

**STRATEGIC MANAGEMENT PRACTICES BY BEACH
MANAGEMENT UNITS IN BONDO SUB COUNTY, KENYA**

BY

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DECLARATION

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

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DEDICATION

To my friends, family members, working colleagues and lecturers in the University of Nairobi, School of Business.

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ACRONYMS AND ABBREVIATIONS

BMU - Beach Management Unit

GDP – Gross Domestic Product

GoK - Government of Kenya

KES – Kenya Shillings

KeRRA – Kenya Rural Roads Authority

LVFO - Lake Victoria Fisheries Organization

SACCO - Savings and Credit Cooperative Society

ABSTRACT

Modern organizations are constantly interacting with competitive and turbulent marketplaces presenting new threats and opportunities. This calls upon the organizations to engage in strategic management practices in order to survive and achieve their corporate goals within these marketplaces. This study was designed to establish the extent at which strategic management practices are adopted by BMUs in Bondo Sub County. To achieve this objective, the study adopted a descriptive cross-sectional survey design, targeting all the 42 BMUs. 28 questionnaires were received which were considered adequate for analysis. The study established that more than 30% of the studied organizations adopted most of the strategic management practices. These organizations had vision, mission statements and core values which were mainly implied. To larger extent situation analysis, setting of financial objectives, crafting and implementation of strategies and continuous evaluation and control were adopted. The findings largely confirm the theoretical underpinnings and past empirical studies of strategic management. The study advances adoption of the strategic management practices by small organizations to remain both efficient and effective. In future research should be conducted on factors influencing and challenges of strategy implementation with respective to community owned organizations like BMUs.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Organizations are continuously faced with environmental challenges that must be anticipated and incorporated into daily decision making process. Modern organizations are constantly interacting with competitive and turbulent marketplaces which have created new behaviors and opportunities (Kotler, 2006). Kasele (2011) suggests that different types of organizations have found it necessary in recent years to engage in strategic management in order to survive and achieve their corporate goals within these marketplaces. Pearce and Robinson (2011) observe that organizations must adopt strategic management so that they position optimally in their competitive environment; for survival and achievement of their business goals.

All organizations depend on and serve the environment in equal measure. Organizations as open systems have to interact and network with the environment to fiercely compete with the competitors for virtually everything. Open system theory helps organization to predict or react to environmental changes within which they exist; failure to which any influence might alter the balance on any part of the system. The environmental changes within an industry bring about the competition. Organizations must examine the industry forces that drive competition (Mazzarol and Rebound, 2009). The market analysis informs the organizations their relative position that contributes sustainable profits through efficient allocation of resources.

Kenya's fisheries resources are important sources of food, employment and foreign exchange. Driven by a 6% GDP growth rate in recent years and changing consumer

habits, fish has become an increasingly important part of the Kenyan household's diet, both directly and indirectly (Government of Kenya [GoK], 2010). The Beach Management Units (BMUs) are the key industry players that are involved in the effective co-management of fisheries in Lake Victoria. However, the industry remains lowly prioritized by the policy makers; lack coherent development plan and low priority given to the sector in terms of resource allocation has adversely affected its growth and performance (GoK, 2010). The players in the industry must now embrace strategic management to make sense of an uncertain, complex and fast changing world around them for their survival and achievement of their performance objects.

1.1.1 Strategic Management Practices

Strategic management involves the act of planning and putting into action. It involves the managerial process of defining strategic direction, situational analysis, setting organizational objectives, strategic analysis and choice, implementing the strategy and continuously monitoring the process to take any corrective action when necessary. According to Pearce and Robinson (2011), strategic management is a set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company's objectives. These strategic decisions constitute strategic planning which the management needs to operationalise by configuring resources and competences to match the emerging opportunities and threats.

An understanding of strategic management aids in prediction or reacting to environmental changes within which the organizations exist. Strategic management is also considered as a systematic approach of managing strategic change which consists of

positioning of the firm through strategy and capability planning, real-time strategic response through issue management and systematic management of resistance during strategic implementation (Ansoff and McDonell, 1990). The management must be alert to the reality of uncertainty operating environment that they need to manage constantly.

Strategic management process provides a systematic and disciplined way for managers to understand and act on the environment in which their organization operates (Freeman, Gilbert, & Stoner, 2009). As a process, strategic management consists of different phases which are sequential and intertwined comprising of components that are applied at organizational level. Lynch (2009), considers strategic management process has containing three sequential core areas: strategic analysis, strategic development and strategic implementation. It is within these core areas, the practice of the strategic management consisting of setting the company mission, situation analysis, identification of key strategic issues, setting strategic objectives, strategic analysis and choice, strategy implementation and strategy evaluation and control is embedded.

Central to the strategic management is crafting strategy. Strategy is considered a link between the organizational resources and competences with the opportunities and threats presented by external environment. Johnson, Scholes, and Whittington (2011) alludes that strategy implies understanding the strategic position of an organization, strategic choices for the future and turning strategy into action. It is a decision making hierarchy process involving corporate, business, functional levels of an organization. According to Pearce and Robinson (2011), strategy is the game plan of an organization which provides a framework for managerial decisions. As a plan (Johnson et al., 2011; Mintzberg, 1987) strategy provides the direction and scope of an organization to achieve competitive

advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations.

Strategic management as a way of managing organizations is a recent phenomenon and different in nature from other aspects of management (Freeman et al., 2009; Johnson et al., 2011). It is premised on complexity and ambiguity of non-routine situations within an organization rather than operational specific issues. Firms which embrace strategic management create synergy at all the levels of planning and implementation. Pearce and Robinson (2011) equate strategic management to participatory decision making process. Firms exercising strategic management approach are able to position themselves by having an ability to prevent organizational problems, resistance to change is reduced, reduction of gaps and overlaps in activities among individuals, improves an understanding of the productivity-reward relationships and best strategic decisions are arrived at.

Strategic management approach ensures interaction at all levels in planning and implementing by the owners. Participatory planning ensures all staff are aware of the needs of strategic planning and learn to play by a new set of rules and are flexible enough to respond rapidly to competitive and market changes (Porter, 1996). The strategic management practices for small organizations primarily follow emergent approach due to emerging opportunities (Mazzarol and Rebound, 2009). However, where the leadership is more entrepreneurial and adopts strategic orientation they improve their performance. The small organizations are likely to be involved in informal strategic management, where they learn by doing almost on daily basis.

1.1.2 The Fisheries Industry in Kenya

The fisheries industry plays an important role in the national economy by providing economic support to about 80,000 people directly and about 800,000 indirectly. In 2006, it contributed 0.5 per cent of the GDP. The subsector's growth was estimated at 4.1 per cent in 2005 with 158,670 tonnes of fish was produced (Government of Kenya, 2010). About 92% of fish comes from Lake Victoria and the rest from the Indian Ocean (4%), inland lakes and rivers (3%) and aquatic culture (1%). Thus, the inland capture fishery is overexploited and overfished, operating beyond the maximum sustainable yield. To reduce pressure on capture fisheries, fish farming should be developed to its full potential to contribute to food security and reduce poverty and lead to sustainable use of other fishery resources.

The Parliament has enacted a number of regulatory frameworks to govern and conserve fisheries activities in the country. The Fisheries Act 318 provide for the development, management, exploitation, utilization and conservation of fisheries and for connected purposes. Despite Government's commitment and past interventions, the industry has been unable to realize its full potential. Continued decline in investment and overall lack of competitiveness have made it difficult for the sector to play a larger role in the economy. The diminishing resource base has been major factor affecting the operations and performance of the main industry player (BMUs); which the livelihoods of the fishery communities depend on. As a result, many players in the industry are struggling to thrive in the face of declining fisheries stock. The lack of competitiveness in the industry can be attributed to low productivity levels, inadequate supportive infrastructure, environmental degradation due to invasive weeds, weak producer organizations,

ineffective marketing information, unreported fishing, lack of coherent development plan and low fishing technology which has adversely affected its growth (GoK, 2010). Within this context, the industry players have no option but to embrace the practice of the strategic management in the operations of the fisheries resources.

1.1.3 Beach Management Units in Bondo Sub-County

Beach Management Unit (BMU) is a community fisheries management institution comprising of fishers, boat owners, owners, managers, chatterers, fish processors, fish mongers, boat makers, local gear makers or repairers and fishing equipment dealers (GoK, 2007). They are found in all gazetted fish landing sites established to co-manage the fisheries activities at Lake Victoria. They are registered by the Ministry of Agriculture, Livestock and Fisheries and managed by democratically elected Committee. Bondo has 42 BMUs which are responsible for vetting fishermen, monitoring, security, marketing and development of the landing sites in partnership with the government and other development partners in the sector.

In the past, fisheries activities were conducted through traditional methods with the government adopting a top-down approach to manage natural resources. This led to a decline in fish stocks with some local fisheries almost collapsing. It is against the background of declining fish stocks and ineffective fisheries laws and policies due to ineffective planning that co-management approach was embraced on Lake Victoria in 1999 (Jaeckel and Ngige, 2007). This regional approach to fisheries management through the Lake Victoria Fisheries Organization established an innovative system of fisheries co-management with BMUs.

The government and other stakeholders have endeavored to build capacity of these new institutions through training in fisheries management, environment protection and financial management. However, these institutions are faced with myriad of challenges. The numbers of fishers and gears have steadily increased thereby increasing the fishing effort posing a challenge on sustainable management of the fisheries.

