

**STRATEGY IMPLEMENTATION CHALLENGES IN THE  
DEVELOPMENTAL NON-GOVERNMENT  
ORGANIZATIONS IN KENYA**

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## DECLARATION

This research project is my original work and has not been presented for the award of a degree in any other university or any other higher institution of learning for examination.

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

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## **DEDICATION**

This research work is dedicated to my late father Pius Oyaro Ndai, mother Joyce Auma, wife Pauline and children, Erick, Arnold, Nancy and George. It is through your support, prayers and selflessness that made my studies possible. I will forever remain indebted to you.

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## **ABBREVIATIONS AND ACRONYMS**

<b>CBO</b>	Community Based Organization
<b>IT</b>	Information Technology
<b>INGO</b>	International Non-Governmental Organization
<b>HR</b>	Human Resource
<b>KES</b>	Kenya Shillings
<b>KFA</b>	Kenya Farmers Association
<b>NGOs</b>	Non-governmental Organisations
<b>OD</b>	Organization Development
<b>UN</b>	United Nation
<b>YMCA</b>	Young Men's Christian Association
<b>YWCA</b>	Youth Women's Christian Association

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## **ABSTRACT**

Implementation is the process that turns strategies and plans into actions to accomplish the set objectives. In as much as strategies could be brilliant, they do not assure effective performance, how strategies are implemented matters in determining organizational performance. Strategy implementation is concerned with the design and management of systems to achieve the best integration of people, structures, processes, and resources, in reaching organizational purposes thus consist of securing resources, organizing them and directing their use within and outside the organization. The study focuses on the challenges of strategy implementation within the Development NGOs. The objectives of the study were to establish challenges of strategy implementation within the development NGOs sector in Kenya and determine the measures that can be taken to address the challenges. The study used cross sectional survey in collecting data from based on 10% of sample frame of 100 developments NGOs. Random sampling method was used in choosing the 24 NGOs that participated in the survey. All the respondents were drawn from the Development NGOs. The key findings were obtained and analyzed in chapter four according to the research objectives. During the survey the researcher found out that though most Development NGOs have strategies in place, they face myriads of problem when implementing these strategies; indeed researcher confirmed that various factors such as leadership, Structures, Culture, and Communication, organization system, staff and skills impact on how strategy is implemented within the Development NGOs. From the discussions and conclusions, the researcher recommends that in addressing these challenges, the development NGOs need to invest on their Human Resources through frequent training programmes. It also recommended proper planning thereby matching the tasks to the resources and avoiding side planning that disrupt implementation of planned activities. The major limitation to this study was refusal of some of the NGOs to fill the questionnaire while others turned violent.

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background of the Study**

Many organizations perform dismally due to their inability to isolate and deal with negative factors that affects their strategy implementation. According to Aosa, (1998); Mintzberg et al, (1999); Thomson et al, (2007) challenges of strategy implementation could arise from factors such as lack of time and commitment, résistance to change, lack of senior leadership support or physician champion, lack of cooperation from other agencies, inadequate resources, culture, rewards and inadequate communication to spear head strategy implementation. (Awino, 2001) identifies four challenges affecting successful strategy implementation as; lack of fit between strategy and structure, failure to impart new skills, inadequate information and communication systems.

However, strategies implementation should not only be linked to specific choice of tools but also to the original theory and framework that support their existence. Various theoretical models have been used to explain process of strategy implementation(Wendell & Cecil, 1999). Management theory for example explains behaviour of people in work organization, which aims at achievement of work goals. It concern with issues of goal setting, resource deployment, employees motivation, team work, leadership, control, coordination and performance measurement (Cole, 1995) while Open system theory explain the organization structures, objectives, tasks, people, technology and environment as contributory factors to desired output from the organization processes.

A company strategy therefore is management's action plan for running the business and conducting operation (Pearce & Robinson, 2003). It represents a managerial commitment to pursue a particular set of actions in growing the business, attracting and pleasing customers while competing successfully (Thomson, Strickland III and Gamble, 2007).

In tracing the origin of NGOs (Chiku, 2007), notes that UN Charter first used the term in their clause in the 1947 in reference to NGOs not as purely relief based but both relief and development. In Africa NGOs became more active in development work in 1990s as supplements to government development efforts.

Although development NGOs have been lauded for adopting people centered strategies in targeting poor population and contributing immensely to the developing economies, they have been faced with myriad of challenges when implementing their strategies. However, it is important to note that each implementation situation occurs in a different context, affected by differing factors such as business practices & competitive situations, work environments & cultures and Policies. It is on this basis that the study seeks to establish causes of strategy implementation challenges in the development NGO context and how to mitigate on such challenges.

### **1.1.1 The Concept of Strategy Implementation**

Most notable challenges to strategy implementation include underestimating the time needed for implementation and major problems surfacing that had not been anticipated, in addition, to uncontrollable factors in the external environment.

Moreover, a top-down and laissez-faire senior management style; unclear strategic intentions and conflicting priorities; an ineffective senior management team; poor communication weak co-ordination across functions, lack of appraisal and reward system and inadequate down-the-line leadership skills development Alexander,(1985); Beer & Eisenstat, (2000); Noble,(1999); DeLisi ,(2001). Thus company strategy involves the processes of creating strategic plan and managing its implementation. (Drucker, 1954) pointed out that the best plan is only a plan, that is, good intentions, unless it degenerates into work.

Implementation is the process that turns strategies and plans into actions to accomplish the set objectives. In as much as strategies could be brilliant, they do not assure effective performance, how the strategies are implemented matters in determining organizational performance. Strategy implementation is concerned with the design and management of systems to achieve the best integration of people, structures, processes, and resources, in reaching organizational purposes thus consist of securing resources, organizing them and directing their use within and outside the organization.(Ogunmokun et al., 2005) noted that though strategy formulation and implementation are separate, they are interdependent, part of an overall process of planning-executing-adapting.

### **1.1.2 Non-Governmental Organizations in Kenya**

In Kenya, around 1964 out of consideration that NGOs were supplement to the development efforts of the public sector, Kenya National Council of Social Services was formed as quasi-Government institution under Ministry of Culture Social Services to coordinate NGOs activities and advise the government however, the body failed and was replaced by the NGO Coordination Board established under the NGO Act 1990. According to NGOs Co-ordination Act, 1990, NGOs are private voluntary grouping of individuals or associations not operated for profit or other commercial purposes but which have organized themselves nationally or internationally for the benefit of the public at large and promotion of social welfare, development, charity or research in the areas inclusive of, but not restricted to health, agriculture, human rights, people empowerment, education, industry and supply of amenities and services.

In attempt to enhance their operations, NGOs have embraced different strategies which have gained praise globally as people centered and effective in tackling poverty situation in the developing countries. However, such strategies have neither improved their operations nor assisted in lowering poverty index. Most of these institutions still grapple with sustainability of their institutions and have been accused of moving away from the values of volunteerism and self-less service to the poor and needy. Even much older NGOs some of them aged over 100 years still struggle with sustainability of their operations yet they have robust strategies to address their performance.

(Keino and Ben, 2012) observes that there is a need for skill management, involvement of all stakeholders, adoption of bottom-up management approach and encouragement for increased beneficiary participation in strategy implementation within the NGO sector.

The NGO sector though has some of the best strategies, little have been done to degenerate them into work (Drucker, 1954) to improve their performance due to over-reliance on donor funding and competence gaps. On their part NGOs attribute their problems to government interference, insufficient financial resources and community rebellion on their work.

Interestingly, both bilateral and multilateral aid donors continue to switch significant fractions of their budgets from national governments to NGOs (Nelson, 2007). NGO Board Strategic Plan, (2009-2012), indicate that approximately 5,461 NGOs are registered in Kenya and operate in various sectors of the economy. The number is growing by over 400 organizations per year. However, a review done by NGO Coordination Board Strategic Plan 2009-2012, revealed that while crafting their new strategies in the next strategic planning cycle; only 15% of NGOs made it a regular practice to consult their previous plans. Furthermore, when the comparison is made, it always emerged that performance rarely match the previous year's projections. The dilemma is that despite the fact that NGOs have largely failed in the implementation of their strategies in addressing development especially in the rural areas, they still continue to attract huge donor funding as the most preferred development agencies.

## **1.2 Research Problem**

The strategy of an organization is affected not only by the environmental forces and strategic capability, but also by the value and expectation of those who have power in and around it (Johnson et al., 2009). Therefore a successful execution of the organization strategy requires proper assessment of both internal and external environment.

Peters and Waterman (1982) states that the value of a strategy depends not only on the elegance of its conception but fully as much on whether the company proposing the strategy can really execute it. The cost of failed implementation efforts to the organization is enormous, apart from wasting significant amounts of time and money; they result in lowering employee morale, a diminished trust and faith in senior management, as well as end up in creating an even more inflexible organization (Heracleous, 2000).

Despite the general difficulties in the operation of NGOs, donor community still prefers them as the most effective development agent and continues to channel huge part of resources through them. In Kenya for example in the year 2005/2006 alone, NGOs received KES 68,825,055,222 as donation to fund various project in the country (NGOs survey 2009), yet little have been achieved especially in rural areas where most NGOs based their activities. Strategies adopted by NGOs though have been acclaimed to be the best globally in tackling under development in developing countries, no major strides in poverty reduction have been achieved.

As observed by (Kimama, 2011), lack of employee's and weak management support, negative attitudes towards change, poor communication and lack of financial resources indeed can pose real challenges during strategy implementation. In fact negative attitude towards change, poor leadership and weak management support has also been cited by (Thomson et al, 2007); Aosa, 1998; Thomson and Strickland, 1998) as major factor that frustrate strategy implementation.

Awino (2001) pinned down lack of fit between strategy and structure, failure to impart new skills, inadequate information and communication systems as the real causes of strategy implementation failure. Atkinson, (2006) on the other hand suggested that a successful strategy implementation requires sound mechanisms for directing activity and behavior, especially including effective communication systems as well as appropriate strategic and management controls.

