|---------------------------|
| Promotion of Provision of Rural Water      | 16            | 2.81        | 0.63                      |
| Promotion of Provision of Urban Water      | 16            | 3.00        | 0.61                      |
| Promotion of Provision of Rural Sanitation | 16            | 3.75        | 0.43                      |
| Promotion of Provision of Urban Sanitation | 16            | 3.81        | 0.39                      |
| Promotion of Waste Water Treatment         | 16            | 1.75        | 0.43                      |
| Hygiene Education                          | 16            | 3.06        | 0.24                      |

It is evident in Table 4.15 that the two water and sanitation strategies that UNDP has great dedication to are: promotion of provision of urban and rural sanitation with mean scores of 3.81 and 3.75 respectively. Promotion of waste water treatment is practiced to a little extent (mean score of 1.75).

**Table 4.16: Slum Improvement Strategies**

| <b>Slum Improvement Strategies</b>  | <b>Number</b> | <b>Mean</b> | <b>Standard Deviation</b> |
|---|---------------|-------------|---------------------------|
| Partnering with the government in Enabling Environment for Accessing Land and secure Tenure | 16            | 3.81        | 0.39                      |
| Upgrading and Deterring New Formations of slums   | 16            | 3.69        | 0.58                      |
| Integrated Urban Planning   | 16            | 2.81        | 0.63                      |
| Capacity Building for Stakeholder Participation   | 16            | 3.19        | 0.39                      |
| Integrated education to slum dwellers   | 16            | 4.19        | 0.53                      |

In Table 4.16, partnering with the government in enabling environment for accessing land and secure tenure, upgrading and deterring new formations of slums as well as integrated

education to slum dwellers are the slum improvement strategies that UNDP has great dedication to as they had mean scores more than 3.1. The strategy that was being moderately applied was intergrated urban planning with a mean score of 2.81.

**Table 4.17: Energy Conservation Strategies**

| <b>Energy Conservation Strategies</b> | <b>Number</b> | <b>Mean</b> | <b>Standard Deviation</b> |
|---------------------------------------|---------------|-------------|---------------------------|
| Charcoal Conservation Strategies      | 16            | 2.75        | 0.75                      |
| Promotion of rural electrification    | 16            | 3.13        | 9.68                      |
| Promotion of new and renewable energy | 16            | 4.94        | 0.24                      |

In Table 4.17, it was found that UNDP is extremely dedicated to promotion of new and renewable energy (mean score of 4.94) to ensure environmental sustainability. UNDP Kenya therefore promotes a culture of innovation and collective participation. This finding agrees with Thompson et al (2007) who pointed out that if organizational leaders want to drive the strategy execution effort by instilling a results-oriented work climate, then they have to take the lead in promoting certain enabling cultural drivers such as a strong sense of involvement on the part of the company personnel, emphasis on individual initiative and creativity, respect for the contribution of individuals and groups, and pride in doing the right things.

For MDG eight – Develop global partnership for development, respondents were required to rate the extent to which UNDP Kenya partners with the government and other organizations in supporting the listed sectors of development. On the likert scale, 1 represented “No partnership at all”, 2 represented “Little partnership”, 3 represented “Moderate partnership”, 4 represented “Great partnership” and 5 represented “Extreme

partnership”. “No partnership at all” was given a score of 1 and “Extreme partnership” was given a score of 5. Data was analysed through mean scores. A high mean score implies that UNDP Kenya partners greatly with the government and other organizations in supporting the listed sectors. The findings were as presented in Tables 4.18.

**Table 4.18: Global Partnership**

| <b>Sector of Development</b>                                 | <b>Number</b> | <b>Mean</b> | <b>Standard Deviation</b> |
|--|---------------|-------------|---------------------------|
| Introduction of information technology in the public service | 16            | 3.19        | 0.63                      |
| Performance Improvement in the Public Service                | 16            | 3.00        | 0.79                      |
| Expansion of the information and telecommunication services  | 16            | 3.63        | 0.60                      |
| The construction and rehabilitation of airports              | 16            | 2.19        | 0.39                      |
| Improvement and maintenance of maritime transport            | 16            | 2.38        | 0.48                      |
| Improving trade and industry                                 | 16            | 4.63        | 0.48                      |
| Enhancing security and justice systems                       | 16            | 4.69        | 0.58                      |
| Upgrading of road  | 16            | 2.44        | 0.61                      |

Strong security and justice systems as well as trade and industry are key drivers to global development. UNDP being a UN’s global network agency uses partnership to an extreme extent to enhance security and justice systems (mean score of 4.69), and improve trade and industry (mean score 4.63) to ensure that it makes an impact in developing global partnership hence creating value. Research indicates that organizations that have a good fit between their strategy and their parenting roles are better performers than organizations that do not have a good fit (Oijen and Douma, 2000). Further explanation

provided by respondents indicated that UNDP Kenya has extended its partnership to incorporate local communities and media houses for advocacy activities.