BMUs are led by a committee and like any other small business organization; management is usually strategically myopic (Mazzarol and Rebound, 2009). The management of small organizations find themselves too busy dealing with the daily challenges associated with running their unit to find sufficient time to consider their future strategic direction (Mazzarol and Rebound, 2009). The management must engage more in strategic planning activity make strategic decisions under the prevailing circumstances and be flexible to change as new opportunities and threats emerge.

1.2 The Research Problem

Strategic management is largely associated with the large corporation and most of the theories associated with the subject have been developed for large firms (Mazzarol and Rebound, 2009). The argument is that small organizations are generally led by management who make strategic decisions based more on intuition rather than academic principles. Kasele (2011) and Lynch (2009) argue that strategic management is also applicable to smaller organizations especially when seeking financing. Strategic management involves a series of strategic decisions and actions resulting in formulation and implementation designed to achieve the objectives of an organization (Ogollah, 2007). Small organizations require strategic management to enhance their performance by creating and shaping effective strategies to outwit competitors. Effective strategic

management is essential for small organizations to cope with increasing competition and business complexity (Barbe, Dewhurst, Munive-Hernandez, & Pritchard, 2004).

Beach Management Units are in constant interaction with the external environment in which they exist. Their existence is endangered by declining fish stocks and ineffective fisheries laws and policies. Their formation was a response to declines in fish stocks and decreasing aquatic biodiversity (Jaeckel and Ngige, 2007); the rationale behind their formation was to integrate local and national management to achieve sustainable management of aquatic biodiversity, making use of both traditional knowledge and modern scientific findings. The current crop of management needs to embrace strategic management practices to ensure attainment of the organizational performance objectives.

A number of studies have been done on the strategic management practices in different contexts (Ogollah, 2007; Mosiah, 2008; Maina, 2009; Kazaz and Ulubeyli, 2009; Pamulu, 2010; Odunga, 2011; Mbondo, 2011; Oluoch, 2011; Waithira, 2011; and Ngatia, 2011 among others), none of the studies has focused on BMUs. Ogollah's study focused on pharmaceutical importers and distributors, Mosiah studied small firms in emerging industries within health biotechnology firms, Maina's study focused on Pan Africa Life Assurance Limited, Kazaz and Ulubeyli studied Turkish construction firms, Pamulu's studied construction industry in the Indonesian enterprises, Odunga studied construction firms in Kenya, Mbondo's study focused on Kenya Police Staff SACCO, Oluoch studied the Kenya Civil Aviation Authority, Waithira's study dealt with the top five public secondary schools, while Ngatia studied KeRRA. None of these studies have focused on community owned organizations managed by democratically elected leadership in the fisheries industry.

Due to contextual and managerial differences in the above studied contexts, their findings on strategic management practices cannot be generalized to represent the strategic management practices by BMUs. To bridge the existing knowledge gap, this study focused on the strategic management practices by Beach Management Units. What are the strategic management practices adopted by Beach Management Units in Bondo Sub County in Kenya?

1.3 Research Objective

The objective of the study was:

- i. To establish the extent at which strategic management practices are adopted by the Beach Management Units in Bondo Sub County.

1.4 Value of the Study

This study is of importance to academicians as it provides literature that is useful in future studies. Further it provides information and theory to scholars on strategic management practices in various contexts. The study findings stimulate further studies on community based organizations so as to contribute to the body of the knowledge on strategic management.

The fisheries industry is faced with myriad of challenges that can be intervened if the relevant state agencies/departments adopt strategic management practices. The findings of this study benefits the policy makers in formulation and implementation of sound policies and effective laws that will tap the potential of the industry.

BMUs play an economic and social role in the fishing community. For them to be competitive and survive to meet needs of their customers they have to respond to emerging environmental challenges by understanding their competitive environment. The study findings offer recommendations to address challenges of adopting strategic management in their operations to remain competitive.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature on the theoretical foundation of the study, concept of strategic management and discusses the strategic management practices within an organization. The discussion will point out the areas of agreement and /or disagreement and identify gaps in the knowledge.

2.2 Theoretical Foundations of the Study

Theoretical inquiry in research is central to the vitality and development of a field of practice. The theoretical foundations of a field describe and inform the practice and provide the primary means to guide future developments (Garrison, 2000); by providing a means to make sense of complex practices and phenomena within organizations. This is especially true in the respect to nature of organization, where theory should provide a framework within which empirical research can be carried out. Therefore, different theories have been put forth to explain the nature of the organization. Key among these theories includes theories of industrial organization and open system.

Church and Ware (2000) defines industrial organization as the study of the operation and performance of imperfectly competitive markets and the behavior of firms in these markets. Industrial organization theory focuses attention on the structure and performance of markets that are imperfectly competitive. Firms operating or desiring to operate in a market resort to a scheme that relates the market structure with the behavior of the economic agents who operate in it and with the performances that such a relation generates (Jacquemin, 2000). Corley (1990) argues that the basic idea on the firm centers

on competition that encourages new entrants to avoid tendencies of monopoly. Firms examine the market structure, conduct and performance to determine the type of competition existing in that market. The market analysis informs the organization whether its own actual or potential relative position benefit sufficiently from market imperfections, in order to yield substantial and sustainable profits (Jacquemin, 2000).

Industrial organization emphasis on the study of the firm strategies that are characteristic of market interaction: price competition, product positioning and differentiation, advertising, research and development. According to Church and Ware (2000), the objective is for the organization to embrace strategic competition by acquiring and maintaining market power and economic profits from competitors. The economic actors and strategist must strategically react to given external conditions by shaping their economic environment by modifying, in a credible manner, market structure and market conducts of competitors to achieve their performance targets.

Systems theory is a concept that originated from biology, which explores principles and laws that can be generalized across various systems (Amagoh, 2008). System theory, which was developed by Ludwig von Bertalanffy, provides an analytical framework which can be used to understand the nature of organizations as they interact with the external environment. An important aspect of system theory is the distinction between open and closed systems (Amagoh, 2008). Closed systems approach focuses on the internal elements while open systems approach focuses on the interactions between the external environment and the organization.

Open system theory considers organizations as a set of interdependent parts that interact with each other to form a unified whole that gives the organization its unique identity (Millett, 1998). A change in any subsystem will have profound impacts on others and ultimately affects the environment and vice versa. Systems theory has received criticism from many authors. They range from the vagueness over what is to be included within systems theory; the assumption that the boundaries between the organization and its environment are distinct; little use as a research guide and its failure to give a sufficient account of change (Amagoh, 2008). Despite the constructive criticism, this theory help organization to predict or react to environmental changes within which they exists, failure to which any influence might alter the balance on any part of the system.

2.3 The Strategic Management Process

The concept of strategic management did not appear overnight (Freeman et al., 2009), it evolved over time. The evolution of strategic management can be traced from developing of strategic plans and acting on them. This evolution is credited to Alfred Chandler and Charles Hofer whom focused on goal setting, strategy formulation, administration and strategic control as key elements of strategic management process. Since then, strategic management has become an academic discipline in its own right, like marketing and finance (Ahlstrand et al., 1998). The field has really evolved from the writing by Sun Tzu on the Art of War in about the fourth century B.C and many other authors.

Strategic management has many different definitions. Pearce and Robinson (2011), defines strategic management as a set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company's objectives.

Johnson et al. (2011) views strategic management as a process of understanding the strategic position of an organization, strategic choices for the future and turning strategy into action. Therefore, strategic management is as a systematic approach applicable within different contexts involving planning and putting into action the strategic decisions for the survival of the organization.

The different in definitions is brought about by viewing strategic management as having prescriptive and emergent view. Lynch (2009) note that opponents of emergent view define strategy as planned in advance and then carried out over time. This has been opposed based on the uncertainty of future and suggest that setting out to identify a purpose and a single strategy and then develop a complete strategic plan maybe fruitless task. These strategists see strategic management as being essentially entrepreneurial and dynamic with an element of risk. Hence, strategic management involves finding market opportunities, experimenting and developing competitive advantage over time. To them strategy evolves with time as the events both inside and outside organization change overtime.

These fundamental differences about the nature of strategic management lead to a research by three strategists. Chen, Hambrick, and Nag (2007) concluded that strategic management deals with the major intended and emergent initiatives taken involving utilization of firm's resources to enhance the organizational performance in their external environment. The definition entails understanding the sense of purpose, looking ahead, planning, positioning, strategic fit, leverage and stretching to gain sustainable competitive advantage. Strategic management process involves the flow of information through interrelated stages of analysis towards the achievement of an organizational objective

(Ogollah, 2007). Through the identification of the organizational purpose, the plans and actions are formulated to achieve that purpose. This process provides a systematic and disciplined way for managers to understand and act on the environment in which their organization operates (Freeman et al., 2009).

Central to strategic management is the concept of strategy which exists in a number of levels in an organization: corporate, business and functional levels. In some organizations a fourth level referred to as operational exists but it is very similar to the functional level (Anyango, 2007). Johnson et al. (2011) view strategy as a long term direction of an organization which defines the purpose of the organization and creates a competitive advantage over its competitors. Organizations position within external environment by configuring its resources and competences to fulfill stakeholder's expectations. Mintzberg (1987) argue that strategy requires a number of definitions. He defines strategy from a 5Ps approach: a plan, ploy, pattern, position and perspective. Pearce and Robinson (2011) consider strategy as a game plan of an organization which provides a framework for managerial decisions. As any in any game the organization must deploy its resources to ensure it outwit other competitors.