While scholars and practitioners have identified various possible causes of strategy implementation challenges overly, it is important to note that each implementation situation occurs in a different context. The study therefore wanted to establish the sources of these challenges in development NGO context taking cognizance that despite the existence of robust, proactive and sound strategies to address improved performance of their organization, NGOs continue to perform dismally as many of them struggle with sustainability of their operations. The main question the study wanted to address is what are the challenges experienced by development NGOs during strategy implementation in Kenya.

### **1.3 Research Objectives**

The objectives of the study were:

- i. To establish challenges of strategy implementation within the development NGOs sector in Kenya.
- ii. To determine the measures that can be taken to address the challenges.

#### **1.4 Value of the Study**

The study has empirically validated concepts such as leadership, organization structure, culture, reward system, communication, team building and resources allocation as key to strategy implementation within the development NGOs, thus building further the OD theory particularly on the “quick fix” a comprehensive change model by Ralph Kilmann and by extension fulfilling the purpose of science which is the expansion of knowledge, discovery of truth and ability to make predictions

The study has highlighted the contribution of development NGOs to National Gross Domestic Income thus a source of employment and wealth creation and therefore needs policies that attract more investment. It has provided policies makers with critical information that if used would enhance enactment of favourable policies for faster growth of the sector in Kenya.

To practitioner in the development NGO sector, the study has isolate negative factors that have hindered the ability practitioners to successfully implement their strategies while strengthening positive aspects towards a better performance. The study pointed to development NGOs the need to cut the coat according to their sizes by way of crafting strategies that fit within their resources, ability and competences.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter deals with literature review of the study. It summaries the views of other scholars in regards to challenges that are often met during translating strategy from plans to implementation, concept of strategic management, strategy implementation and a review of the known approaches that have been adopted in addressing these challenges.

### **2.2 Theoretical Underpinning of the Study**

Strategy implementation should be linked to the original theory and frameworks that are supporting their existence. By explicitly outlining and understanding some form of theory, it become easier to explain the reason why an intervention may work to induce planned change. Various theories have been developed that explain what make strategy succeed or fails in an organization.

#### **2.2.1 Theory of Organization Development**

Initiating strategy entails securing commitment from top management, diagnosis of the problems and thorough analysis of the problem and the opportunities facing the organization. (Wendell & Cecil,1999), when discussing beyond the “quick fix” a comprehensive change model by Ralph Kilmann, observed that scheduling and implementation of strategy requires intervening in five critical leverage points called “tracks” that when functioning properly cause the organization to be successful. They identified five tracks as the culture, the management skills, the team building, the strategy, and structure and reward system.

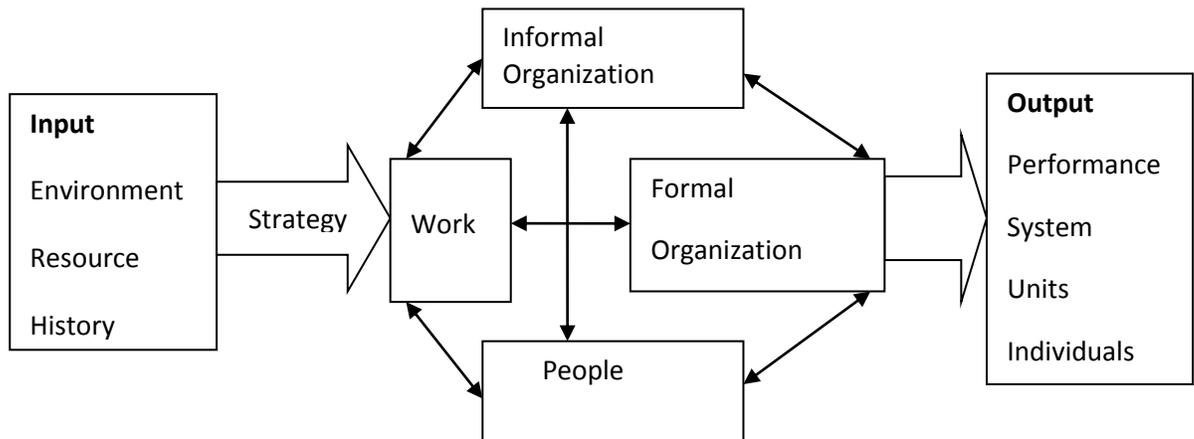
On the other hand, Burk-Litwin model looked at organizational performance as being affected by changes in first order that involve transactional and in second order that brings transformational. The premise of the model is that OD interventions directed towards structure, management practices, and systems (policies and procedures) result in transactional change while OD interventions directed towards missions and strategy, leadership, and organization culture result in transformational change (Wendell & Cecil, 1999).

They argue that using the model, two leaders are presented at strategy implementation, those who are extraordinary and go beyond the set goals and those who lead and motivate their follower in the direction of the established goals.

### **2.2.2 Open System Theory**

Strategy implementation can also be diagnosed from system perspective. System theory views organization as open system in active exchange with environment. It denotes interdependency, interconnectedness, and interrelatedness among elements in a set that constitutes an identifiable whole or gestalt (Wendell & Cecil, 1999). Cole, (2004) define system as collection of parts which form some whole. Drawing from Katz, Kahn and Hanna in (Wendell & Cecil, 1999), all open systems are *input-throughput-output*, they take from the environment in form of energy, information, money, people and raw materials and via throughput transforms or convert the input into final output that are exported to environment.

**Figure 1.1 Model showing organization as a system**



**Source:** *Wendell and Cecil, Organization Development, Pg 85*

Strategy implementation involve the process of transforming raw material to achieve the desired performance, therefore understanding the ingredient that goes to transformation process is key to its success. Implementation of strategies within the organization must therefore take note of what organization can do and what it cannot do. Resource availability, capital, people, technology and history of past performances shape strategy implementation within the organization.

### **2.2.3 Dynamic Capability Theory**

The dynamic capabilities approach constitutes an extension to the resource-based perspective. According to (Johnson et al., 2009), competitive advantage is created when resources that are owned exclusively by the firm are applied to developing unique competencies that cannot be substituted or imitated by the firm's competitors. Thus the term 'dynamic' refers to capacity to renew competences so as to adapt to the changing business environment.

According to (Johnson et al., 2009), ‘capabilities’ emphasizes the key role of strategic management in appropriately adapting, integrating and reconfiguring internal and external organizational skills, resources and functional competences to match the requirements of a changing environment. The dynamic capabilities approach is not merely an inward-looking view of the organization and its strategy. Its central focus is on the degree of ‘fit’ over time between an organization’s changing external environment and its changing portfolio of activities and capabilities (Porter, 1998).

### **2.3 Strategic Management Concept**

Dealing with challenges of strategy implementation requires effective strategic management processes that combined strategic thinking, strategy formulation and strategic analysis to understand the firm operating environment. As observed by (Pearce and Robinson, 1991) that Strategic management process moves into organizational action once corporate business strategies have been agreed upon and long term objectives set. Managers are essentially controllers (Mintzberg et al, 1999), thus the success or failure of strategy implementation depends largely on its management. According to (Alan et al, 1994), success and excellence are temporary phenomenon and must be pursued continually.

A firm strategy implementation is challenged by factors found in both internal and external environment. Strategic management is that set of managerial decisions and actions that determines the long run performance of an organization. It includes environmental scanning (both internal and external), strategy formulation and implementation.

According to (Johnson et al., 2009) strategic management includes understanding the strategic position of an organization, strategic choices for the future and turning strategy into action. (Bryson and Roering, 1988), noted that strategic management is a process which involves formulation, implementation, review and control of strategic plans.

(Pearson and Robinson,2003) also agreed that complexity and sophistication of business decision making requires strategic management. They further observed that these challenges must be anticipated, monitored, assessed and incorporated in top level decision making. (Richard, 2009) on his part defined strategic management as both intended and emergent initiatives taken by managers on behalf of the owners, involving utilization of resources, to enhance performance of a firm in their external environments. In the light of rapidly changing environment, (Alan et al, 1994), observed that it is no longer sufficient to prepare strategic plan once a year or quarterly but strategic managers need to monitor conditions continuously and must be willing to modify strategic decisions whenever the needs arise.

## **2.4 Strategy Implementation**

Implementation is the process that turns strategies and plans into actions to accomplish the set objectives (Ogunmokun et al., 2005). However, how the strategies are implemented matters in determining organizational performance as observed by (Thomson and Strickland, 1998), strategy implementation is the process through which a chosen strategy is put into action. It is concerned with the design and management of systems to achieve the best integration of people, structures, processes, and resources, in reaching organizational purposes.

As stated by (Peters & Waterman, 1982) the value of strategy depends not only on the elegance of its conception but fully as much on whether the company proposing the strategy can really execute it. As (Drucker, 1954) pointed out the best plan is only a plan, that is, good intentions, unless it degenerates into work.

It consists of securing resources, organizing and directing their use within and outside the organization. It is purely administrative activity of organizing, budgeting, motivating, culture building, supervising and leading. It is the process of making it happen and achieving the intended strategic plan and financial outcomes. Implementation of strategy is influenced by Organizational factors such as growth in size, complexity in products or markets, external factors including technology, competition, economics and perception of a decline in performance or feeling that a mistake has been made in the past.

Strategy implementation is largely affected by the way organization structure is designed, the characteristic management style in the organization, organization external (especially government) relation, Acquisitions, divestiture or divisional control issues, an organization innovative capabilities, the extent organization can motivate its personnel, skills available and how capable an organization is able to use technology. (Johnson et al, 2009), identified strategy at three levels within the organization. Corporate-level that concern with overall purpose and scope of the organization and how value will be added to the different parts business units of the organization while at the second level the focus is on how to compete successfully in particular markets and the third level deals with how the component parts of an organization deliver effectively the corporate and business level strategies in terms of resources, processes and people.