#### 4.5 Challenges to the Implementation of Strategies for realizing MDGs

**Table 4.19: Challenges of Strategy Implementation**

| <b>Challenge</b>             | <b>Number</b> | <b>Mean</b> | <b>Standard Deviation</b> |
|------------------------------|---------------|-------------|---------------------------|
| Donors restrictions          | 16            | 2.69        | 0.46                      |
| Cultural factors             | 16            | 2.50        | 0.50                      |
| Poor communication mechanism | 16            | 3.44        | 0.50                      |
| Religion factors             | 16            | 2.38        | 0.48                      |
| Lack of enough resources     | 16            | 3.56        | 0.50                      |
| Political and legal factors  | 16            | 3.00        | -                         |
| Organizational structure     | 16            | 3.44        | 0.50                      |
| Technology                   | 16            | 2.38        | 0.48                      |
| Infrastructure               | 16            | 3.94        | 0.24                      |
| Corruption                   | 16            | 3.81        | 0.39                      |
| Poor leadership              | 16            | 4.31        | 0.46                      |

Objective two of the study was to establish the challenges UNDP Kenya was facing in applying the strategies for realizing MDGs. Respondents were required to rate the extent to which UNDP Kenya encounters the mentioned challenges in applying the strategies. On the likert scale, 1 represented “Not encountered at all”, 2 represented “Little encountered”, 3 represented “Moderately encountered”, 4 represented “Greatly encountered” and 5 represented “Extremely encountered”. “Not encountered at all” was

given a score of 1 and “Extremely encountered” was given a score of 5. Data was analysed through mean scores. A high mean score implies that UNDP Kenya greatly encounters the challenge. The findings of the study were as presented in Table 4.19.

In table 4.19, poor leadership was found to be the most encountered challenge with a mean score of 4.31. The other challenges that received a higher score were corruption (mean score 3.81) and lack of resources (mean score of 3.56). This finding concurs with Mwita (2007) who found that lack of financial resources, inadequate communication of strategy to staff and stakeholders, wrong firm structure, poor leadership and inadequate communication and information of systems are challenges to strategy implementation. Religion factors and technology were challenges found to be least encountered with all scoring a mean of 2.38.

Respondents’ further explained that challenges such as lack of resources will continue to be a challenge because of competing interests for funds caused by the economic crunch that hit the world in 2009. Diversion of attention to other matters such as war resulting from poor leadership has led to limited concentration on implementation of MDGs. Therefore funds have been diverted to support peace building in politically unstable countries and other new global concerns like terrorism. Fragmented assistance came out as a challenge that leads to duplication of programmes and waste of resources hence making little impact on the ground.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

From the data analysis and interpretation of results, the following summary of findings, conclusion and recommendations were made. The findings and conclusions were based on the objectives of the study as outlined in chapter one of this study which were to determine strategies adopted by United Nations Development Programme Kenya for realizing MDGs and challenges faced in applying the strategies for realizing the MDGs.

### **5.2 Summary of Findings**

It was found out that UNDP Kenya hires staff with academic qualifications that range between bachelors degree and masters degree. This showed that this department required highly skilled personnel due to the complexity of responsibilities and level of innovation required in order to achieve the MDGs. This finding agrees with Trahan (1997) who pointed out that firms must thrive for a good fit between the skills people have and what they do to ensure a strategic thrust.

The study found out that although UNDP Kenya was involved in the achievement of all the MDGs, it had greater interest in the following MDGs compared to others. First, eradication of extreme poverty and hunger which had the highest the mean indicating that poverty was the root cause for underdevelopment. The MDGs of great interest were development of global partnership for development and environmental sustainability. Johnson and scholes (2002) pointed out that being clear about corporate strategy is very

important as it is a basis of other decision making. Greater interest of UNDP in the three mentioned MDGs reflects expectations of its mission of ensuring global development and UN's overall mission of building capacity for sustainable human development (United Nations Charter, 1945).

It was established from the study that UNDP Kenya has sustained its value in implementing MDGs by empowering itself through strategies like innovation, Knowledge Management Systems, differentiation of its activities, cost advantage and through its human resource. It maximizes the use of management systems, people and processes to transform its inputs to outputs.

For the eradication of poverty and extreme hunger, it was brought out in the study that society empowerment to small scale water management was the major strategy that UNDP uses to help society increase agricultural productivity. Promotion of community based farmer training strategy, promotion of farmer association, facilitation of development of smallholder markets and development of food or cash for work programme were strategies applied to intervene for rural income generation. Capacity building for food security and nutrition strategy emerged as the most used in nutrition interventions. The study found that UNDP Kenya has formed partnerships with the Kenya government and other stakeholders in supporting free primary education and addressing gender disparities in education sector. The other strategies were advocacy and cooperation with media in MDG campaigns.