Organizations whether small or large differ on their strategy development processes because they operate in a different environment. Strategy development takes different approaches: intended or emergent. Johnson et al. (2011) defines intended strategy as an expression of desired strategic direction deliberately formulated while emergent strategy comes about through more everyday processes in organizations. Mintzberg and Waters (1985) points that strategy formation walks on two feet, one deliberate, and the other emergent. They resolve that the management requires a light deft touch-to direct in order

to realize intentions while at the same time responding to an unfolding pattern of action. For small organizations the likelihood of engaging in emergent strategy is high while within large corporations are likely to engage in deliberate strategy.

Pearce and Robinson (2011) equate strategic management to participatory decision making process. It is a decision making hierarchy process involving corporate, business, functional levels of an organization. At each level strategic choices are made which aid in positioning and relating the firm to its environment to assure its continued success (Ansoff and McDonell, 1990). A formalized planning process is necessary to induce managers to think seriously about long-term strategy for the organization or operating unit (Cohen and Cyert, 1973). However, success or failure in strategy implementation is dependent on how management communicates clearly and persuasively to all members of the organization the commitment and attitudinal change required to carry out the strategy and meet desired performance targets.

2.4 Strategic Management Practices

The strategic management practices are more than just a set of guidelines to follow. It involves both strategic thinking by top management, then the application of such thought to a process. Strategic management practices are the direct organizational application of the concepts of business strategy that have been developed in the academic realm to maximize the utilization of resources in relation to objectives. Successful implementation relies on better understanding of such concepts by everyone within the firm.

Pearce and Robinson (2011) alludes that strategic management process involves two broad phases: strategic formulation and strategy implementation. However according to

Lynch (2009), strategic management process has three sequential core areas: strategic analysis, strategic development and strategic implementation. Kasele (2010) concurs that strategic management process is composed of three major phases: Formulation, Implementation and Evaluation. It is within these three phases the elements of strategic management practice are found: Development of company mission, Situation analysis, Setting strategic issues, Setting long term objectives, Strategic choice and analysis, Strategy implementation - development of action plan and evaluation and control. All these are further discussed in detail.

Developing organizational mission involves articulating a firm's long term state of being, purpose and achievement. Lynch (2009) note that the company's mission is the purpose of the organization which is more than just profitability; the broader purpose of the organization and its vision of the future will set the focus and stretch the organization as it develops the specific subject of mission and objectives. Stakeholders, governance and ethics and corporate social responsibility policies being pursued aid in shaping the purpose of the organization.

The process involves developing a strategic vision, stating the mission, setting out strategic goals and determining the core values. Pearce and Robinson (2011) note that the development of firm's mission goes beyond describing the product or services in a way that reflects the values and priorities of the strategic decision makers, it further focuses on the quality, sensitivity to customer wants and statements of vision and objectives. Pearce and Robinson (2011) observe that vision statement presents the firm's strategic intent that focuses the energies and resources of the company on achieving a desirable future.

The organization and the environment are parts of a complex interactive system (Cohen and Cyert, 1973). Environmental changes have profound effects on organizational performance. According to Johnson et al. (2011), environmental analysis builds an understanding on how environmental changes are likely to affect the organization; Pearce and Robinson (2011) state that organizational structure and internal processes should match the respective environment. Organizations must learn and respond timely to such events or plan in advance to embrace future changes. However, the complexity of the environment makes learning and response more difficult. The external environment comprises of three interrelated subcategories; factors in the remote environment, factors in the industry environment and factors in the operating environment.

At the remote environment, PESTEL framework can be used to identify how future trends in the political, economical, social, technological, environmental and legal environments may affect the business operations and how to respond to such changes (Freeman et al., 2009). Lynch (2009) adds that scenario based analysis can also be adopted. This is a model of a possible future environment for the organization, whose strategic implications can then be investigated. It is less concerned with prediction and more involved with developing different perspectives on the future with the organization exploring its ability to handle different scenarios.

At the immediate environment, organizations will be concerned with competition within their industry. Johnson et al. (2011) concedes that understanding the competitive forces within an industry determines the attractiveness of that industry and informs the management on ways on which to compete. Porter's five forces framework is used to

assess the attractiveness and profitability of an industry (Porter, 1980). It is applied at strategic business units to identify the sources of competition.

The operating environment consists of competitors and markets that affect a firm's success in acquiring needed resources or in profitably marketing its goods and services (Mital, Pearce, & Robinson, 2011). They further add that firm's competitive position, the composition of its creditors, its reputation among suppliers and creditors, and its ability to attract capable employees as the major factors affecting a firm in this environment. Within an industry strategic groups are found. They are organizations with similar strategic characteristics which embrace market segments to understand similarities and differences between groups of customers. Johnson et al. (2011) explains that strategic group analysis is conducted to strategic groups to identify the customer needs and expectations.

Internal environmental analysis entails the understanding of an organization's internal situation as manifested in strengths and weaknesses. Lynch (2009) argues that analyzing the resources and capabilities of an organization explores their contribution in respect to delivering of superior profits and competitive advantage and how such resources can be improved over time. Internal organization can affect the implementation of strategies. There must be a fit between a strategy and the aspects of an organization: if the strategy doesn't fit well, the organization is left to play a catch up. Internal environmental analysis focuses on value chain activities, resource capabilities, skills, competences, structural design, culture, functional areas and internal analysis of past performance.

Johnson et al. (2011) indicate that SWOT analysis summarizes the key strategic issues from the business environment and the strategic capability of an organization that are most likely to impact on strategy development. The aim is to assess the extent at which firm's strengths and weaknesses are relevant to and capable of dealing with threats and opportunities presented by the environment. Other internal analysis tools are value chain analysis, resource based view, functional analysis, benchmarking and comparative analysis. Perhaps the small organizations apply value chain analysis in forming various special committees or departments like production, marketing etc.

Objectives are those findings that an organization seeks over a given period of time. According to Pearce and Robinson (2011), long term objectives are findings over a multiyear period while short term objectives are the desired findings that a company seeks over a period of one year or less. Lynch (2009) affirms that objectives derive its specific commitment from the mission. These objectives are based on strategic issues identified during environmental analysis. They are aimed at exploiting an opportunity or strength, or deals with a threat or weakness facing the organization. Such objectives focus on the areas of profitability, return on investment, competitive position, technological leadership, productivity, employee relations, public responsibility and employee development. Each level of organizations should develop its own objectives by synthesizing from the upper level.

The mission statement should be translated into strategic orientation. This involves selecting one option for strategy implementation. Good strategic choices have to be challenging enough to keep ahead of competitors but also have to be achievable. Strategic analysis and choice is done at corporate and business levels while at operational levels

strategist implement the strategic choices from upper levels of strategic management. The general agreement is that strategies are the basis of coordinated and sustained efforts directed toward achieving long-term business objectives.

Porter (1985) argues that there are three fundamental ways in which companies can achieve sustainable competitive advantage; cost leadership, differentiation and focus. Though these generic strategies are believed to produce above average returns, Michael Treacy and Fred Wiersema have proposed an alternative approach to generic strategies (Mital et al., 2011), they call it value disciplines. They believe that strategies must center on delivering superior customer value through operational excellence, customer intimacy, or product leadership. (Mital et al., 2011) concludes that the debate for firms to develop generic strategies remains unresolved. However grand strategies (do nothing, withdraw, consolidate, market penetration, product development, market development and diversification) still provides basic direction for strategic actions.

Development of action plans aid in implementing the agreed-upon strategic program (Cohen and Cyert, 1973). The long-term goals of the strategic plan are displaced by the short-term goal of operating within budget. Organizational action plans contains four elements; specific actions, a clear time frame for implementation, assigns responsibility for each action in the plan and each action has specific, immediate objective(s) that the action should achieve. The various activities necessary to implement any particular strategy should be defined in terms of each type of resource required. In order to implement any action plan successfully, it is necessary to obtain enthusiastic cooperation and commitment from all stakeholders.

The strategy evaluation and control process enables managers to determine whether the chosen strategy is achieving the organization's objectives or the process is on track. The evaluation and control activities are reviewing the internal and external factors that are the bases for current strategies, measuring performance and taking corrective actions. Monitoring internal and external issues enables organizations to respond to any substantial change in the business environment. The adoption of strategic management practices requires management to communicate, motivate and inspire others to implement such activities. Most importantly, leadership is needed for effective strategic management process, as this will ensure that the organization effort is united and directed towards achievement of its goals (Mital et al., 2011). Both leaders and managers must communicate effectively and persuade all the members of the organization to embrace commitment and attitude change to implement the planned and emerging initiatives to meet the performance targets.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter contains the research methodology that was used to conduct the study. It describes the research design, population study and data collection and analysis process.

3.2 Research Design

The study was carried out through a descriptive cross-sectional survey. According to Cooper and Schindler (2006), a descriptive cross-sectional survey is where data is collected from a sample to make generalization about the population. Cross sectional studies focuses on a close analysis of a situation or different organizational units at a point in time in a given population. This approach is appropriate for this study, since the number of BMUs is adequate.

The researcher collected detailed information through a cross-sectional description of strategic management practices by BMUs in Bondo Sub County. A descriptive survey is concerned with identifying and counting the frequency of a particular response among the target population. Survey is concerned with obtaining original information that can be used to describe existing phenomena (Mugenda and Mugenda, 1999).