## **2.5 Challenges of Strategy Implementation**

Strategy implementations often pose a number of challenges which arise from sources that are both internal and external to the organization. (Thomson et al., 2007) observes that in all organizations, at all levels, there exists a natural resistance to change. Employees feel threatened with changes of the unknown and they get concern with loss of jobs or status. (Thompson and Strickland, 1998) notes that the same is true of the management staff. (Aosa, 1998) observes that lack of compatibility between strategy and culture can lead to high organizational resistance to change and demotivation, thus frustrating strategy implementation. Strategy implementation often encounters challenges because of deep-rooted cultural biases.

(Kim & Mauborgne, 2005) identifies; failure to overcoming the four organizational hurdles, which are cognitive, motivational, resource and political hurdles. (Chandler, 1962) on his part point at structure alignment as a precursor to the successful implementation of business strategies. He argued that changes in the competitive environment require adjustments to the organizational structure. Thus structure follows strategy in the sense that structure is deliberately adjusted to embrace strategy pursued by the organization. It is therefore important to check that the existing structure do not constrain the strategies being implemented.

Pearce and Robinson (2003) concurs that structure can enhance or inhibit strategy implementation. However, according to (Kaplan and Norton, 2004) the main causes of poor strategy implementation are, vision and strategies that are not achievable not linked to departmental team and individual goals, long and short term resource allocation and feedbacks that are tactical but not strategic.

(Hopkins and Hopkins, 1997) singles out the way management motivates and educates its people as what makes the difference between successful and unsuccessful strategy. (Kaplan and Norton, 2004), argue that the most important driver of success in strategy is top management leadership style, and not the tool itself, that leadership style has a larger effect than the analytical and structural strength of the tool.

## **2.6 Mitigation on challenges of strategy implementation**

According to (Mark, 2001) quoting Peter Senge 1990) for implementation to be successful, people must continually learn to expand their capacity to create the results they truly desire, nurture new and expansive patterns of thinking, set free collective aspiration and continually learn to see the whole together. The basic rationale for such approach is that in situations of rapid change only those that are flexible, adaptive and productive will excel. For this to happen, it is argued, organizations need to ‘discover how to tap people’s commitment and capacity to learn (Senge, 1990). Learning eliminates structural obstacles, creates enabling structures and takes care of assessing the organization ability to adapt to changes within its environment.

Hill and Jones (2001) note the importance of change management during implementation. They defined change as a move from a present state to a future state that increases competitive advantage and therefore to manage it requires determining the need to change, establishing obstacles to change, matching the organization competences to environmental turbulences, implementing and evaluating the change. It is people who implement strategies and not companies and therefore Implementation of strategy must be action-oriented, operations-driven by people & systems management activity involving leading, motivating, engineering business processes and creating strong fits between strategy & how organization does things (Chandler, 1962).

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter describes the research design used, how data were collected and the various techniques used during data analysis. The chapter was organized into subheadings which included research design, study population, sample, data collection procedures and data analysis.

### **3.2 Research Design**

The research design used during the survey was cross sectional survey. Cross-Sectional surveys are carried out once and represent a snapshot of one point in time. Research design specified the methods and procedures used in collecting and analyzing the data. It provided a framework upon which plans and action for conducting the research was based upon. It used descriptive research whose main purpose was to describe the state of affairs as it is at that point in time.

They are descriptive in nature analyzed using quantitative techniques. Descriptive studies was used to help present data in a meaningful form and assisted the researcher in understanding the characteristic of the element of study, it also aided in thinking systematically about the aspects in a given situation, offers ideas for further probing and research and make certain simple decisions (Sekaran, 1992). The description of the descriptive research matched the purpose of the study, as it intention was to establish factors that are responsible for success during strategy implementation within the development NGOs in Kenya.

### **3.3 Population of the Study**

According to Saunders et al, (2003), population is a well-defined or set of people, services, elements, events, groups of things or households that are being investigated. This definition ensures that population of interest is homogeneous. And by population researcher mean complete census of the sampling frame. Populations of the study were development NGOs in Kenya.

The targeted population during the study were development NGOs operating in Kenya. According to NGO Survey (2009) there are over 5,461 registered INGOs, NGOs and CBOs in Kenya who work around various projects that range from welfare, charity, civil rights, environment preservation and development areas. The concentration of the study however, was on development NGOs in Kenya.

### **3.4 Sampling Design**

Sampling from the population is an important process in research because it can be quite impracticable to survey the entire population of the district (Saunders *et al.*, 2003). Hence there was a need to sample in order to save on time, resources and money.

Although the study was to draw sample using 10% of 100 from sample frame based on Saunders, et al, (2003) recommendation, for clarity in the description of the variables the researcher used 24% against sample frame bringing a total of 24 NGOs instead of originally planned 10 NGOs. Sample frame of 100 development NGOs constructed was used to draw sample through simple random sampling.

### **3.5 Data Collection**

The study used both primary and secondary data. The primary data was collected through self-administered questionnaires. The structured questionnaire used consisted of closed ended questions designed to elicit specific responses for qualitative analysis. The questionnaire was divided into four sections; section one contained general information of the respondent, section two covered the institutionalization of strategy, third covered strategy implementation challenges faced by the NGOs while the last section covered the mechanism that are employed by organizations to overcome the challenges.

The respondents that included Chief Executive Officers(2), IT Managers(2), HR Managers(2), Programme Managers(6), Finance Manager(3), Programme Co-coordinator(1), Programme officers(7) and Director for Small Enterprise Programme(1) were purposefully selected by the researcher due to their involvement in strategy formulation, Implementation and control function of the organization.

### **3.6 Data Analysis**

The data were analyzed using descriptive statistics to summarize and relate variables which were obtained from the administered questionnaires. The data were classified, tabulated and summarized using descriptive measures, percentages and frequency distribution tables.

However, before final analysis was performed, data were cleaned to eliminate discrepancies and thereafter, classified on the basis of similarity and then tabulated. The analyzed data were presented using both tables and graphs for easy understanding of the findings.

## **CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION**

### **4.1 Introduction**

This chapter contains findings of the study, which have been presented under various thematic headings in line with objectives of the study, including challenges of strategy implementation and measures that can be taken to address the challenges. The chapter further explain the nature and how long development NGOs have been in operation, how they are distributed within the sector and finally how they have domesticated strategies within their organizations.

### **4.2 Nature of Development NGOs**

While according to NGOs Co-ordination Act, 1990, NGOs are defined as private voluntary grouping of individuals or associations not operated for profit or other commercial purposes but which have organized themselves nationally or internationally for the benefit of the public at large and promotion of social welfare, development, charity or research in the areas inclusive of, but not restricted to health, agriculture, human rights, people empowerment, education, industry and supply of amenities and services.

Development NGOs though may be rich in their diversity of purpose and experience; they defy attempts at precise classification. Even so, among those NGOs that work in development, it is possible to identify three distinctive orientations in programming strategy: (a) relief and welfare; (b) local self-reliance; and (c) sustainable systems development. All the three strategic orientations appropriately co-exist within the larger NGO community and sometimes even within a single NGO.

#### 4.2.1 Distribution by Age of the Development NGOs

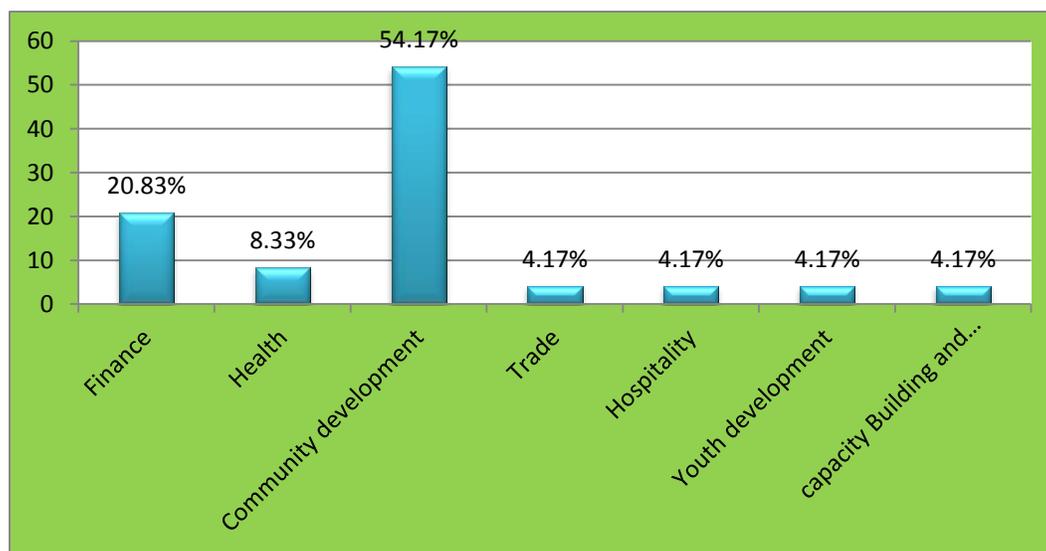
The policy implication of the age of an organization has not received as much attention in the literature as other attributes. However, the age of an entity could have a bearing on the dynamism of an organization as age has a bearing on experience, health, sustainability and drive on the innovation.

Of the NGOs interviewed 39.1% falls within the age bracket of 20-49 years in operation while a significant 13% are over 50 years in operation with 26.1% within 10-19 years of operation followed by 21.7% of 5-9 years operation. Only a paltry of 4.2% has been operation for less than 5 years.

#### 4.2.2 Distribution by Sector Among Development NGOs

According to (Keino and Bet, 2012) NGOs are in all development sectors of the economy providing basic services that include education, agriculture, health, training and credit facilities, technical co-operation, training and awareness.