The study also established that UNDP had the highest concern with inequality in wage/employment and less access to social services and productive resources by women.

To address this inequality the study found that UNDP Kenya applies strategies such as social mobilization, awareness creation and sensitization; research, information, monitoring and reporting. It was discovered that UNDP partners with the government and local NGOs in social mobilization, awareness creation and sensitization about child mortality as well as lobbying and advocacy for gender sensitization in addressing issues of child mortality and maternal health. The study found out that UNDP supports the government in fighting the pandemic of HIV/AIDS mainly through National HIV/AIDS Strategic Plan.

The study found out that ensuring environmental sustainability was part of UNDP core goal. UNDP was greatly concerned with addressing two broad root causes that are responsible for loss of environmental resources. That is, those related to population and its over-exploitation of resources as well as those related to irresponsible behaviour that result in discharge of pollutants into the environment. It was brought out by the study that the environment protection strategies that UNDP was greatly applying were community incentives in land degradation and Protection of Fisheries and Other Aquatic Ecosystems. Promotion of new and renewable energy is the key energy conservation strategy to which UNDP is also applying in ensuring environmental sustainability. It was established that UNDP had partnership with other organizations and other countries in assisting the Kenyan Government to accomplish projects that are related to enhancing security and justice systems as well as those that are concerned with improving trade and industry towards its commitment of realizing global partnership in development. Furthermore, it has great partnership in projects expansion of the information and telecommunication services.



Finally, UNDP being environment dependent and environment serving it was found that there were various challenges that it encounters that pose threats to its objective of realizing the millennium development goals. These challenges were mainly of remote environment namely: donors' restrictions, cultural factors, poor communication mechanism, religion factors, lack of enough resources, political and legal factors, organizational structure, technology, infrastructure, corruption and poor leadership. Poor leadership, infrastructure, corruption and lack of enough resources were the challenges that UNDP Kenya was facing the most. Internal challenge brought out by the study was fragmented assistance that leads to duplication of programmes and waste of resources hence making little impact on the ground.

### **5.3 Conclusions**

Conclusions for objective one of the study – to determine strategies adopted by United Nations Development Programme Kenya for realizing MDGs were as follows. First conclusion is that most of the strategies adopted by UNDP take a Resource Based View model as they meet the nature of inimitability, durability, appropriability and substitutability. Most of the strategies carry an intention of building human capability for ownership of the MDGs and adaptability in the environment of existence. It can also be concluded that UNDP values people as the principle actors or stakeholders in the implementation of MDGs and development. This is because its strategies do not focus on funding or aid but on innovation which creates good culture for creativity of ideas.

Second conclusion is that UNDP has adopted corporate strategies such as strategic alliances through partnership with the Kenya government in order to motivate and

enhance the government's interest in developing projects and allocating resources towards MDGs' achievement. It has also utilized this strategy through its partnership with local communities in order to implement projects that might fail if the community is not involved; and with NGOs with an aim of implementing activities for realizing MDGs in areas where it has no presence and also dividing costs of implementation. This strategy also creates a good fit with its mission of developing networks for global development.

Third conclusion is that UNDP has adopted functional strategies such as marketing strategies employed through advocacy campaigns and promotional activities in collaboration with the media. Research and development strategy is also used in the promotion of new ventures, for example, promotion of new and renewable energy. According to Wheelen and Hunger (2008), corporations are increasingly using information technology strategy to provide business units with competitive advantage. UNDP has used this strategy for knowledge management and innovation as found by the study. Reward system is another functional strategy being used to motivate communities to participate in the activities designed with the aim of realizing MDGs.

The second objective of this study was to establish challenges faced in applying strategies adopted by UNDP for realizing MDGs. The study concluded that UNDP Kenya was mostly affected by external factors which are political, economic, social, technological, ecological and legal. These challenges were poor leadership, corruption which arises as a result of weak governance system in place, poor infrastructure and lack of resources. Second conclusion is that fragmented assistance can also lead to duplication of programmes and waste of resources hence making little impact on the ground.

## **5.4 Limitations of the Study**

Drawbacks can not miss to be experienced in any undertaking developed to meet a certain objective. The study just like other activities had its on limitations. The first limitation was time constraint. The period between proposal approval and submission of final project was very short. This is because data had to be collected before the analysis and conclusions are made.

The other constraint was corporate policies of the organization under the study. There were some procedures that a researcher had to undertake in order to distribute the questionnaire to the respondents. The nature of the work respondents are involved in also derailed their speed in submitting the responses to the researcher. It took time to reach some respondents because they were involved in frequent travels.