3.3 Population of the Study

The target population included all registered BMUs in Bondo Sub County. According to Bondo District Environment Strategic Plan 2006-2011, there are 42 registered BMUs in Bondo Sub County (GoK, 2011). Respondents were BMU Secretary; who were considered to be well versed with their Unit and the changes in the industry hence useful

in availing sufficient information regarding the strategic management practices adopted by their specific Unit.

Given the small number of the respondents, the study was a census survey. Anyango (2007) considers a census survey feasible whenever the population is small and it is practical to survey the whole population. Census give findings representative of the population compared to sampling in this study. The approach ensured an extensive and detailed study was made and the results are less biased.

3.4 Data Collection

The study used primary data which were collected using both a structured and unstructured questionnaire organized in two parts. Part A focused on organizational profile while Part B addressed different component of strategic management practices. Structured questions offer respondents a list of possible alternatives while the unstructured questions give respondents a complete freedom of response (Mugenda and Mugenda, 1999). Respondents were BMU Secretary; who were considered to be well versed with their Unit and the changes in the industry.

Questions were carefully designed along the research objective to provide adequate coverage for the purpose of the research. The basic data collection method was through self administered questionnaire. The ‘drop-off and pick-up later’ method was used. This is an approach that was successively used by Anyango (2007); the approach addresses non response error rates in the census survey. The questionnaire was hand delivered.

3.5 Data Analysis

Analysis of primary data was carried out on the basis of the objective of the study. On receiving the responses, the questionnaires were organized, edited, coded and data processed. Data editing facilitated detection and correction of errors and omissions to guarantee data accuracy, consistency, uniformity and completeness.

The study used quantitative data. Data analysis was conducted using descriptive statistics that include mean, standard deviation and frequency distribution. Descriptive statistics enable meaningful description of a distribution of scores or measurements using a few indices or statistics (Mugenda and Mugenda, 1999). The analyzed data is presented in frequencies and percentages, which is represented in tables where applicable, for ease of interpretation and reporting.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

The study was designed to achieve one objective: to establish the extent at which strategic management practices are adopted by the Beach Management Units in Bondo Sub County, Kenya. To achieve this objective, a descriptive cross-sectional survey design was adopted to study 42 BMUs. Census survey was adopted. A questionnaire was used to gather data from the secretaries of these BMUs which were analyzed using descriptive statistics. Out of the 42 questionnaires that were administered, 28 were filled and returned. Majority of the targeted respondents declined to return back the questionnaires even after several follow-ups. The response rate therefore of 66.7 % was achieved which was considered adequate for analysis. This chapter gives a detailed analysis of the data collected as well as the discussion of these findings. The findings are presented in form of frequency tables and percentages.

4.2 Organizational Profile

This section provides a profile of the organizations involved in the study. This section contains position of the respondents, years in operation and current membership of the BMUs. The respondents were required to indicate their position in the BMU.

Table 4.: Position of the respondent

Response	Frequency	Percent
Chairman	11	39.3
Secretary	13	46.4
Treasurer	2	7.1
Member	2	7.1
Total	28	100.0

Source: Research Data (2013)

The findings show that majority of the respondents were Secretaries (46.4%) and Chairpersons (39.3%) while those filled by treasurers and other members were equally rated at 7.1%. BMU Secretaries were the primary respondents whom are considered to be well versed with their Unit and the changes in the industry hence useful in availing sufficient information regarding the strategic management practices adopted by their specific Unit. In their absentia, other BMU Committee officials took the initiative of filling the questionnaire.

The age of the BMU has an implication for market share and growth of an organization. The study established that majority of the BMUs had been in operation for over 15 years and 5–10 years representing 50% and 35.7% respectively. The study further revealed that 10.7% and 3.6% of the units had been in operation for between 11-15 yrs and 1-5 years respectively.

Table 4.: Age of the BMUs

Age Interval (Years)	Frequency	Percentage
1 - 5 yrs	1	3.6
5 - 10 yrs	10	35.7
11 - 15 yrs	3	10.7
Over 15 yrs	14	50.0
Total	28	100.0

Source: Research Data (2013)

For the organizations that have been in existence for over 15 years are expected to have a larger market share, a more formalized way of conducting business operations and innovated ways of handling organizational challenges.

Further the respondents were asked to indicate the current membership of their organizations. The membership of the BMU has a bearing on the size of an organization in respect to wealth and resource availability for growth and development. The researcher chose to use membership as a measure of size. Respondents were provided with a membership list to choose from.

Table 4.: The Membership of the BMU

Membership	Frequency	Percentage
Less than 10	2	7.1
11 - 20	2	7.1
21 - 30	2	7.1
31 - 40	4	14.3
More than 41	18	64.3
Total	28	100.0

Source: Research Data (2013)

The findings show that majority (64.3% and 14.3%) of the BMUs have more than 41 members and 31–40 members respectively. Further, the remaining organizations shared 11.1% each. It can be concluded that majority of the units have more than 31 members.

4.3 Strategic Management Practices by BMUs in Bondo Sub County

The objective of this study was to establish the extent at which strategic management practices are adopted by the Beach Management Units in Bondo Sub County, Kenya. To determine this objective a number of tasks depicting strategic management process were contextualized and presented to the respondents and were asked to state whether or not such tasks are present in their organization and the extent of their adoption. The

description was based on Pearce and Robinson (2011) definition of the strategic management as a set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company's objectives, evaluating performance and initiating corrective adjustments when need arise.

4.3.1 Setting a Strategic Direction

Setting a strategic direction of an organization involves envisioning what the organization wants to be and its future achievements. The study focused on the three components of strategic direction, namely vision, mission and core values. The respondents were asked to indicate whether they have a formalized vision, statement and core values. The findings are as follows:

Table 4.: Whether the components of the strategic direction are formalized

Component	Yes		No		Total	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Vision statement	9	32.1	19	67.9	28	100
Mission statement	9	32.1	19	67.9	28	100
Core values	9	32.1	19	67.9	28	100

Source: Research Data (2013)

The research findings in Table 4.4 indicate that majority (67.9%) of the BMUs in Bondo Sub County had vision, mission statements and core values which were implied. On the other hand, 32.1% of the organizations indicated that they have a written down vision, mission statements and core values.

On the development of the components of the strategic direction, respondents were asked to indicate who participated in the development of the strategic direction. The findings are as follows:

Table 4.: Who participates in the setting of the strategic direction

Component	Response	Frequency	Percentage
Vision statement	BMU committee and selected members only	5	17.9
	All BMU members	5	17.9
	Non Response	18	64.3
	Total	28	100.0
Mission statement	BMU committee and selected members only	5	17.9
	All BMU members	5	17.9
	Non Response	18	64.3
	Total	28	100.0
Core values	BMU committee and selected members only	3	10.7
	All BMU members	5	17.9
	External consultant	1	3.6
	Non Response	19	67.9
	Total	28	100.0

Source: Research Data (2013)

Findings indicate that the development of vision and mission statements is done by both BMU committee and selected members and all BMU members at 17.9% each with the non response rate at 64.3%. Further the study found out that in the development of core values, all BMU members participated at 17.9% followed by BMU committee and

selected members at 10.7% and external consultant at 3.6%. The non response rate stood at 67.9%. The high rate of non response can be attributed to majority of BMUs not having formalized the process of setting strategic direction.

The study further sought to find out the mode of communication used by the BMUs to inform the members about the strategic direction. The findings are as follows:

Table 4.: Mode used to communicate the existence of the strategic direction

Component	Response	Frequency	Percentage
a. Vision statement	Non response	16	57.1
	Meetings	9	32.1
	Discussion	1	3.6
	Notices	1	3.6
	word of mouth	1	3.6
	Total	28	100.0
b. Mission statement	Non response	18	64.3
	Meetings	6	21.4
	Discussion	1	3.6
	Letters	2	7.1
	word of mouth	1	3.6
	Total	28	100.0
c. Core values	Non response	20	71.4
	Meetings	5	17.9
	Discussion	1	3.6
	Notices	1	3.6
	Letters	1	3.6
	Total	28	100.0

Source: Research Data (2013)

The findings show that the vision statement is communicated through meetings in 32.1% of the BMUs followed by use of discussion, notices and word of mouth each at 3.6%. The non response rate was at 57.1%. In the case of mission statement, the findings show that 21.4% of the organizations use meetings followed by letters at 7.1%. Discussion and word of mouth were each rated at 3.6% with the non response at 64.3%. Finally, 17.9%

of the BMUs communicate their core values through meetings with discussion, letters and word of mouth each at 3.6%. The non response rate was at 71.4%.