**Figure 4.1: Distribution by Sector**



The findings of the survey confirms Keino and Bet position, though majority (54%) of the Development NGOs are found in Community Development work followed by provision of financial service (20.8%), pointing at the reason why development NGOs largely use people centred strategies that put communities at the centre of development. (Fowler, 2000) observes that Development NGOs are enabler of people to produce their own development than the state.

#### 4.2.3 Existence of Strategies in Development NGOs Sector

In conducting their operation, the finding pointed that 25% stated to a great extent and majority 50% indicated to a very greater extent to the existence of strategies within the Development NGOs in guiding performance of their works, with only 4.2% indicating lack of strategy in the management of their business.

**Table 4.1: The Organization have Strategies in Place to Guide its Performance**

	Frequency	Percent
Not at all	1	4.2
Little extent	1	4.2
Moderate extent	4	16.7
Great extent	6	25.0
Very great extent	12	50.0
Total	24	100.0

When asked whether organization strategic decision on implementation are based on strategic plan, the answer is in affirmative with 41.7% indicating greater extent and 33.3% very greater extent. This finding strongly point at the existence of strategies and planning processes within the larger development NGOs sector.

However, it is important to note that the age and more so the size of Organization also contribute to how they conduct their business as the 16.7% of the NGOs that indicated lack of strategy in their operation were found within the lower age bracket (5-9 years). Lack of strategy is a common phenomenon among the smaller or personalized NGOs. The findings further revealed that most of development NGOs (37.5%) have performance measurement standard in place to guide their work. Surprisingly, a significant percentage 29.2% indicated somehow and 12.5% indicating little extent suggesting that though such measurement may exist, are either weak or not adhered to during strategy implementation.

#### **4.3 Strategy Implementation Challenges within the Development NGOs Sector**

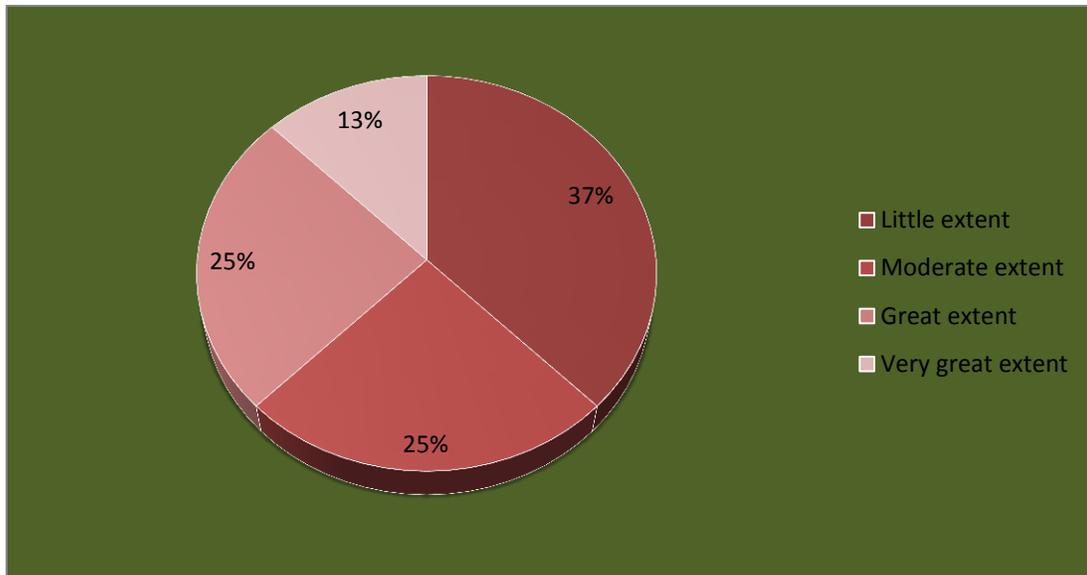
According to Aosa, (1998); Mintzberg et al, (1999); Thomson et al, (2007) challenges of strategy implementation could arise from factors such as lack of time and commitment, resistance to change, lack of senior leadership support or physician champion, lack of cooperation from other agencies, inadequate resources, culture, rewards and inadequate communication to spear head strategy implementation. The researcher evaluated these factors in the context of development NGOs and the findings are presented as below.

##### **4.3.1 Leadership and Strategy Implementation within Development NGOs**

The survey pointed out that 37.5% of Development NGOs lack leadership that provides general direction during strategy implementation, contributing to poor Governance and failures in strategy implementation as evidenced in figure 4.3 only a paltry 12.5% of the NGOs interviewed acknowledged that top executive provide direction and leadership during strategy implementation.

In many cases knowledge of good governance varied widely, with very little understanding of why NGOs are required to have Boards or what their roles and functions should be.

**Figure 4.2: The extent top Executive provide direction and leadership during organization’s strategy implementation**



Of those interviewed development NGOs in finance sector are leading by 16.7% among those who fall within either weak leadership or lack of openness in their operation. This trend can be attributed to individuals’ founders who wished to own their NGOs for their own purposes or dominant personalities that tie these organizations around them. Good governance is fundamental to NGO accountability and transparency. Many NGOs mismanage their resources, quite often with the involvement and encouragement of their Boards.

While many scholars have also linked failures on strategy implementation to an exit of strategy champion from the organization in the middle of implementation, the finding however, indicate that though this is a problem, it is not common within the development NGOs sector as majority 39.1% indicated not at all.

However, a significant percentage 26.1% indicated that to a moderate extent the exit of strategy champions did affect their strategy implementation and only 13% strongly confirmed the preposition with greater (8.7%) to a very greater extent (4.3%). These findings inform researcher conclusion that exit of strategy champion moderately affect strategy implementation within the development NGOs.

#### **4.3.2 Organization Structure and Strategy Implementation within Development NGOs Sector**

Chandler, (1962)observed that structure alignment as a precursor, to the successful implementation of business strategies. Hepointed out that changes in the competitive environment require adjustments to the organizational structure thus structure follows strategy in the sense that structure is deliberately adjusted to embrace strategy pursued by the organization. It is therefore important to check that the existing structure do not constrain the strategies being implemented.

When asked whether organization structure supported strategy implementation 33.3% of respondents indicated only to a moderate extent with significant percentage 20.8% concurred that their structure only supported organization strategy implementation to a little extent as shown in table 4.2

**Table 4.2: Organization Structures Support Strategy Implementation**

	Frequency	Percent
Not at all	1	4.2
Little extent	5	20.8
Moderate extent	8	33.3
Great extent	6	25.0
Very great extent	4	16.7
Total	24	100.0

In corroborating the above finding the same question was asked differently as to whether organization structure did not support strategy implementation, again the same answer was obtained with 33.3% indicated to a moderate extent and a significant 12.5% indicating to a greater extent it did not. The Researcher therefore concludes that most development NGOs are affected negatively by organization structures when implementing their strategies.

#### **4.3.3 Organization Culture/Values and Strategy Implementation in Development NGOs**

Organizational culture is the organization's way of doing things. It consists of norms, values and beliefs that are held over time in the course of doing business. The match between strategy and culture is crucial for successful strategy implementation.

The Researcher wanted to find out whether the development NGOs has reinforced positive values that support strategy implementation. In response 26.1% indicated to a little extent while similar number 26.1% indicating to a moderate extent suggesting that most development NGOs do not cultivate positive cultures that support implementation.

**Table 4.3: The Organization has Reinforced Positive Values that Support Strategy Implementation**

	Frequency	Percent
Not at all	1	4.2
Little extent	5	20.8
Moderate extent	8	33.3
Great extent	6	25.0
Very great extent	4	16.7
Total	24	100.0

The study sought to establish whether organization has reinforced positive values that support strategy implementation. Based on the analysis of the findings majority (33.3%) indicated extent followed by 25.0% who said to a great extent, 20.8% indicated little extent. The findings further revealed that 16.7% said that the organization has reinforced positive values that support strategy implementation to a great extent. Moreover, the study findings noted that 4.2% indicated that at all the organization has not reinforced positive values to support strategy implementation. These three positions inform researcher conclusion that organization culture negatively. The findings are tabulated in table 4.3.

#### **4.3.4 Organization Systems and Strategy Implementation within Development NGOs**

For any organization to be effective, it must put in place systems to guide its operation. System refers to policies and procedures that govern operation of an organization. It involves putting in place rules and regulation as well as mechanism that provide information, communication, and operating systems that enable organization personnel to better carry out strategic roles successfully in their daily operation.

The Researcher wanted to understand whether Development NGOs have effective systems that support strategy implementation and in response majority 29.1% indicated to a greater extent, with 25% indicating to a very greater extent they have system in place to support their operation. However, a significant 16.7% indicated not at all while a reasonable number 20.8% indicated to a little extent as shown in table 4.4

**Table 4.4: Whether the Organization has Effective Systems that Support Strategy Implementation**

	Frequency	Percent
Not at all	4	16.7
Little extent	5	20.8
Moderate extent	2	8.3
Great extent	7	29.2
Very great extent	6	25.0
Total	24	100.0

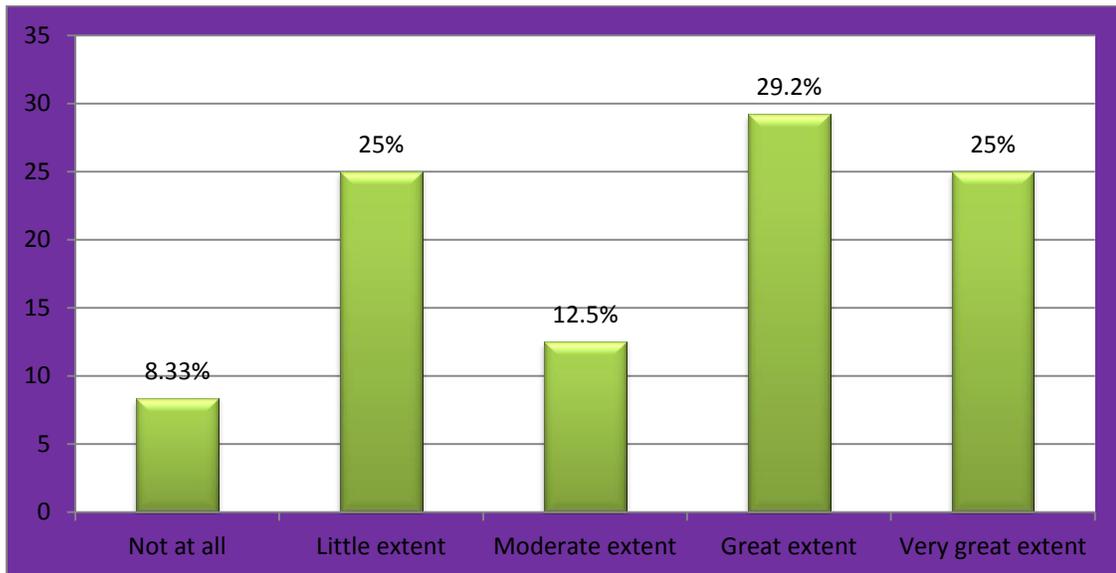
Table 4.4 reveals that effectiveness of the system depend on the sector upon which the NGOs operates in with Community development sector 38.5% taking the lead followed by financial sector 12.5%. The survey also revealed that the older the organization, the well-established the system are with 39.1% of NGOs with effective systems ranging from 20-49 years confirming that mature organizations have better systems that have been grown overtime.