Cost was also a constraint in undertaking this research. The researcher had to go through refreshing clashes to be able to carry out data analysis. Photocopying as well as printing costs were incurred. This made the research costly to a certain extent for the researcher.

## **5.5 Implication on Policy and Practice**

It is good to note that scarcity of resources such as financial resources, duplication of programmes and waste of resources were challenges highlighted as barriers to realization of MDGs. The study therefore recommends UNDP Kenya to consider mergers with other international organization as one of its strategy for realizing MDGs to reduce the cost and waste on resources and on the other hand increasing its impact within the country because

of increased coverage. It can consider mergers with private firms and Universities in research and technology areas.

The world has been facing the problem of economic crunch and this has a great deal affected non-profit making organization. Donors have also diverted their support and concern to new global concerns such as terrorism. The study therefore recommends UNDP to undertake strategic piggybacking which means development of new activities that would generate funds needed to make up the difference between donor funds and operational expenses. The new venture could be of social entrepreneurship.

MDGs offer a great opportunity to address human welfare in Kenya and therefore there is need for UNDP to be in constant pursuit of realization of these goals. In this light there is need for UNDP to constantly review its strategies for realizing these goals in order to adapt to the rampant social-economic-political changes in Kenya. It should always never forget that it is connected with the society on all political, economical, technological and social cultural levels, and it being environmental serving and environment dependent, these turbulent changes in the external environment will always pose threats as well as create opportunities to its prosperity in realizing these Millennium Development Goals. This study therefore recommends that UNDP Kenya should continuously evaluate its strategies to create a good fit between its work and the environment it is serving.

Since UNDP works towards helping the government achieve the MDGs, the study recommends that it should, through its governance unit, develop a course on ethics and integrity to educate the country's leadership on importance of effective leadership in the

implementation of development policies. It should also involve private sector in its plan for such courses since it also interacts with government systems in the area of trade.

Most developing countries have experienced problems in planning their fiscal budget. They experience problems in balancing their expenditure and income. Prioritization on project implementation is also a problem that leads to resources being wasted to non core projects hence leading to uneven development. The study therefore recommends UNDP Kenya to support and advise the government on measures to include in the budget to ensure proper resource mobilization mechanism to make up the difference between revenue and expenditure.

## **5.6 Recommendations for further Research**

This study has focused on strategies adopted and challenges faced by the UNDP Kenya for the realization of United Nations Millennium Development Goals. It is important for organizations to evaluate their strategies to find out which ones have been realized and if not, establish reasons why they have not been realized. The process of evaluation should also be done at appropriate time. There is need for another study to look into strategy evaluation process in UNDP Kenya especially in the programme department.

The study looked at the challenges of strategy implementation and poor leadership and corruption came out as major challenges. Most developing countries have policies that have not been institutionalized in their policy documents or even in the constitution and this makes it difficult for one to argue in the case of their infringement. There is therefore need to carry out a study on the importance of policy institutionalization in government institutions.

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## APPENDICES

### Appendix I : Questionnaire Cover Letter

From  
Rebecca Nyandiwa  
Department of Business  
Administration  
School of Business  
University of Nairobi  
Mobile No. 0720-320913  
Date: 17 August 2010

#### To whoever is responding to this questionnaire

Dear Respondent

#### Subject: The Questionnaire

I am an MBA student in the University of Nairobi currently carrying out a research on **Strategies adopted and challenges faced by the United Nations Development Programme (UNDP) Kenya for the realization of United Nations Millennium Development Goals.** This is a partial fulfillment of the requirements for this degree course. The research is only and specifically for academic purposes.

I shall be very grateful if you could spare sometime to provide the information in the attached questionnaire. Your responses will be treated with strict and at-most confidentiality and good faith, and in no instance will your name be mentioned anywhere inside or outside this report.

Finally, the filling of this questionnaire is purely optional. Your cooperation shall be highly appreciated. Thank you in advance.

Yours faithfully,

Rebecca Nyandiwa

## Appendix II: Questionnaire

### Section A: General information

1. In which of the following units are you?

- |                         |                          |                                   |                          |
|-------------------------|--------------------------|-----------------------------------|--------------------------|
| Democratic Governance   | <input type="checkbox"/> | Poverty Reduction                 | <input type="checkbox"/> |
| Environment and Energy  | <input type="checkbox"/> | Strategic Policy                  | <input type="checkbox"/> |
| Disaster Risk Reduction | <input type="checkbox"/> | Country Director Support team     | <input type="checkbox"/> |
| Peace Building          | <input type="checkbox"/> | Resident Coordinator Support team | <input type="checkbox"/> |

2. Tick your Position/ Level of Management in the Unit that you work for

- |                      |                          |                         |                          |
|----------------------|--------------------------|-------------------------|--------------------------|
| Senior Manager       | <input type="checkbox"/> | Middle Level manager    | <input type="checkbox"/> |
| Departmental Manager | <input type="checkbox"/> | General Member of Staff | <input type="checkbox"/> |