4.3.2 Situation Analysis

After setting strategic direction, the organizations need to identify strategic issues. To achieve this activity, the management must assess conditions and trends in the organization's environment. This calls for conducting situation analysis which involves analyzing the firm's external and internal environments in order to come up with a picture of its strategic position. The researcher contextualized the various environmental factors to fit within the BMU operations for ease of understanding and comprehension. The respondents were asked to indicate the extent at which they practice the various factors of environmental analysis. The findings are as follows:

Table 4.: The extent at which factors of environment are analysed

Factor	Response	Frequency	Percentage	Mean	S.D
a. Assessing the competencies, capabilities and resource strengths in the BMU	Not at all	1	3.6	3.5373	1.20130
	Less extent	4	14.3		
	Moderate	11	39.3		
	Great Extent	3	10.7		
	Very Great Extent	9	32.1		
	Total	28	100.0		
b. Your competitive position in relation to other BMUs	Less extent	6	21.4	3.4643	1.13797
	Moderate	11	39.3		
	Great Extent	3	10.7		
	Very Great Extent	8	28.6		
	Total	28	100.0		
c. The composition of your customers	Not at all	1	3.6	3.3214	1.09593
	Less extent	3	10.7		
	Moderate	15	53.6		
	Great Extent	4	14.3		
	Very Great Extent	5	17.9		
	Total	28	100.0		
d. Making comparison of past and current performance	Not at all	2	7.1	3.6429	1.09593
	Less extent	2	7.1		
	Moderate	5	17.9		
	Great Extent	14	50.0		
	Very Great Extent	5	17.9		
	Total	28	100.0		
e. Management style of	Not at all	1	3.6	3.7500	0.92796

BMU committee	Moderate	10	35.7		
	Great Extent	11	39.3		
	Very Great Extent	6	21.4		
	Total	28	100.0		
f. The organizational culture/shared values of the BMU	Non response	1	3.6	3.0357	1.23175
	Not at all	3	10.7		
	Less extent	2	7.1		
	Moderate	13	46.4		
	Great Extent	6	21.4		
	Very Great Extent	3	10.7		
	Total	28	100.0		
g. The competition from other BMUs in fish sales	Not at all	1	3.6	3.8571	1.07890
	Less extent	1	3.6		
	Moderate	9	32.1		
	Great Extent	7	25.0		
	Very Great Extent	10	35.7		
	Total	28	100.0		
h. Change of political leadership at local and national level (political factor)	Not at all	6	21.4	2.9643	1.34666
	Less extent	3	10.7		
	Moderate	9	32.1		
	Great Extent	6	21.4		
	Very Great Extent	4	14.3		
	Total	28	100.0		
i. Uptake of new or modern fishing methods/equipments (technological factor)	Not at all	5	17.9	3.3571	1.33927
	Less extent	1	3.6		
	Moderate	6	21.4		
	Great Extent	11	39.3		
	Very Great Extent	5	17.9		
	Total	28	100.0		
j. Existing government policies or laws on fishing activities and environmental conservation (Legal factor)	Not at all	3	10.7	3.9286	1.30323
	Less extent	1	3.6		
	Moderate	3	10.7		
	Great Extent	9	32.1		
	Very Great Extent	12	42.9		
	Total	28	100.0		
k. Purchasing power of your customers	Less extent	4	14.3	3.7143	0.97590
	Moderate	6	21.4		
	Great Extent	12	42.9		
	Very Great Extent	6	21.4		
	Total	28	100.0		
l. Accessibility of financial facilities for the BMU(economic factor)	Less extent	6	21.4	3.3571	0.98936
	Moderate	10	35.7		
	Great Extent	8	28.6		
	Very Great Extent	4	14.3		
	Total	28	100.0		
m. Loss of habitat and biodiversity (ecological factor)	Not at all	4	14.3	3.3929	1.42307
	Less extent	4	14.3		
	Moderate	5	17.9		
	Great Extent	7	25.0		
	Very Great Extent	8	28.6		
	Total	28	100.0		

n. Changing fish stock levels in the Lake (ecological factor)	Not at all	3	10.7	3.6071	1.34272
	Less extent	3	10.7		
	Moderate	5	17.9		
	Great Extent	8	28.6		
	Very Great Extent	9	32.1		
	Total	28	100.0		
o. Changing eating habits or preference for fish (cultural factor)	Not at all	6	21.4	2.4286	1.19965
	Less extent	12	42.9		
	Moderate	4	14.3		
	Great Extent	4	14.3		
	Very Great Extent	2	7.1		
	Total	28	100.0		

Source: Research Data (2013)

The findings of the study indicate that various factors of environment influence the operations of BMUs in Bondo Sub County rank differently (Table 4.7). The findings show that political factors were ranked first (mean score 3.9286) followed by the competition within the industry (mean score of 3.8571) and management style of BMU committee came third (mean score of 3.7500). The findings also indicate different degrees to which these factors influence the operations of the BMUs. Loss of habitat and biodiversity with standard deviations of 1.42307 shown a greater degree followed by political leadership, ecological factors, technological factors and government policies with respective standard deviations (1.34666, 1.34272, 1.33927 and 1.30323). Generally, these factors influenced operations of BMUs to a great extent.

The environmental factors with moderate effect include government policies/laws, competition, management style, purchasing power of customers and making comparison of past and current performance with respective mean scores (3.9286, 3.8571, 3.75, 3.7143, and 3.6429). Further, the factors with moderate degree of influence include organizational culture/shared values, competencies, capabilities and resource strengths in the BMU, cultural factors, competitive position and making comparison of past and

current performance with respective standard deviations (1.23175, 1.2013, 1.19965, 1.13797 and 1.09593).

The factors which were ranked as having minimal influence include the composition of customers, organizational culture, political leadership and cultural factors with respective mean scores (3.3214, 3.0357, 2.9643 and 2.4286). Finally, there were also different degrees to which these factors influenced BMU environment resulting into standard deviations ranging from 0.92796 for Management style to 1.09593 for the composition of your customers.

Environmental analysis informs the setting of objectives by prioritizing on identified strategic issues. To do so, organizations must use SWOT analysis. SWOT analysis is an output of both internal and external analysis that enables identification of internal strengths and weaknesses, and external opportunities and threats. The respondents were asked to indicate whether they apply SWOT.

Table 4.: Whether SWOT Analysis is applied

Response	Frequency	Percentage
No	16	57.1
Yes	11	39.3
Non response	1	3.6
Total	28	100.0

Source: Research Data (2013)

The findings show that 33.3% of the BMUs apply SWOT analysis while majority (57.1%) never uses it. Those who never responded constituted 3.6%. It can be concluded that only the BMUs that use SWOT are able to prioritize strategic issues arising from

environmental analysis. Further, the respondents were asked to indicate the action undertaken to prioritize the strategic issues. The findings are as follows:

Table 4.: The action undertaken to prioritize the strategic issues

Response	Response	Frequency	Percentage	Mean	S.D
a. Those critical issues that require immediate action	Not at all	1	3.6	4.3571	1.06160
	Less extent	1	3.6		
	Moderate	3	10.7		
	Great Extent	5	17.9		
	Very Great Extent	18	64.3		
	Total	28	100.0		
b. Those which are not very urgent but needs continuous monitoring	Not at all	1	3.6	3.3214	0.90487
	Less extent	2	7.1		
	Moderate	15	53.6		
	Great Extent	7	25.0		
	Very Great Extent	3	10.7		
	Total	28	100.0		
c. Those which are not very urgent hence postponed to next year plans	Not at all	4	14.3	2.6429	0.95119
	Less extent	6	21.4		
	Moderate	15	53.6		
	Great Extent	2	7.1		
	Very Great Extent	1	3.6		
	Total	28	100.0		

Source: Research Data (2013)

The findings indicated that those critical issues that require immediate action are highly prioritized (mean score of 4.3571) and were considered to have the greater degree of priority with a standard deviation of 1.06160. The strategic issues that are not very urgent but needs continuous monitoring were rated at moderate level (mean score 3.3214). On the hand, other strategic issues that are not very urgent hence postponed to next year plans had standard deviation of 0.95119 and classified as having moderate degree of priority. At low priority level, are those strategic issues that are deemed not very urgent

hence postponed to next year plans (mean score of 2.6429) while those issues that are not very urgent but needs continuous monitoring were rated to a lower degree of priority with standard deviation of 0.90487.

4.3.3 Setting Objectives

Objectives guide the organizations to achieve their goals and are based on strategic issues identified during environmental analysis. Setting objectives help align the firm's strengths and weaknesses to the environmental opportunities and threats. The respondents were asked to indicate the extent at which BMUs set the various types of objectives.

Table 4.: The extent at which BMUs set the various types of objectives

Response	Response	Frequency	Percentage	Mean	S.D
a. Financial Objectives	Moderate	6	21.4	4.3214	0.81892
	Great Extent	7	25.0		
	Very Great Extent	15	53.6		
	Total	28	100.0		
b. Non financial objectives	Not at all	2	7.1	3.1786	1.09048
	Less extent	5	17.9		
	Moderate	10	35.7		
	Great extent	8	28.6		
	Very great extent	3	10.7		
	Total	28	100.0		
c. Short term objectives	Less extent	4	14.3	3.5357	0.99934
	Moderate	11	39.3		
	Great extent	7	25.0		
	Very great extent	6	21.4		
	Total	28	100.0		
d. Long term objectives	Not at all	1	3.6	3.3571	0.98936
	Less extent	3	10.7		

	Moderate	13	46.4		
	Great extent	7	25.0		
	Very great extent	4	14.3		
	Total	28	100.0		

Source: Research Data (2013)

The findings indicate that financial objectives are set to a great extent with a mean score of 4.3214. On the degree of extent, non financial objectives were rated highly with standard deviation of 1.09048. Both short and long term objectives were rated at moderate level with a mean score of 3.5357 and 3.3571 respectively and rated at moderate degree with standard deviation of 0.99934 and 0.98936 respectively. Setting of non financial objectives was regarded as low priority with a mean score of 3.1786 while financial objectives were rated as having lower degree of influence with standard deviation of 0.81892.

Further, the respondents were asked to indicate who are involved in the setting of the objectives. The study found out that half (50%) of the organizations engage all the BMU members while the other half (50%) involve BMU committee and selected members only

Table 4.: Who participates in the setting of the objectives

Response	Frequency	Percentage
BMU committee and selected members only	14	50.0
All BMU members	14	50.0
Total	28	100.0

Source: Research Data (2013)

Once the objectives are set, the BMU committee must communicate to all its members to understand what their targets are. Respondents were asked to indicate the mode through

which the objectives are communicated throughout the organization and the findings of the study are as follows.