#### **4.3.5 Staff and Strategy Implementation within Development NGOs**

Staffs are the engine behind the strategy implementation. For organizations to better their performance they must ensure that they have adequate personnel to execute its tasks. Managers are essentially controllers (Mintzberg et al, 1999), thus the success or failure of strategy implementation depends largely on its management.

The researcher wanted to establish whether Development NGOs have adequate staff in place to ensure effective strategy implementation and in response 25% indicated very greater extent staffs are in place to deal with implementation issues while majority 29.2% indicated greater extent. However, a very significant number 25% indicated to a little extent with 8.3% indicating not at all. While majority of development NGOs have adequate staffing, a few still have this as a challenge in order to improve on their performance.

**Figure 4.3: Whether the organization has adequate Staff in place to ensure effective strategy implementation**



#### **4.3.6 Skills and Strategy Implementation within Development NGOs**

According to Phelan and Lewin, (2000), knowledge is a specific and special resource at the heart of the firm. Knowledge is both highly heterogeneous, difficult to imitate and difficult to understand by those outside the firm. It forms the basis for a firm competitive advantage.

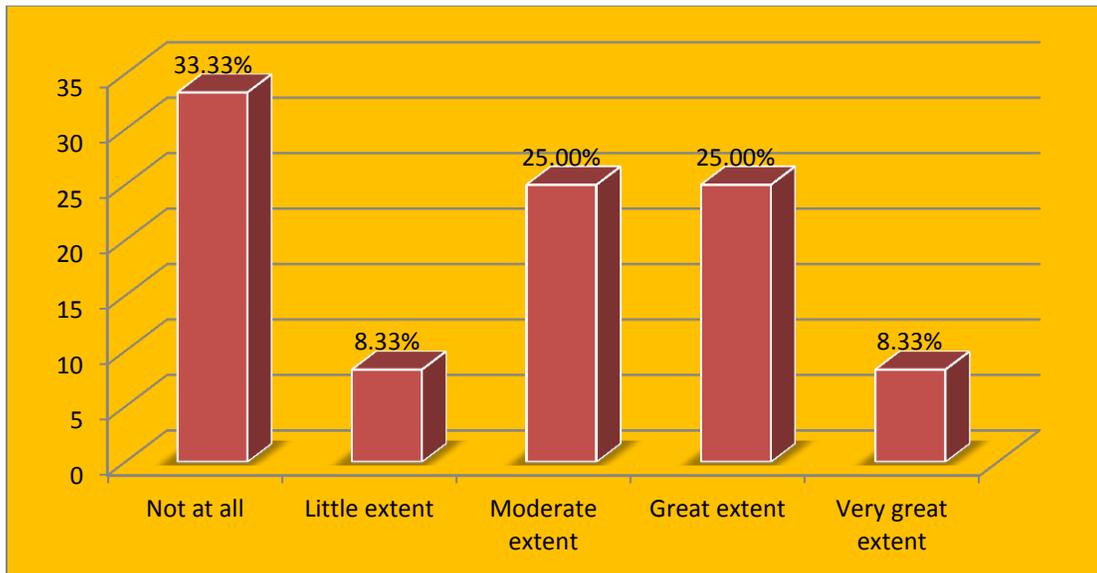
The Researcher wanted to establish as to whether Development NGOs management staff have skills that enable successful strategy implementation and in response majority 29.2% indicated to a little extent with significant 20.8% indicating to a moderate extent. Skills development and management is crucial to performance of any organization. Further analysis indicates that smaller organizations are more vulnerable to skills gap as those within 5-9 years age bracket fall within the majority that indicated to little extent in the existence of adequate skills to support strategy implementation.

**Table 4.5: The Management Staffs (Directors, Managers, and Supervisors) have Skills that enable Success Full Strategy Implementation.**

	Frequency	Percent
Little extent	7	29.2
Moderate extent	5	20.8
Great extent	6	25.0
Very great extent	6	25.0
Total	24	100.0

In an attempt to establish whether the capacity of the organizations were adequate to ensure effective strategy implementation, 33.3% said not at all with 25% saying moderately. These two positions point at skills gap in the larger development NGOs sector that need to addressed.

**Figure 4.4: The extent capability of employees involved was inadequate**



It can be described from figure 4.5 that most development NGOs do not provide for capacity building programmes for staffs but largely depend on what market provides. According to Peter Senge (1990) for implementation to be successful, people must continually learn to expand their capacity to create the results they truly desire.

#### **4.3.7 Communication and Strategy Implementation within Development NGOs**

Communication is the blood that connects different parts of Organization. Without clear communication organization cannot function properly. Effective communication is useful during strategy implementation as it link up various part of organization towards a set goal.

The researcher wanted to establish whether there was inadequacy in communicating strategy to staff and majority 37.5% responded not at all with 29.2% indicating moderately suggesting that though it may have not been a major problem to majority of development NGOs, it is still a problem to some as 16.7% indicated communication as a problem to a greater extent.

According to the findings communication therefore may not be a dominant problem in strategy implementation within the Development NGOs in general with a majority 37.5% affirming it is not a problem at all.

**Table 4.6: There has been Inadequate Communication of Strategy to the Staff**

	Frequency	Percent
Not at all	9	37.5
Little extent	3	12.5
Moderate extent	7	29.2
Great extent	4	16.7
Very great extent	1	4.2
Total	24	100.0

#### **4.3.8 Coordination, Strategy Implementation in Development NGOs**

For effective implementation, strategy needs to be translated into more detailed policies that can be understood at the functional level of the organization. It is the coordination function that cleverly mixed the ingredients of strategy implementation to achieve the desired results. Coordination blend organization finances, Human resource, Research and Development, Procurement, Production and Marketing functions to achieve higher performance.

The researcher wanted to establish whether there was poor coordination during strategy implementation and majority 37.5% indicated not at all. However, a significant percentage 20.8% indicated that to a greater extent it was a problem. Poor coordination leads to wastefulness in the use of resources. However, communication within the sector is fairly strong and this perhaps explains why the NGOs sector is efficient and effective in development projects than the state.

**Table 4.7: Always there is Poor Coordination of Implementation**

	Frequency	Percent
Not at all	9	37.5
Little extent	5	20.8
Moderate extent	3	12.5
Great extent	5	20.8
Very great extent	2	8.3
Total	24	100.0

**4.3.9 External environment and strategy implementation within Development NGOs.**

The external environment refers to the factors that are beyond the control of the firm that influence its choice of direction and action. It presents opportunities as well as threats, and acts as a source of the firms' resource inputs as well as a consumer for the firms' outputs. In the external environment of Development NGOs are Government regulations, Donors and Beneficiaries of their services.

Although majority of the respondents 45.8% indicated that they are only affected to a little extent by external environment, a significant percentage 20.8% do agree that to a greater extent they are affected by the environment that mirror themselves through declining donor funding, stiff government regulation and rebellion of beneficiaries towards provision of their services. In their remarks most NGOs pointed at delayed donor funding, declining donor funding, insufficient resources and stringent government policies as some of the factors that affect their strategy implementation.

**Table 4.8: Uncontrollable Factors from External Environment Led to Failures in Implementation**

	Frequency	Percent
Not at all	2	8.3
Little extent	11	45.8
Moderate extent	4	16.7
Great extent	5	20.8
Very great extent	2	8.3
Total	24	100

#### 4.3.10 Information system and strategy Implementation within Development NGOs

Managers and business firms invest in information technology and systems because they provide real economic value to the business. The decision to build or maintain an information system assumes that the returns on this investment will be superior to other investments in buildings, machines, or other assets.

On investigating inadequacy of information system used during strategy implementation, majority 37.5% agree that to a little extent while significant percentage 20.8% indicated that to a greater extent they are inadequate.

**Table 4.9: Information System used to Monitor Implementation is Inadequate**

	Frequency	Percent
Not at all	6	25.0
Little extent	9	37.5
Moderate extent	4	16.7
Great extent	5	20.8
Total	24	100.0

#### **4.4 Measures to Address Strategy Implementation Challenges within Development NGOs**

The second objective of this study was to determine measures that could be taken to address strategy implementation challenges within the NGOs sector. This section assesses factors that point at remedial action needed by development NGOs to improve their performance.

##### **4.4.1 Strategy Implementation are Guided by Plan within Development NGOs**

Strategic planning is a deliberate process in which top executives periodically formulate the firm's strategy, and then communicate it down the organization for implementation. Researcher wanted to establish whether strategic decision within the organizations are backed by strategic plans and 41.7% indicated to a greater extent existence of planning process within development NGOs sector and 33.3% indicating existence of adequate measures to address strategy implementation. This confirms without a single doubt the existence of planning process within the development NGOs.