3. Gender: Male  Female

4. Please indicate your length of service with your Organization.

- |                    |                          |                     |                          |
|--------------------|--------------------------|---------------------|--------------------------|
| Less than one year | <input type="checkbox"/> | Between 5-10 years  | <input type="checkbox"/> |
| Between 1-3 years  | <input type="checkbox"/> | Between 10-15 years | <input type="checkbox"/> |
| Between 3-5 years  | <input type="checkbox"/> | Over 15 years       | <input type="checkbox"/> |

5. Age

|             |                          |              |                          |
|-------------|--------------------------|--------------|--------------------------|
| 20-25 years | <input type="checkbox"/> | 31-35 years  | <input type="checkbox"/> |
| 26-30 years | <input type="checkbox"/> | Over 35 year | <input type="checkbox"/> |

6. Academic qualification

- |                        |                          |                 |                          |
|------------------------|--------------------------|-----------------|--------------------------|
| Bachelor's Degree      | <input type="checkbox"/> | Master's Degree | <input type="checkbox"/> |
| Diploma                | <input type="checkbox"/> | PhD             | <input type="checkbox"/> |
| Other (Please specify) | <input type="checkbox"/> |                 |                          |

**Section B: General overview of Millennium Development Goals (MDGs)**

1. For each of the following Millennium Development Goals, indicate the extent to which your Unit is involved with the goal. Rate using a five-point scale where 1 = Not involved at all, 2 = Little involved, 3 = Moderately involved, 4 = Greatly involved, and 5 = Extremely involved.

| Millennium Development Goals                     | Extent of involvement |   |   |   |   |
|--|-----------------------|---|---|---|---|
|  | 1                     | 2 | 3 | 4 | 5 |
| Eradicate extreme poverty and hunger             |                       |   |   |   |   |
| Achieve universal primary education              |                       |   |   |   |   |
| Promote gender equality and empowerment of women |                       |   |   |   |   |
| Reduce child mortality                           |                       |   |   |   |   |
| Improve maternal health                          |                       |   |   |   |   |
| Combat HIV/AIDS, malaria and other diseases      |                       |   |   |   |   |
| Ensure environmental sustainability              |                       |   |   |   |   |
| Develop a Global Partnership for Development     |                       |   |   |   |   |

2. Rate the following strategies in the extent to which they enable your organization achieve its competitive advantage in realizing the assigned MDGs. Rate using a five-point scale where 1 = Not applied at all, 2 = Little application, 3 = Moderately applied, 4 = Greatly applied, and 5 = Extremely applied

| Strategies  | Extent of application |   |   |   |   |
|---|-----------------------|---|---|---|---|
|   | 1                     | 2 | 3 | 4 | 5 |
| Cost advantage  |                       |   |   |   |   |
| Differentiation of the MDGs   |                       |   |   |   |   |
| Knowledge Management Systems such as the Internet, intranets, extranets, collaborative computing/groupware, software filters, agents, data warehouses |                       |   |   |   |   |
| Portfolio and asset management  |                       |   |   |   |   |
| Risk Management   |                       |   |   |   |   |
| Innovation  |                       |   |   |   |   |
| Human Resource Management Strategy  |                       |   |   |   |   |
| Environmental management  |                       |   |   |   |   |



## Section C: Strategies for individual Millennium Development Goals (MDGs)

**NB:** In the following section, please provide answers only for MDGs your Unit deals with.

### MDG 1: Eradicating Extreme Poverty and Hunger

1. Rate the following strategies of eradicating extreme poverty and hunger in terms of the extent to which they are practiced by your organization. Assign numbers as follows: 1 = Not practised at all, 2 = Little practised, 3 = Moderately practised, 4 = Greatly practised, and 5 = Extremely practised.

- a) Strategies to increase agricultural productivity**
- | Strategy  | Rate (1 to 5) |
|---|---------------|
| Guide farmers in investing in soil health           | [ ]           |
| Society empowerment on small-scale water management | [ ]           |
| Assisting farmers in identifying improved seed      | [ ]           |
| Agricultural research                               | [ ]           |
- b) Interventions for rural income generation**
- | Strategy   | Rate(1 to 5) |
|--|--------------|
| Provision of credit and rural financial services     | [ ]          |
| Promotion of farmer associations                     | [ ]          |
| Promotion of community-based farmer training centres | [ ]          |
| Development of food/cash for work programmes         | [ ]          |
| Facilitate development of smallholder markets        | [ ]          |
- c) The nutrition interventions**
- | Strategy  | Rate (1 to 5) |
|---|---------------|
| Feeding children under five years in marginalized areas | [ ]           |
| Funding the school meals                                | [ ]           |
| Training on proper diet for pregnant women              | [ ]           |
| Supplemental feeding for vulnerable groups              | [ ]           |
| Capacity building for food security and nutrition       | [ ]           |