Table 4.: Mode used to communicate the set objectives

Mode	Frequency	Percentage
Meetings	25	89.3
Discussion	1	3.6
Notices	1	3.6
Word of mouth	1	3.6
Total	28	100.0

Source: Research Data (2013)

The findings show high rating for meetings at 89.3%. On the other hand, discussion, notices and word of mouth were each rated at 3.6%.

4.3.4 Strategic Development Process

Crafting appropriate and relevant strategies enables organizations to achieve the various set objectives. The respondents were asked to indicate the extent at which various strategic activities influences achievement of the set objectives. To achieve this, strategic activities were contextualized within the operations of the BMU. The findings are as follows.

Table 4.: The extent at which the strategic activities are undertaken

Response	Response	Frequency	Percentage	Mean	S.D
a. Selling the best fish capture to your customers at a higher price	Less extent	2	7.1	3.9286	1.08623
	Moderate	11	39.3		
	Great extent	2	7.1		
	Very great	13	46.4		

(differentiation)	extent				
	Total	28	100.0		
b. Lowering the price of fish to sell to more customers (low cost)	Not at all	17	60.7	1.6786	0.94491
	Less extent	4	14.3		
	Moderate	6	21.4		
	Great extent	1	3.6		
	Total	28	100.0		
c. Selling fish to loyal customers only (focus strategy)	Not at all	12	42.9	2.4286	1.57359
	Less extent	5	17.9		
	Moderate	3	10.7		
	Great extent	3	10.7		
	Very great extent	5	17.9		
	Total	28	100.0		
d. Engaging in other income generating activities (diversification)	Not at all	5	17.9	3.2143	1.52406
	Less extent	5	17.9		
	Moderate	6	21.4		
	Great extent	3	10.7		
	Very great extent	9	32.1		
	Total	28	100.0		
e. Cooperating with other BMUs	Not at all	1	3.6	3.9286	1.01575
	Moderate	9	32.1		
	Great extent	8	28.6		
	Very great extent	10	35.7		
	Total	28	100.0		
f. Looking for new markets/customers (market and product	Not at all	3	10.7	3.7857	1.31535
	Less extent	1	3.6		
	Moderate	6	21.4		

development)	Great extent	7	25.0		
	Very great extent	11	39.3		
	Total	28	100.0		

Source: Research Data (2013)

The findings of the study indicate various strategies undertaken by BMUs in Bondo Sub County rank differently (Table 4.13). The findings show that both differentiation and cooperation among the competitors' strategies were ranked highly with a mean score of 3.9286 each. It should, however, be noted that there were different degrees to which these strategies were adopted in the studied organizations. This resulted into their respective standard deviations (1.57359, 1.52406 for fish sales to loyal customers only and diversification respectively). Generally, these factors influenced strategic decision making process to a great extent.

Other factors with a generally moderate effect include market and product development and diversification with mean scores of 3.7857 and 3.2143 respectively. In addition, those strategies with a moderate degree of influence of achievement of set objectives include market and product development and selling the best fish capture to your customers at a higher price with respective standard deviations 1.31535 and 1.08623 respectively.

The strategies which were ranked as having influence to a less extent include selling fish to loyal customers only (mean score of 2.4286) and low cost strategy (mean score of 1.6786). There those strategic activities with less degree of influence in achievement of the set objectives resulting into standard deviations ranging from 0.94491 for lowering the price of fish to sell to more customers to 1.01575 for cooperating with other BMUs.

An enquiry was made to establish how the strategies are developed. The findings are as follows.

Table 4.: Strategy Development Process

Response	Frequency	Percentage
Through a formal strategic planning process	8	28.6
Through an informal process	2	7.1
Through both formal and informal process	17	60.7
Non response	1	3.6
Total	28	100.0

Source: Research Data (2013)

It was established that the strategies are developed through both formal and informal process in majority of the BMUs (60.7%). Strategy development through a formal process was reported at 28.6% while 22.2% of the BMUs employ informal process. Those who never responded constituted 3.6%. It can be concluded that the strategies are normally developed through both formal and informal process by the BMU committee and selected members with the assistance of external consultants in some cases.

4.3.5 Strategy Implementation

Formulation of strategies doesn't necessarily assure effective performance. Their implementation matters in determining organizational performance. Strategy implementation requires development of an action plan. 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. It may also be said to consist of securing resources, organizing them and directing their use within and outside

the organization. The study focused on factors that affect the strategy implementation. The respondents were asked to indicate the extent at which various factors affect strategy implementation. The findings are shown below.

Table 4.: The extent at which factors affect implementation of action plan

Factor	Response	Frequency	Percentage	Mean	S.D
a. Use of adequate/appropriate fishing facilities/equipments	Non response	1	3.6	3.2857	1.51186
	Not at all	4	14.3		
	Less extent	2	7.1		
	Moderate	8	28.6		
	Great extent	5	17.9		
	Very great extent	8	28.6		
	Total	28	100.0		
b. Rewarding members who excel in your planned activities	Non response	1	3.6	2.2857	1.43649
	Not at all	11	39.3		
	Less extent	5	17.9		
	Moderate	2	7.1		
	Great extent	8	28.6		
	Very great extent	1	3.6		
	Total	28	100.0		
c. Communicating effectively to all members	Non response	1	3.6	3.7500	1.45615
	Not at all	3	10.7		
	Moderate	5	17.9		
	Great extent	8	28.6		
	Very great extent	11	39.3		
	Total	28	100.0		
d. Existing BMU organisational structure	Non response	1	3.6	3.6429	1.52058
	Not at all	3	10.7		
	Less extent	2	7.1		
	Moderate	4	14.3		

	Great extent	7	25.0		
	Very great extent	11	39.3		
	Total	28	100.0		
e. Distribution of decision making authority	Non response	3	10.7	3.3214	1.70084
	Not at all	3	10.7		
	Less extent	1	3.6		
	Moderate	4	14.3		
	Great extent	9	32.1		
	Very great extent	8	28.6		
	Total	28	100.0		
f. Involving stakeholders in the implementation of planned activities	Non response	1	3.6	3.8929	1.37003
	Not at all	2	7.1		
	Moderate	5	17.9		
	Great extent	8	28.6		
	Very great extent	12	42.9		
	Total	28	100.0		
g. Ensuring proper utilization of funds	Non response	1	3.6	3.8214	1.46701
	Not at all	2	7.1		
	Less extent	2	7.1		
	Moderate	4	14.3		
	Great extent	6	21.4		
	Very great extent	13	46.4		
	Total	28	100.0		
h. Capacity building and training the BMU members	Non response	1	3.6	2.6786	1.56474
	Not at all	7	25.0		
	Less extent	6	21.4		
	Moderate	6	21.4		
	Great extent	2	7.1		
	Very great extent	6	21.4		
	Total	28	100.0		

i. Provision of adequate leadership direction	Non response	1	3.6	3.5357	1.45251
	Not at all	3	10.7		
	Less extent	1	3.6		
	Moderate	7	25.0		
	Great extent	7	25.0		
	Very great extent	9	32.1		
	Total	28	100.0		
j. Establishing best practices and continuous improvement	Non response	1	3.6	3.3571	1.39348
	Not at all	3	10.7		
	Less extent	2	7.1		
	Moderate	7	25.0		
	Great extent	9	32.1		
	Very great extent	6	21.4		
	Total	28	100.0		

Source: Research Data (2013)

The findings of the study indicate that the various factors affect the implementation of action plan rank differently (Table 4.15). The findings show that stakeholders involvement, proper utilization of funds, effective communication and organizational structure with mean scores of 3.8929, 3.8214, 3.75 and 3.6429 respectively have a greater influence on the implementation of the action plan. It should, however, be noted that these factors influenced the implementation of action plan to greater degrees in the studied organizations. This resulted into their respective standard deviations (1.70084, 1.56474, 1.52058 and 1.51186 for distribution of decision making authority, capacity building and training the BMU members, organizational structure and use of adequate/appropriate fishing facilities/equipments respectively). Generally, these factors influenced strategic decision making process to a great extent.

Other factors with a generally moderate effect include provision of adequate leadership direction with a mean score of 3.5357, establishing best practices and continuous improvement with a mean score of 3.3571 and distribution of decision making authority with a mean score of 3.3214. In addition, these factors have moderate degree of influence on the implementation of action plans. They include proper utilization of funds, effective communication, provision of adequate leadership direction and reward system with respective standard deviations of 1.46701, 1.45615, 1.45251 and 1.43649 respectively.

The factors which were ranked as having influence to a less extent include use of appropriate fishing equipments, capacity building and reward system with respective mean scores of 3.2857, 2.6786 and 2.2857 respectively. Individually, there were also different degrees to which these factors influenced the implementation of the action plan resulting into standard deviations ranging from 1.37003 for stakeholder involvement to 1.39348 for best practices and continuous improvement.

4.3.6 Strategy Evaluation and Control

The chosen strategy is premised to achieve the organization's mission and objectives. However, the implementation of the chosen strategies is greatly affected by its past history, continuous experimentation and refinement. All strategies are subject to future modification because internal and external factors are constantly changing. Hence organizations must continuously reexamine the past undertaking and compare actual findings with earlier projections. The study focused on whether the BMUs continuously compare past with present performance.