However, when investigating whether plans are followed during strategy implementation, majority 37.5% indicated that to a greater extent implementation took more time than planned followed by 29.2% concurring that somehow plans are not followed.

**Table 4.10: Implementation Took more Time than Originally Planed**

	Frequency	Percent
Little extent	6	25.0
Moderate extent	7	29.2
Great extent	9	37.5
Very great extent	2	8.3
Total	24	100.0

Further investigation revealed that 37.5% somehow tasks are not well defined causing delay on the implementation. In fact majority 25% indicated to greater extent emergencies disrupt implementation of planned activities. The finding corroborate the position of NGO Coordination Board Strategic Plan 2009-2012, which pointed out that when crafting their new strategies in the next strategic planning cycle; only 15% of development NGOs made it a regular practice to consult their previous plans.

#### **4.4.2 Distribution of Responsibilities within Development NGOs**

Team Learning is important because modern organizations operate on the basis of teamwork, which means that organizations cannot learn if team members do not come together and learn. It is a process of developing the ability to create desired results; to have a goal in mind and work together to attain it Senge (1990).

When asked as to whether organization clearly assigns lead responsibility to team during strategy implementation, the respondents were divided with 33.3% indicating somehow and equally 33.3% suggesting to a greater extent they do. However, a significant 12.5% indicated that this is only done to a little extent. The findings on this investigation divide the development NGOs down the middle on a 50-50 basis. However, going by the remarks of many who were interviewed teamwork is a challenge within the development NGOs and need to be addressed.

**Table 4.11: The Organization Clearly Assigns Lead Responsibility to a Person or alternately, to a team during Strategy Implementation**

	Frequency	Percent
Not at all	1	4.2
Little extent	3	12.5
Moderate extent	8	33.3
Great extent	8	33.3
Very great extent	4	16.7
Total	24	100.0

#### **4.4.3 Resource Allocation within Development NGOs**

A firm competitive advantage is enshrined on its ability to harness combination of assets, skills, capabilities, and intangibles as an organization. The underlying premise is that firms differ in fundamental ways because each firm possesses a unique bundle of resources. Each firm develops competencies from these resources and when done well, they become the source of the firm’s competitive advantage (Johnson et al., 2009).

However, how these resources are allocated during strategy implementation is what gives a firm sustainable competitive advantage. During the survey while investigating whether Development NGOs sufficiently allocate resources for implementation of their strategies, 29.2% indicated to a little extent with 33.3% of the respondents indicating to a moderate extent as shown in table 4.12.

**Table 4.12: Sufficient Resources are allocated for Implementation**

	Frequency	Percent	Valid Percent
Little extent	7	29.2	29.2
Moderate extent	8	33.3	33.3
Great extent	4	16.7	16.7
Very great extent	5	20.8	20.8
Total	24	100.0	100.0

The finding pointed toward insufficient resource allocation among Development NGOs as one of the major cause of failure at the strategy implementation level. During the survey some development NGOs were categorical that challenges to implement their strategies arise from insufficient resources or delayed funding from their donors.

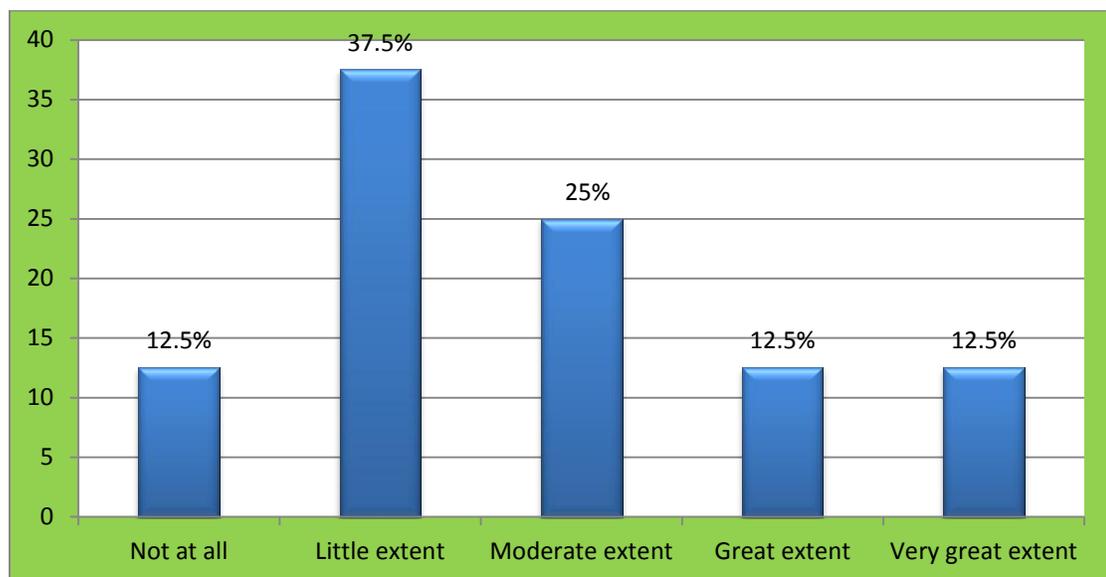
Across the board insufficient resource allocation seems to be the greatest constraint as most NGOs strategies are developed to attract donor funding without actually setting aside sufficient resources to implement them.

#### **4.4.4 Staff Motivation within Development NGOs**

The reward system is a core facet of the employment relationship; it constitutes an economic exchange or relationship. Changes in reward systems mirror changes in work design, organizations, and the individual performance. Reward management is central to the regulation of the employment relationship. Employers use a wide variety of rewards to attract, retain, and motivates employees. The design of the reward system is contingent on organizational and external contexts. The pay model must put in to consideration internal equity and external competitiveness.

The survey wanted to establish whether individual responsible for strategic planning and implementation get rewarded for successful performance and the majority of the respondents 37.5% indicated to a little extent with a significant 12.5% saying not at all. The reward system in the NGOs sector is very poor resulting into high staff turnover disrupting strategy implementation.

**Figure 4.5: The extent Individual responsible for strategic planning and implementation get rewarded for successful performance**



#### **4.4.5 Monitoring System within Development NGOs**

Majority of respondents 33.3% indicated that to a greater extent their organization have organized monitoring system for assessing how well performance standard are met. However, significant number 20.8% agreed that this is but to a very little extent. Although some NGOs have very elaborated monitoring system in place to assess their performances some of them do not have and the performance result comes as a surprise to the organization management.

**Table 4.13: The Organization has an Organized System for Monitoring how well Performance Standards are Met**

	Frequency	Percent
Not at all	1	4.2
Little extent	5	20.8
Moderate extent	6	25.0
Great extent	8	33.3
Very great extent	4	16.7
Total	24	100.0

When asked whether they review monitoring data regularly and revise strategic decision as appropriate, majority of respondents 41.7% were in affirmative to greater extent with significant number 29.2% indicating to a very greater extent.

#### **4.4.6 Training Programmes within Development NGOs**

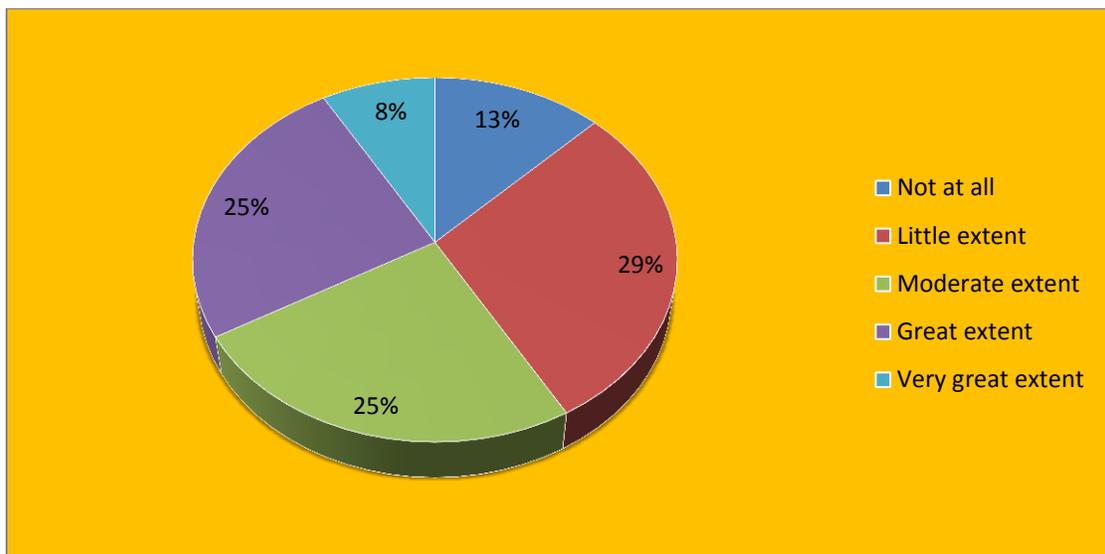
Although the majority of the respondents 29.2% indicated that they have adequate training for the staff in place, a significant 20.8% disagreed to a greater extent supported by 25% who pointed at somehow inadequate training for staff.

**Table 4.14: Inadequate Training for staff**

	Frequency	Percent
Not at all	7	29.2
Little extent	4	16.7
Moderate extent	6	25.0
Great extent	5	20.8
Very great extent	2	8.3
Total	24	100.0

Again when assessed on the basis of whether the organization has a regular training programme for staff to ensure effective strategy implementation, majority 29.2% indicated to a little extent with a significant number 12.5% saying not at all. The findings strongly suggest the absence of staff training within the Development NGO sector but critical for effective strategy implementation and need to be addressed

**Figure 4.6: The extent organizational training programmes ensure effective strategy implementation**



#### **4.5 Discussion of the Findings**

The study revealed that though most development NGOs have strategies in place with 41.7% of the responses pointing at the existence of strategy to a greater extent and majority 33.3% noted the presence of measure in place to guide their performance, they have almost similar challenges when it comes to implementing these strategies.