**MDG 2: Achieving Universal Primary Education**

1. Does your unit have any strategy to eliminate gender disparity in primary and secondary education? (Tick where applicable)

Yes [ ] No [ ]

a. If yes, please list them

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2. Does your organization partner with the Kenyan Government and other stakeholders in supporting free primary education? (Tick where applicable)

Yes [ ] No [ ]

3. Rate the following strategies in terms of your organization’s dedication in assisting the government overcome the challenges of providing free primary education. Assign numbers as follows: 1 = Not dedicated at all, 2 = Little dedicated, 3 = Moderately dedicated, 4 = Greatly dedicated, and 5 = Extremely dedicated.

| <b>Strategy</b>   | <b>Rate for Dedication</b> |
|---|----------------------------|
| Addressing Overstretched facilities   | [ ]                        |
| Addressing Overcrowding in schools  | [ ]                        |
| Addressing High pupil-teacher ratios  | [ ]                        |
| Addressing High cost of equipment for children with special needs   | [ ]                        |
| Addressing Diminished support by communities  | [ ]                        |
| Addressing Gender and regional disparities  | [ ]                        |
| Addressing Poor management  | [ ]                        |
| Addressing Wrong impression most parents have, that it is the government’s exclusive responsibility to provide free primary education | [ ]                        |
| Addressing Increased number of orphans in & out of school as a result of HIV/AIDS   | [ ]                        |

### MDG 3: Gender Equality & Empowerment of Women

1. Does your organization address promotion of gender equality and the empowerment of women in Kenya? (Tick where appropriate)

Yes [ ] No [ ]

2. Rate the extent to which your organization is concerned with each of the following contributors of Gross gender inequalities (Assign numbers as follows)

1 = Not concerned at all, 2 = Little concerned, 3 = Moderately concerned, 4 = Greatly concerned, and 5 = Extremely concerned.

| Contributor of gender inequality  | Extent of concern |   |   |   |   |
|---|-------------------|---|---|---|---|
|   | 1                 | 2 | 3 | 4 | 5 |
| Inequality in opportunities,  |                   |   |   |   |   |
| Inequality in wage/employment,  |                   |   |   |   |   |
| Inequality in ownership of property,                                    |                   |   |   |   |   |
| Inequality in access to education and training.                         |                   |   |   |   |   |
| Less access to social services and productive resources by women        |                   |   |   |   |   |
| Women being vastly underrepresented in parliament and local authorities |                   |   |   |   |   |

3. Rate the extent to which the following strategies of combating gender inequality is utilized by your organization (Assign number as follows)

1 = Not utilized at all, 2 = Little utilized, 3 = Moderately utilized, 4 = Greatly utilized, and 5 = Extremely utilized.

| Strategy of combating gender inequality   | Extent of utilization |   |   |   |   |
|---|-----------------------|---|---|---|---|
|   | 1                     | 2 | 3 | 4 | 5 |
| Social mobilization, awareness creation and sensitization   |                       |   |   |   |   |
| Lobbying and advocacy for gender sensitization  |                       |   |   |   |   |
| Building coalitions and mobilizing support for policy development, law reform, enactment and implementation |                       |   |   |   |   |
| Research, information, monitoring and reporting   |                       |   |   |   |   |

## MDG 4: Reducing Child Mortality

1. How does your organization participate in dealing with the following aspects of reducing child mortality?

| Aspects of reducing child mortality | Method of involvement by your organization |                                 |                                 |              |
|-------------------------------------|--|---------------------------------|---------------------------------|--------------|
|                                     | Direct Intervention                        | Partnership with the local NGOs | Partnership with the government | Not involved |
| Maternal health,                    |  |                                 |                                 |              |
| Child health                        |  |                                 |                                 |              |
| HIV/AIDs prevention and care        |  |                                 |                                 |              |
| Malaria prevention and care         |  |                                 |                                 |              |
| TB treatment and the health systems |  |                                 |                                 |              |

2. Does your organization support the government in the Government implementation of the Integrated Management of Childhood Illnesses (IMCI) strategy?