Table 4.: Whether BMUs continuously compare past with present performance

Response	Frequency	Percentage
No	3	10.7
Yes	25	89.3
Total	28	100.0

Source: Research Data (2013)

The findings in Table 4.16 show that 89.3% of the organizations compare past with present performance while 10.7% do not. Further the respondents were asked to indicate the corrective action taken when variance arise. The findings in Table 4.16 show that 78.6% report to the BMU committee and include it in list of issues to be investigated while 17.9% report the variance to the BMU committee only. 3.6% of the BMUs report to the specific department for action.

Table 4.: The corrective action taken when variance arise.

Response	Frequency	Percentage
Report the variance to the BMU committee only	5	17.9
Report to the BMU committee and include it in list of issues to be investigated	22	78.6
Report to the specific department for action	1	3.6
Total	28	100.0

Source: Research Data (2013)

It can be concluded that BMUs monitor and compare actual performance with desired performance which to ensure that implementation of strategies is on track. All BMU members participate in carrying out this exercise. The BMUs that engages in strategy

evaluation and control process enables to determine whether the chosen strategy is achieving the organization's objectives or not and corrective action to be undertaken.

4.4 Discussion of Findings

The study findings established that more than 30% of the BMUs in Bondo Sub County have adopted most of the strategic management practices. It is evident that all the tasks of the strategic management that were presented to the respondents, over 30% of the studied organizations affirmed that the practices are applicable to them. The findings largely confirm the definition of the strategic management process as provided by Freeman et al. (2009), Lynch (2009), Johnson et al., (2011) and Pearce and Robinson, (2011).

The findings confirms that strategic management involves a process that entails forming a strategic vision and stating the mission to bring about the sense of purpose into a firm's activities and providing long term direction and scope for the organization; environmental analysis to identify opportunities and threats in the environment and strengths and weaknesses of the organization; setting measurable objectives to address environmental opportunities and threats as well as the strengths and weaknesses of the organization and crafting strategies to achieve the set objectives; implementing and executing strategy, evaluating performance, reviewing new developments and initiating corrective adjustments when necessary. The study reveals that the studied organizations mainly deal with a single product and specified market hence embracing a simplified strategic management practices with varied degree of formalization.

As in any organization, the study reveals that BMUs set strategic direction to envision what the organization wants to be and its future achievements. The study found out that

vision, mission and core values were mainly implied. The setting of strategic direction was spearheaded by BMU committee and selected members and communicated through meetings, letters, discussion and word of mouth. This is important to ensure all members understand the direction the organization is moving and provides guidance for developing objectives. High non response rate was noted especially in setting of formally documented strategic direction. This implies that the vision, mission and core values are mainly implied in nature.

The findings reveal that most of the studied organizations consider their external and internal environment during decision making process. The study revealed that political factors, competition within the industry and management style as the factors with most influence. BMUs by their nature are political entities established by Beach Management Unit regulations of 2007; the committee is elected through a democratic process as outlined in the regulations. BMUs were established against the background of declining fish stocks and ineffective fisheries laws and policies (Jaeckel and Ngige, 2007). Due to declining fisheries capture, market share and buyers behavior has increased competition within the industry. Through situation analysis, the studied organizations are able to set objectives by prioritizing identified strategic issues. Setting objectives help align the firm's strengths and weaknesses to the environmental opportunities and threats. Further, high proportion of BMUs considers setting financial objectives a priority. The implication is that the organizations pay little attention to other type of objectives which are key to achievement of business goals. The studied organizations embrace both formal and informal strategy development process with differentiation, cooperation among the

competitors, market and product development and diversification being the major strategies formulated to achieve the set objectives.

The studied organizations developed action plans to aid in implementation of the crafted strategies. Stakeholder involvement, proper utilization of funds, effective communication and organizational structure were the major factors that influence the successful implementation of the action plan. The operations of BMUs are centered on involvement of the stakeholders in co-management of the fisheries. Proper utilization of funds, effective communication and organizational structure are highly rated because they are provided for by the Beach Management Units regulations. The findings affirm that continuous comparison of past with present performance enables taking of corrective action when any variance arise and improves the performance.

The findings also affirm the formality aspect of strategic management as pointed out by Mital et al. (2011), which cites complexity in products or markets, technology, performance and competition among the factors influencing formality of the strategic management. The study found out that majority of the organizations are engaged in informal strategic management. The findings confirm the contribution by Mazzarol and Rebound (2009) that the strategic management practices for small organizations due to their nature are likely to be involved in informal strategic management.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary and conclusion of the findings of the study as well as recommendations for policy and practice. It also covers the limitations of the study and suggestions for further research. The summary, conclusion and recommendations of the study link with the objective of the study and draw from the key findings of the study while the suggestions for further research draw largely from limitations of the study.

5.2 Summary of Findings

The study was designed to establish strategic management practices adopted by BMUs in Bondo Sub County. It was established that more than 30% of the studied units have adopted most of the strategic management practices. The study revealed that 32.1% of the organizations have vision, mission statements and core values, which are developed by both BMU committee and members, are involved and external consultant (17.9% and 3.6% respectively). The findings also show that the components of strategic direction are mainly communicated throughout the organization through meetings at 32.1%.

Majority of the units consider the various factors of environment in assessing conditions and trends in the organization's environment and their implications. The factors with greater influence include Political factors were ranked first (mean score 3.9286) followed by the competition within the industry (mean score of 3.8571) and Management style of BMU committee came third (mean score of 3.7500). Those with moderate influence include policies/laws, competition within the industry, Management style, purchasing

power of customers and making comparison of past and current performance with respective mean scores (3.9286, 3.8571, 3.75, 3.7143, and 3.6429). While the factors with lesser influence include the composition of your customers, organizational culture, political leadership and cultural factors with respective mean scores (3.3214, 3.0357, 2.9643 and 2.4286). 39.3% of studied organizations adopt SWOT analysis to identify organizational internal strengths and weaknesses, and external opportunities and threats. The study reveals that the critical issues that require immediate action were highly prioritized (mean score of 4.3571).

High proportion of BMUs (mean score of 4.3214) set financial objectives with both short and long term objectives rated at moderate level at mean score of 3.5357 and 3.3571 respectively. Setting of non financial objectives was regarded as having less influence with a mean score of 3.1786. It was established that crafting appropriate strategies was done through both formal and informal process (60.7%) with both differentiation and cooperation among the competitors strategies (mean score 3.9286) having a greater influence. Market and product development and diversification with mean scores of 3.7857 and 3.2143 respectively were considered to have moderate influence while focus strategy (mean score of 2.4286) and low cost strategy (mean score of 1.6786) were considered to a lesser extent.

The study revealed that stakeholder involvement, proper utilization of funds, effective communication and organizational structure (mean scores of 3.8929, 3.8214, 3.75 and 3.6429 respectively) have a greater influence on the implementation of the action plan. Other factors with a moderate influence include leadership direction; best practices and continuous improvement and distribution of decision making authority (mean score of

3.5357, 3.3571 and 3.3214 respectively). The factors with a less influence include appropriate fishing equipments; capacity building and reward system (mean scores of 3.2857, 2.6786 and 2.2857 respectively).

Finally, majority of the organizations (89.3% and 78.6%) indicated that they compare past with present performance and takes corrective action when any variance arise by reporting to the BMU committee and including it in list of issues to be investigated. It is significant to note that throughout the strategic management practices adopted by BMUs studied; all the members were involved and communicated to different degrees through various modes.

5.3 Conclusion

The study set out to establish the extent at which strategic management practices are adopted by BMUs in Bondo Sub County. It was established that to a greater extent majority of the studied organizations have embraced both formal and informal practices of the strategic management. Johnson et al. (2011) affirms that just like other organizations, BMUs are continuously faced with environmental challenges that must be anticipated and incorporated into daily decision making process. They are constantly interacting with competitive and turbulent marketplaces which have created new behaviors and opportunities (Kotler, 2006). Therefore, BMUs must adopt strategic management practices so that they position optimally in their competitive environment; for survival and achievement of their business goals (Pearce and Robinson, 2011).

It can be concluded that just like any small organization, BMUs develops vision, mission and core values are mainly implied and developed by the BMU committee with minimal

involvement of all other members. Meetings were widely used to communicate the various practices of strategic management throughout the organization. Situation analysis, setting of objectives and crafting strategies to achieve the set objectives and continuously monitoring and evaluation were undertaken to varied degrees though informally.

Finally, whether strategic management process is deliberate or emergent; it is evident that most of the practices of strategic management were manifested in the studied organizations. The findings confirm that the strategic management practices for small organizations primarily follow emergent approach due to emerging opportunities and entrepreneurial nature of the management (Mazzarol and Rebound, 2009).

5.4 Recommendations for Policy and Practice

The study found out that only a small proportion of the BMUs have adopted most of the strategic management practices. For them to be competitive and survive to meet needs of their customers they have to respond to emerging environmental challenges. Therefore, it is recommended that the BMUs should fully embrace strategic management practices for their survival and achievement of their business goals. The study findings offer recommendation to address challenges of adopting strategic management in their operations.

Further, it is recommended that the policy makers within fisheries industry should formulate and implement sound policies and effective laws that will tap the potential of the industry. The industry is faced with myriad of challenges that can be intervened if the relevant state agencies/departments adopt strategic management practices.