According to Mintzberg et al., (1999); Thomson et al., (2007) challenges of strategy implementation could arise from factors such as lack of time and commitment, resistance to change, lack of senior leadership support or physician champion, lack of cooperation from other agencies, inadequate resources, culture, rewards and inadequate communication to spear head strategy implementation.

This position has been confirmed by the study whose findings indicated that challenges to strategy implementation within the development NGOs sector are caused by poor leadership accounting for 37.5% that did not give direction during strategy implementation, with 20.8% of the respondents suggesting un-matched organization structure to strategy and a strong 34.8% of respondents pointing at cultures that are resistant to change.

This position conform with the OD theory especially compressive change model by Ralph Kilmanwho observed that scheduling and implementation of strategy requires intervening in five critical leverage points called “trucks” that includes culture, the management skills, the team building, the strategy, and structure and reward system. However, the study presented a different opinion on communication during strategy implementation which is fairly strong (37.5%) among the development NGOs as opposed to the study carried out by (Awino, 2001).

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

### **5.1 Introduction**

Strategy implementation put simply is the process that turns plans and strategies into action to reach set goals. Strategy implementation is critical to a company's success, it is the process that address who, where, when, and how the desired goals and objectives can be achieved. This chapter summaries finding of the study on challenges met during strategy implementation within the development NGOs sector. It draws it conclusion on these implementation challenges and recommends measures that can be taken to address them. It also pointed out limitation of the study and possible areas for further research.

### **5.2 Summary**

Implementation is the most difficult part of the strategic planning process. It involves achieving the objectives set out in the strategic plan while remaining alert and flexible to new opportunities as they unfold. For successful strategy implementation, there must be robust strategies in place but foremost, understanding of both internal and external factors that affect the organization performance.

The study revealed that most development NGOs have strategies in place with 41.7% of the responses pointing at the existence of strategy to a greater extent and majority 33.3% noted the presence of measure in place to guide their performance. However, when investigating whether plans are followed during strategy implementation, majority 37.5% indicated that to a greater extent implementation took more time than planned, while 29.2% concurring that somehow plans are not followed.

The study further revealed that development NGOs strategy implementations are hindered by various factors such as poor leadership accounting for 37.5% that did not give direction during strategy implementation, with 20.8% of the respondents suggesting un-matched organization structure to strategy and a strong 34.8% of respondents pointing at cultures that are resistant to change.

During the survey a significant percentage 20.8% of the respondents pointed that external environment affect them to a great extent and this can be in the form of declining donor funding, government regulation and competitive market to their services. About 37.5% of the respondents noted that there are poor planning processes riddled with emergencies, and insufficient resource allocation while 29.2% observed irregular training programmes resulting into inadequate capacity of the staff to meet the challenges of strategy implementation.

Surprisingly, the study also found out that communication during strategy implementation is fairly strong (37.5%) among the development NGOs, with fairly strong information system with 25% agreeing it is not a problem at all and 37.5% of respondents only observed it to a little extent during strategy implementation. It further pointed out that strategy implementation in the development NGOs do not suffer from inadequate staffing but staff motivation remain the biggest challenge during strategy implementation with 37.5% observing the absence of reward system. The study also revealed that most development NGOs have effective system in place to support strategy implementation.

### **5.3 Conclusion**

In conclusion, it is evident that development NGOs has popular strategies in places which put people at the centre of development. This approach to development explains why development NGOs though largely has failed to effectively address poverty situation, they are still highly regarded by donors as effective development instrument.

It is apparent from the study that most development NGOs like their counterparts in the private sector experiences almost similar challenges such as structure re-alignment to strategy, leadership problems, resistance to change, poor planning and inadequate resources among others when implementing their strategies.

In a nutshell development NGOs must not only learn to develop sound strategies, but also use such strategies to direct their work performances. Indeed development NGOs need to consult their strategies more often to avoid fire fighting at the implementation stage.

### **5.4 Recommendations for Development NGOs**

This study will not be complete without pointing out some measures that the development NGOs need to put in place for effective strategy implementation within their organizations. Such measures are discussed as below:

#### **5.4.1 Strictly Adhere to your Strategic Plans when Implementing your Strategies**

Development NGOs need to follow their plans when implementing their strategies. The study revealed that though majority of development NGOs 41.7% confirming having strategic plans in place, they are not followed as majority of those interviewed 25% indicated that to a greater extent emergencies disrupt planned activities while 37.5% stating that implementation took more time than originally planned.

Strategy implementation requires organizational discipline to use plans as the implementation guide. It is expensive to put time and resources in developing strategies that are not followed at implementation. This encourages wastefulness in resources utilization and lowers morale of the staff. Thus planning should not be done for the sake of it but be guide for better performance.

#### **5.4.2 Improve on your Staff motivation for Effectiveness During Strategy Implementation**

Staff motivation is critical for effective strategy implementation and therefore for development NGOs to improve their performances, they must develop mechanisms that sustainably motivate staff towards effective performance. During the survey it was revealed that though development NGOs have adequate staffing with majority 29.2% indicating to a greater extent staffs are in place to assist on strategy implementation, a whopping majority 37.5% indicated to a little extent staff are motivated with a significant 12.5% indicating not at all on lack of reward system within these organizations.

It is people who implement strategies and not companies and therefore Implementation of strategy must be action-oriented, operations-driven by people & systems management activity involving leading and motivating Chandler, (1962). Development NGOs must motivate their staff if they are to improve on their performance.

### **5.4.3 Institutionalize a Regular Training Programmes in the Organization for better Strategy Implementation**

When asked whether organization has frequent training system during strategy implementation, majority 29.2% stated that to a little extent such programme are in place with significant percentage 12.7% saying no to such training programmes. Indicating that development NGOs do not invest on staff learning and development. This approach is dangerous since the environment keeps on changing and staff capacity need to be updated to meet such changes in the environment.

The development NGOs must adopt Peter Senge (1990), learning organization for implementation of their strategies to be successful, people must continually learn to expand their capacity to create the results they truly desire, nurture new and expansive patterns of thinking, set free collective aspiration and continually learn to see the whole together.

### **5.4.4 Development NGO Industry must Create Space for Student to Learn and be Relevant**

Out of experience gained during data collection, it is obvious that the NGOs industry is not open for learning purposes for scholars. Information from the industry is treated with top most secrecy and this is detrimental to growth of the sector in that it becomes difficult to inject new ideas that can lift the sector to the next level. Unless thesis interacts with anti-thesis you cannot produce new thesis. This lack of openness inhibits nurturing relevant skills to the industry. It is time the industry also looks inward as to why education sector is giving them graduates who do not understand the sector.

Production of graduates with right skills to match the industry must not only be a function of tertiary institutions but also the industry must provide a platform where the grandaunts can confirm the knowledge imparted to them from these colleges.

### **5.5 Limitations of the Study**

Though a lot of research has been done on NGOs, not much has been written specifically on the development NGOs and how strategy implementation has affected by different concept within the sector over time. The literature largely talk of populist strategies which are people centred but do not evaluate in detail how these strategies has been affected at the implementation level. Thus getting literature on development NGOs in specific was difficult coupled with unwillingness of practitioners to avail the same.

In context, though the focus of the study was on the development NGOs it was very difficult to clearly distinguish Development NGOs from general NGOs since even in those NGOs that work in development, it is possible to identify three distinctive orientations in programming strategy: (a) relief and welfare; (b) local self-reliance; and (c) sustainable systems development. All the three strategic orientations appropriately co-exist within the larger NGO community and sometimes even within a single NGO.

Lack of open leadership that was not willing to give information willingly and even those who corporate may have gave wrong information knowingly to ward off researcher and this may have led to un-clarity in the description of some variables. This was coupled with the presence of organizational rules that did not allow release of information to the public hence it was difficult to obtain some of the useful information.

## **5.6 Areas for Future Research**

In the course of this study many areas have emerged that require further probing to create a better understanding of strategy implementation within development NGOs. More so during data interpretation and analysis many issues arose which were more contradictory but are of immense interest. This study pointed to these areas for future research as discussed below:

During the study it was revealed that most development NGOs are not transparent and accountable to the public upon whom they seek funds on behalf. This has led to the personalization of these organizations yet they play a central role. The study suggests that further studies be done on NGOs Corporate governance that refers to the system by which organizations are directed and controlled in a manner that promotes corporate fairness, transparency and accountability.

According to (Chandler, 1962) it is people who implement strategies and not companies and therefore Implementation of strategy must be action-oriented, operations-driven by people & systems management activity involving leading and motivating. While most development NGOs agreed that staffing is not a problem, there seems to be a problem in people's management because no planned training among the staff already working for development NGOs coupled with lack of reward system that demotivates strategy implementation. This area needs to be probed further and better strategies identified for enhanced staff management and motivation schemes that can encourage sector growth.

## **5.7 Implication on Policy, Theory and Practice**

The value of research for policy makers, planners, business managers, and other stakeholders is that it reduces uncertainty by providing information that improves the decision-making process. At the same time by empirically validating possible causes of strategy implementation challenges within the development NGOs, the study has contributed to the expansion of knowledge and discovery of truth.

### **5.7.1 Review and Develop New Policies that Regulate Corporate Governance within Development NGOs**

The study pointed out to weak corporate governance that needs to be regulated. The policy makers need to review and develop new policies that can provide accountability and transparency in the operation of development NGOs.

During the study it was revealed that most development NGOs are discrete in their operation and lack accountability to public upon whom they receive funds on behalf. Lack of proper regulation can encourage misdirection of funds into anti-development activities.