Yes  No

3. If yes, rate the attention that it gives to the following components of IMCI strategy using a five point scale where 1 = No attention at all, 2 = little attention, 3 = Moderate attention, 4 = Great attention, and 5 = Extreme attention

| Components of IMCI  | Degree of attention      |                          |                          |                          |                          |
|---------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|                     | 1                        | 2                        | 3                        | 4                        | 5                        |
| Childhood nutrition | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Immunization        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Maternal health     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

## MDG 5: Improving Maternal Health

1. Does your organization have programmes that pay attention to reproductive services to young people? (Tick where applicable)

Yes  No

2. If yes, rate the following key areas of reducing risks of pregnancy related complications to the adolescents in terms of your organization's commitment using a five point scale where 1 = No commitment at all, 2 = little commitment, 3 = Moderate commitment, 4 = Great commitment, and 5 = Extreme commitment

| Methods of reducing pregnancy related complications to the adolescents                                  | Degree of commitment |   |   |   |   |
|---|----------------------|---|---|---|---|
|   | 1                    | 2 | 3 | 4 | 5 |
| Providing education   |                      |   |   |   |   |
| Stopping FGM  |                      |   |   |   |   |
| Promoting education and communications about the benefits of delaying onset of marriage and childbirth. |                      |   |   |   |   |

3. Does your organization do the following?

Participate in empowering women with health knowledge and technology?

Yes  No

Address the indirectly obstetric causes of maternal mortality, such as malaria, anaemia, TB and HIV/AIDS?

Yes  No

Support the Kenyan government and other related NGO in maximizing access to medical care when pregnancy complications arise?

Yes  No

### MDG 6: Combating HIV/AIDS, Malaria And Other Diseases

1. The following are the arms through which the government fights the pandemic of HIV/AIDS. Which one does your organization provide most support to the government?

National HIV/AIDS Strategic Plan

National Aids Control Council

Constituency HIV/AIDS Committees

2. Do you think that most people in Kenya are aware of the nature and transmission of HIV/AIDS?

Yes  No

3. If yes, does your organization address the challenge of translating this awareness into preventive behaviour among the sexually active and high-risk populations?

Yes [ ] No [ ]

If yes, rate the following prevention interventions in terms of extent to which they are employed by your organization using a five point scale where 1 = Not used at all, 2 = little used, 3 = Moderately used, 4 = Greatly used, and 5 = Extremely used.

| Methods of prevention interventions        | Extent of usage |   |   |   |   |
|--|-----------------|---|---|---|---|
|  | 1               | 2 | 3 | 4 | 5 |
| Youth intervention,                        |                 |   |   |   |   |
| Public sector condom provision             |                 |   |   |   |   |
| Condom social marketing                    |                 |   |   |   |   |
| Mass media coverage                        |                 |   |   |   |   |
| Voluntary counseling and testing,          |                 |   |   |   |   |
| Prevention of mother to child transmission |                 |   |   |   |   |
| Orphan care and support                    |                 |   |   |   |   |
| Policy/administration/research/M&E         |                 |   |   |   |   |

4. Does your organization play any role in reducing the level of malaria infection and consequent death in Kenya?

Yes [ ] No [ ]

5. If yes, rate the extent of its role in the following key strategies of sustaining the improved level of malaria control using a five point scale where 1 = No role at all, 2 = little role, 3 = Moderate role, 4 = Great role, and 5 = Extreme role

| Strategy  | Extent of the role played |   |   |   |   |
|---|---------------------------|---|---|---|---|
|   | 1                         | 2 | 3 | 4 | 5 |
| Management of malaria and anaemia in pregnancy                  |                           |   |   |   |   |
| Vector control using insecticide-treated nets and other methods |                           |   |   |   |   |
| Epidemic preparedness and response                              |                           |   |   |   |   |

6. Does your organization address the issue of TB in Kenya?

Yes [ ] No [ ]

7. If yes, through which one of the following ways? (Tick)

Promotion of TB diagnosis [ ]

Funding for the availability of anti-TB medications [ ]

Creating TB awareness [ ]

Others (Name them):

.....  
 .....

**MDG 7: Ensuring Environmental Sustainability**

1. Is ensuring environmental sustainability part of your organization’s core goal?

Yes [ ] No [ ]

2. If yes, which of the following two broad root causes responsible for loss of environmental resources does it address?

Those related to population and its over-exploitation of resources [ ]

Those related to irresponsible behaviour that result in discharge of pollutants into the environment [ ]

Both [ ]

3. Rate your organization’s dedication/focus towards the following strategies of ensuring environmental sustainability? Use a five-point scale where 1 = Not dedicated at all, 2 = Little dedicated, 3 = Moderately dedicated, 4 = Greatly dedicated, and 5 = Extremely dedicated

**a. Environment protection strategies**

| Strategies   | Degree of dedication |   |   |   |   |
|--|----------------------|---|---|---|---|
|  | 1                    | 2 | 3 | 4 | 5 |
| Protection of Fisheries and Other Aquatic Ecosystems   |                      |   |   |   |   |
| Community incentives in land degradation               |                      |   |   |   |   |
| Protection of Forests and other terrestrial ecosystems |                      |   |   |   |   |
| Protection of Wildlife management and conservation     |                      |   |   |   |   |