5.5 Limitations of the Study

Every study inevitably encounters certain levels of limitations due to a variety of factors. The study only targeted BMUs in Bondo Sub County only. This contextual limitation means that the findings of this study might not apply to those operating in other regions. Secondly, there is an inherent limitation of respondents' bias and subjectivity in providing responses to the questionnaire items which the researcher had no control over. Further, the researcher targeted BMU secretaries however in some instances other members participated. It is also not possible to ascertain whether the targeted respondents in the studied organizations were the ones who actually filled the questionnaire.

Finally, the study employed a descriptive cross-sectional survey design targeting all 42 BMUs but only managed to obtain analyzable responses from only 28. Questionnaire was used to gather primary data. Reliance on only questionnaire implies that the data collected could not be verified by other data collection techniques.

5.6 Suggestions for Future Research

Future studies should consider those BMUs that engage in a formalized strategy implementation. The study should find out the factors influencing and challenges of strategy implementation with respect to community based organizations like BMUs.

There is a need to replicate the same study in other regions in order to validate the current study's findings. This will make generalization of the research findings possible and address the limitations of non-response. Further, in the future studies, other data collection techniques should be incorporated to verify and validate the responses.

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APPENDICES

Appendix I: Introductory Letter to the Respondent

Dear Respondent,

RE: DATA COLLECTION

This questionnaire is designed to gather information on “**Strategic Management Practices by Beach Management Units in Bondo Sub County**”. The study is being carried out for a research project paper as a partial fulfillment of the requirements for the award degree of Master of Business Administration, School of Business, University of Nairobi.

The information in the questionnaire will be treated with confidentiality and in no instance will your name be mentioned in this research. Also, the information will not be used for any other purpose other than for this research.

Your assistance in filling this questionnaire will be highly appreciated.

Thank you in advance.

Yours sincerely,

.....

Dennis Ncurai

Student

Appendix II: University Introductory Letter



Telegrams: "Varsity" Nairobi
Fax: 4181650
Kisumu, Kenya
Telex: 22095Varsity
Mobile: 0720348080
Email: ajaleha@uonbi.ac.ke

P.O Box 19134-40123
Kisumu, Kenya

Date: 12th September, 2013.

TO WHOM IT MAY CONCERN

The bearer of this letter Mr. Dennis Mucee Ncurai

REGISTRATION NO: D61/69220/2011

The above named student is in the Master of Business Administration degree program. As part of requirements for the course, he is expected to carry out a study on **"Strategic management practices by Beach management units in Bondo Sub-County, Kenya"**

He has identified your organization for that purpose. This is to kindly request your assistance to enable him complete the study.

The exercise is strictly for academic purposes and a copy of the final paper will be availed to your organization on request.

Your assistance will be greatly appreciated.

Thanking you in advance.

Sincerely,


MR. ALEX JALEHA
CO ORDINAOTR, SOB, KISUMU CAMPUS
Cc File Copy

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Appendix III: Research Questionnaire

Instructions: Kindly tick appropriately where necessary

SECTION A: GENERAL BACKGROUND

1. Name of the BMU:.....
2. Position of the respondent in the BMU:.....
3. For how long has your BMU been operating?
1 – 5 yrs ☐ 5 - 10 yrs ☐ 11 – 15 yrs ☐ Over 15 yrs ☐
4. What is the current membership of your BMU?
a. Less than 10 ☐ b. 11 - 20 ☐ c. 21 - 30 ☐ d. 31 - 40 ☐ e. More than 41 ☐

SECTION B: STRATEGIC MANAGEMENT PRACTICES

5. Does your BMU have a formal documented vision statement?
Yes ☐ No ☐
6. How was the vision statement developed?
a. BMU committee and selected members only ☐
b. All BMU members ☐
c. External consultant ☐
7. How does the BMU Committee communicate the vision statement to all its members
Meetings ☐ Discussion ☐ Notices ☐ Letters ☐ Word of mouth ☐
8. Does your BMU have a formal documented Mission statement?
Yes ☐ No ☐

9. How was the Mission statement developed?

- a. BMU committee and selected members only ☐
- b. All BMU members ☐
- c. External consultant ☐

10. How does the BMU Committee communicate the Mission statement to all its members

Meetings ☐ Discussion ☐ Notices ☐ Letters ☐ Word of mouth ☐

11. Does your BMU have a formal documented core values?

Yes ☐ No ☐

12. How was the core values developed?

- a. BMU committee and selected members only ☐
- b. All BMU members ☐
- c. External consultant ☐

13. How does the BMU Committee communicate the core values to its members

Meetings ☐ Discussion ☐ Notices ☐ Letters ☐ Word of mouth ☐

14. To what extent do you consider the following business environmental factors during your decision making process? (Key: 1= Not at all, 2= Less extent 3= Moderate, 4=

Great Extent, 5= Very Great Extent). *Please tick appropriately.*

Factors	1	2	3	4	5
a. Assessing the competencies, capabilities and resource strengths in the BMU	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Your competitive position in relation to other BMUs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. The composition of your customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Making comparison of past and current performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- | | | | | | |
|----------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| e. Management style of BMU committee | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f. The organizational culture/shared values of the BMU | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| g. The competition from other BMUs in fish sales | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| h. Change of political leadership at local and national level | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| i. Uptake of new or modern fishing methods/equipments | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| j. Existing government policies or laws on fishing activities and environmental conservation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| k. Purchasing power of your customers | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| l. Accessibility of financial facilities for the BMU | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| m. Loss of habitat and biodiversity | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| n. Changing fish stock levels in the Lake | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| o. Changing eating habits or preference for fish | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

15. Do you use SWOT (means analysis of the strengths, weaknesses, opportunities and threats facing the organization) to analyze strategic issues emanating from business environmental analysis?

Yes ☐ No ☐

16. To what extent do you prioritize the strategic issues? (Key: 1= Not at all, 2= Less extent 3= Moderate, 4= Great Extent, 5= Very Great Extent). ***Please tick appropriately***

- | Action taken | 1 | 2 | 3 | 4 | 5 |
|-----------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. Those critical issues that require immediate action | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Those which are not very urgent but needs continuous monitoring | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Those which are not very urgent hence postponed to next year plans | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

17. To what extent does your organization set the following type of objectives? (Key:

1= Not at all, 2= Less extent 3= Moderate, 4= Great Extent, 5= Very Great Extent).

Please tick appropriately

Type of objectives	1	2	3	4	5
a. Financial objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Non-financial objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Short term objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Long term objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

18. How are the objectives developed?

- a. BMU committee and selected members only ☐
- b. All BMU members ☐
- c. External consultant ☐

19. How does the BMU Committee communicate the set objectives to its members

Meetings ☐ Discussion ☐ Notices ☐ Letters ☐ Word of mouth ☐

20. To what extent does your organization undertake the following activities to achieve

your set objectives? (Key: 1= Not at all, 2= Less extent 3= Moderate, 4= Great

Extent, 5= Very Great Extent). *Please tick appropriately*

Activities	1	2	3	4	5
a. Selling the best fish capture to your customers at a higher price	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Lowering the price of fish to sell to more customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Selling fish to loyal customers only	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Engaging in other income generating activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Cooperating with other BMUs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Looking for new markets/customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

21. How are the above activities developed?

- a. Through a formal strategic planning process ☐
- b. Through an informal process ☐
- c. Through both formal and informal process ☐

22. To what extent do the following factors affect implementation of your action plan?

Key: 1= Not at all, 2= Less extent 3= Moderate, 4= Great Extent, 5= Very Great Extent. (**Kindly tick the relevant box for each**).

Activities	1	2	3	4	5
a. Use of adequate/appropriate fishing facilities/equipments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Rewarding members who excel in your planned activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Communicating effectively to all members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Existing BMU organisational structure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Distribution of decision making authority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Involving stakeholders in the implementation of planned activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Ensuring proper utilization of funds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Capacity building and training the BMU members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Provision of adequate leadership direction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Establishing best practices and continuous improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

23. What challenges do you face in implementing your activities?

.....

.....

24. What suggested solutions would you give BMU Committee to avoid, reduce or eliminate these challenges?

.....

.....

25. How do you monitor the implementation of your action plan

.....

.....

26. Does your BMU compare past performance with present performance in decision making process

Yes ☐ No ☐

27. What do you do when the planned activities are not achieved?

- a. Report the variance to the BMU committee only ☐
- b. Report to the BMU committee and include it in list of issues to be investigated ☐
- c. Report to the specific department for action ☐

28. Please give any other comments you may have regarding the subject of this research.

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THANK YOU FOR YOUR KIND CO-OPERATION.

Appendix IV: List of BMUs in Bondo Sub County as at 30th June 2013

1. Usenge
2. Nyenye Misor
3. Uhanya
4. Uwaria
5. Oele
6. Nyaudenge
7. Nambo
8. Mahanga
9. Sika
10. Nyenye
11. Mitundu
12. Ugambe
13. Honge
14. Luanda Disi
15. Goye
16. Beach - Kuoyo
17. Magare
18. Waka Waka
19. Siungu
20. Anyanga
21. Otono
22. Ndeda

23. Ludhi
24. Sifu
25. Sirongo
26. Uyaw
27. Riskis Kogwari
28. Oyamo Island
29. Nyamnwa
30. Wichlum/Uhendo
31. Saga Island
32. Olago
33. Liunda
34. Port South 'B'
35. Warianda
36. Kamumbo
37. Wagusu
38. Kochilo
39. Ulanda
40. Awandu
41. Utonga
42. Obondo Mumbo