### **5.7.2 The Study Confirmed OD theory, a Comprehensive Change Model by Ralph Kilman**

The research findings conclusively prove the OD theory by way of confirming that lack of leadership, un-matched structure to strategy, culture that are resistant to change, lack of management skills and absence of reward system indeed do affect negatively strategy implementation within the development NGOs.

In his comprehensive change model Ralph Kilmann, pointed out that scheduling and implementation of strategy requires intervening in five critical leverage points called “trucks” that when functioning properly cause the organization to be successful. He identified five tracks as the culture, the management skills, the team building, the strategy, structure and reward system.

### **5.7.3 Strict Adherent to Plans, Sufficient Resource Allocation and in Built Skills are Essential for Successful Strategy Implementation**

The study has isolate negative factors that have hindered the ability of practitioners to successfully implement their strategies and have suggested that strengthening them can improves performance of the development NGOs.

During the survey some development NGOs were categorical that challenges to implement their strategies arise from insufficient resources or delayed funding from their donors. There is a need for Development NGOs to craft strategies that are within their ability to implement using available resources. Over reliance on external funds affect most of development NGOs when implementing their strategies especially when funds are delayed by donor agencies. Thus the development NGOs must learn to cut the coat according to their sizes.

The study also revealed that fire fighting seems to characterize the management styles of development NGOs as emergencies overrides planned activities. This is further confirmed by NGO Coordination Board Strategic Plan 2009-2012, which pointed out that when crafting their new strategies in the next strategic planning cycle; only 15% of development NGOs made it a regular practice to consult their previous plans.

For successful Strategy implementation practitioners are required to nurture organizational discipline to use plans as the implementation guide. The development NGOs practitioners must adopt Peter Senge (1990), learning organization for implementation of their strategies to be successful, people must continually learn to expand their capacity to create the results they truly desire, nurture new and expansive patterns of thinking, set free collective aspiration and continually learn to see the whole together. This can only happen when training programme is institutionalized and become part of management undertaking.

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## APPENDICES

### Appendix I: Questionnaire

#### PART 1: GENERAL INFORMATION

1. Name of the NGO: \_\_\_\_\_

2. When was the organization established (indicate year i.e. '1945'):

\_\_\_\_\_

3. In which sector does your NGO operate? (Tick appropriately )

- Finance [ ]
- Health [ ]
- Telecommunications [ ]
- Transports [ ]
- Social welfare [ ]
- Energy [ ]
- Community development [ ]
- Agriculture [ ]
- Trade [ ]
- Tourism [ ]
- Education [ ]
- Others (Please specify below):

.....

**PART 2: LEVEL OF IMPLEMENTATION OF STRATEGY**

4. To what extent does each of the following statements apply to how strategy implementation are carried out in your organization? Use a five-point scale where:

1 = Not at all 2 = Little Extent 3 = Moderate Extent 4 = Great Extent 5 = Very Great extent.

Tick the column according to the extent to which it is carried out in your organization

<b>Institutionalizing the strategy Implementation function</b>	<b>Extent</b>				
	1	2	3	4	5
Top executive provide direction and leadership during organization's strategy implementation					
Organization structures support strategy implementation					
The organization has reinforced positive values that support strategy implementation					
The organization has effective systems that support strategy implementation					
The organization have strategies in place to guide its performance					
The organization has adequate staff in place to ensure effective strategy implementation.					
The management staffs (Directors, Managers, and Supervisors) have skills that enable success full strategy implementation.					

<b>Strategy implementation challenges</b>	<b>Extent</b>				
	1	2	3	4	5
Implementation took more time than originally planed					
There has been inadequate communication of strategy to the staff					
Capability of employees involved was inadequate					
Slow acceptance of new strategy by the stakeholders					
Resources made available were inadequate					
Always there is poor coordination of implementation					
Task not well defined					
Emergencies distract implementation of planned activities					
Uncontrollable factors from external environment led to failures in implementation					
Inadequate training for staff					
Inadequate leadership and direction provided by heads of department					
Information system used to monitor implementation is inadequate					
Strategy champions left the organization in the middle of implementation					
Organization structure did not match strategy implementation					
Organization culture did not support the implementation					
<b>Mitigation on Strategies Implementation challenges</b>	<b>Extent</b>				
	1	2	3	4	5

The organization makes strategic decisions (implementation action plans) based upon the strategic plan					
The organization clearly assigns lead responsibility to a person or alternately, to a team during strategy implementation					
Sufficient resources are allocated for implementation each year					
The organization sets clearly defined and measurable performance standards for each plan element					
The organization has an organized system for monitoring how well performance standards are met					
The organization reviews monitoring data regularly, and revise strategic decisions as appropriate from time to time					
Individuals responsible for strategic planning and implementation get rewarded for successful performance					
The organization has regular training programmes for staff to ensure effective strategy implementation					
The organization has frequent training system during strategy implementation					

5. Your general comment on the strategy implementation challenges and performance of your organization



## **Appendix II: List of development NGOs**

1. Young Women Christian Association
2. Young Men's Christian Association
3. President Award
4. JuhudiKilimo
5. KADET, Nairobi
6. Co-exist Kenya
7. The Christian Organizations Research And Advisory Trust Of Africa-(CORAT AFRICA), Nairobi
8. Africa Now
9. Rafiki
10. UduguSociety Of Kenya, Nairobi
11. ICF-Kenya
12. Pact Kenya, NGO, Nairobi
13. K-Rep Development Agency, Nairobi
14. SISDO Microfinance, Nairobi
15. Oikocredit - East Africa, Nairobi
16. Appropriate Technologies for Enterprise Creation (APPROTEC), Nairobi
17. African Population & Health Research Centre, Nairobi
18. World Vision Kenya,
19. Kenya Girl Guide Association
20. Kenya Scout Association
21. Kenya Red Cross

22. Music Copyright Society of Kenya, Westlands. Nairobi
23. Maendeleo Ya Wanawake Organisation, Monrovia Street. Nairobi
24. Liverpool VCT Care and Treatment, Hurlingham . Nairobi
25. Population Council, Nairobi
26. African Centre for Economic Growth(ACEG), Nairobi
27. VSO Jitolee-East African Volunteering, Yaya Centre. Nairobi
28. Association for the Physically Disabled of Kenya, APDK Centre Waiyaki Way.  
Nairobi
29. ECLOF - KEN
30. Faulu - KEN
31. Jamii Bora ,
32. KWFT
33. Micro Kenya
34. Micro Africa
35. SMEP
36. Youth Development Centre, Nairobi
37. Women's Research Centre And Development Institute, Nairobi
38. Women Economic Empowerment Consort (WEEC), Nairobi
39. The Youth Agenda, Nairobi
40. The National Health Research And Development Centre, Nairobi
41. Kenya Aids Ngos Consortium (Kanco), Nairobi
42. Women Enterprises Development, Nairobi
43. Urban Research and Development Centre For Africa, Nairobi

44. United Health and Agriculture Initiative (UHAI), Kisumu
45. Tumaini Centre For Counselling and Psychological Support, Nairobi
46. The Rafiki Foundation Of Kenya, Nairobi
47. The National Health Research And Development Centre, Nairobi
48. Kenya Water For Health Organization (KWAHO), Mombasa
49. Small Holder Irrigation Scheme Development Organization (SISDO), Nairobi
50. Research Extension and Marketing For Integrated Development In Kenya  
(REMIND - Kenya), Nairobi
51. Operation Smile Mission in Kenya, Nairobi
52. Renewable Energy Technology Assistance Programme (RETAP), Nairobi
53. Plan Kenya, Nairobi
54. Nile Agency for Relief and Development (NARD), Nairobi
55. National Women's Health Centre, Nairobi
56. National Rural Link, Nairobi
57. Medical Cosmos Research Centre, Nairobi
58. Macliam Life International Fund, Nairobi
59. Great Lakes Micro-Finance Programme, Nairobi
60. Consumer Watch, Nairobi
61. Consortrium of Veterinary and Agricultural Researchers in Development  
(COVARD), Nairobi
62. Consolidated Environment Conservation - Kenya, Nairobi
63. Arid lands Institute, Nairobi

64. Appropriate Rural Development Agricultural Programme Officer Legal Affairs,  
Nairobi
65. Africa Partnership Aid for Rehabilitation and Development, Nairobi
66. Africa Microentrepreneurship and Economic Development International, Nairobi
67. Africa Films Distribution Network( AFDN) , Nairobi
68. Africa Education Trust, Nairobi
69. Africa Development Consortium (AFRIDEDEC), Nairobi
70. Action Now -Kenya, Nairobi
71. Actionaid-Kenya, Nairobi
72. Access to Education and Information Programs-Kenya, Nairobi
73. Abantu for Development International, Nairobi
74. Amani Counseling centre, Nairobi
75. Africa Muslims Agency-Kenya, Nairobi
76. Council for Human Ecology-Kenya, Nairobi
77. Cottage Industries Development Organization (CIDO), Nairobi
78. Maendeleoyawanaume,
79. Country Side Widows And Orphans Enterprises,
80. Groots-Kenya
81. Cascade Development Organization
82. Catholic Organization for Relief and Development
83. Cedar Foundation Kenya
84. Celtel Foundation
85. Center for Leadership and Governance

86. Center for Regeneration and Empowerment of Africans through Africans
87. Center for Transformational Leadership
88. Central for Legal Rights Education, Advocacy and Development
89. Centre Against Drugs and Alcohol Abuse to curb HIV
90. Centre for Advocacy of women empowerment in Kenya
91. Centre for African bio-Entrepreneurship
92. Centre for Applied Research and Capacity Development (CARCD)
93. Centre for Artists for Development
94. Centre for Biodiversity and Up scaling Technologies
95. Centre for Community Economic Development
96. Centre for Community Law and Rural Development
97. Centre for Community Research and Development Programme
98. Centre for Domestic Training and Development
99. Centre for Economic and Libertarian Affairs
100. Centre for Education and Development Kenya

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