**b. Energy conservation strategies**

| Strategies                            | Degree of dedication |   |   |   |   |
|---------------------------------------|----------------------|---|---|---|---|
|                                       | 1                    | 2 | 3 | 4 | 5 |
| Charcoal Conservation Strategies      |                      |   |   |   |   |
| Promotion of rural electrification    |                      |   |   |   |   |
| Promotion of New and Renewable Energy |                      |   |   |   |   |

**c. Water and sanitation strategies**

| Strategies                                 | Degree of dedication |   |   |   |   |
|--|----------------------|---|---|---|---|
|  | 1                    | 2 | 3 | 4 | 5 |
| Promotion of Provision of Rural Water      |                      |   |   |   |   |
| Promotion of Provision of Urban Water      |                      |   |   |   |   |
| Promotion of Provision of Rural Sanitation |                      |   |   |   |   |
| Promotion of Provision of Urban Sanitation |                      |   |   |   |   |
| Promotion of Waste Water Treatment         |                      |   |   |   |   |
| Hygiene Education                          |                      |   |   |   |   |

**d. Slum improvement strategies**

| Strategies  | Degree of dedication |   |   |   |   |
|---|----------------------|---|---|---|---|
|   | 1                    | 2 | 3 | 4 | 5 |
| Partnering with the government in Enabling Environment for Accessing Land & secure Tenure |                      |   |   |   |   |
| Upgrading and Deterring New Formations of slums   |                      |   |   |   |   |
| Integrated Urban Planning   |                      |   |   |   |   |
| Capacity Building for Stakeholder Participation   |                      |   |   |   |   |
| Integrated education to slum dwellers   |                      |   |   |   |   |

4. Out of the above strategies, which one is your organization's central focus? (tick only one)

- 1. Environment protection [ ]
- 2. Energy conservation strategies [ ]
- 3. Water and sanitation [ ]
- 4. Slum improvement [ ]
- 5. None of the above [ ]



## MDG 8: Global Partnerships

1. Rate your organization's degree of partnership with other organization and other countries in assisting the Kenyan Government to accomplish the following projects.

Use a five-point scale where 1 = No partnership at all, 2 = Little partnership, 3 = Moderate partnership, 4 = Great partnership, and 5 = Extreme partnership

| Strategies   | Degree of partnership |   |   |   |   |
|--|-----------------------|---|---|---|---|
|  | 1                     | 2 | 3 | 4 | 5 |
| Introduction of information technology in the public service |                       |   |   |   |   |
| Performance Improvement in the Public Service                |                       |   |   |   |   |
| Expansion of the information and telecommunication services  |                       |   |   |   |   |
| The construction and rehabilitation of airports              |                       |   |   |   |   |
| Improvement and maintenance of maritime transport            |                       |   |   |   |   |
| Improving trade and industry                                 |                       |   |   |   |   |
| Enhancing security and justice systems                       |                       |   |   |   |   |
| Upgrading of road  |                       |   |   |   |   |

In general, are there any other strategies not mentioned above for realizing the MDGs (please specify) \_\_\_\_\_

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**Section D: Challenges to the implementation of strategies for realizing MDGs**

1. Do you think that your organization is on track in its campaign to achieving any MDG?

Yes [ ] No [ ]

2. To what extent does your organization encounter each of the following challenges in the achievement of its targeted MDGs? Use a five-point scale where 1 = Not encountered at all, 2 = Little encountered, 3 = Moderately encountered, 4 = Greatly encountered, and 5 = Extremely encountered

| Possible barrier             | Degree of encounter |   |   |   |   |
|------------------------------|---------------------|---|---|---|---|
|                              | 1                   | 2 | 3 | 4 | 5 |
| Donors restrictions          |                     |   |   |   |   |
| Cultural factors             |                     |   |   |   |   |
| Poor communication mechanism |                     |   |   |   |   |
| Religion factors             |                     |   |   |   |   |
| Lack of enough resources     |                     |   |   |   |   |
| Political and legal factors  |                     |   |   |   |   |
| Organizational structure     |                     |   |   |   |   |
| Technology                   |                     |   |   |   |   |
| Infrastructure               |                     |   |   |   |   |
| Corruption                   |                     |   |   |   |   |
| Poor leadership              |                     |   |   |   |   |

2. Are there any other challenges / barriers not mentioned above? Please outline them

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3. Briefly describe how the above challenges remain to be barriers to the implementation of your organization's strategies for realizing its targeted MDGs

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DATE 17/08/2010

**TO WHOM IT MAY CONCERN**

The bearer of this letter REBECCA NYANDIWA

Registration No: DBI/70635/2008

is a Master of Business Administration (MBA) student of the University of Nairobi.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate if you assist him/her by allowing him/her to collect data in your organization for the research.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

**DR. W.N. IRAKI**  
**CO-ORDINATOR, MBA PROGRAM**