

**FACTORS AFFECTING IMPLEMENTATION OF GOVERNMENT
COMMUNITY STRATEGY BY COMMUNITY UNITS IN BONDO
DISTRICT OF KENYA**

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DECLARATION

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

Signature

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D61/71442/2008

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

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DEDICATION

I dedicate this project to my sister for her unfailing encouragement and love, for walking this journey with me, for picking me up when I fell; for burning the mid night oil with me

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ABSTRACT

The survival and growth of organizations will certainly depend on their ability to conceive competitive strategies and their eventual implementation. All organizations resist change and try to maintain the status quo, sometimes even if it yields unsatisfactory results. To translate planned intervention activities into actions that bring desired organizational outcomes requires incorporating numerous variables: individual behavior, social factors, organizational arrangements, physical settings, and technology. Many organizations have formulated excellent strategies but have not achieved excellent results due to poor strategy implementation and this therefore implies that implementing strategy is challenging and more time consuming than crafting strategy.

The objective of the study was to establish the factors affecting community strategy implementation among community units in Bondo District of Kenya. The research design was a survey of Community units based in Bondo district. Data was collected using a questionnaire which consisted of both open and closed ended questions. The data collected was analyzed using descriptive statistics and classified, tabulated and summarized using descriptive measures, percentages and frequency distribution tables and graphs.

The findings from the study was that some community units do not have mission and vision, strategic plan and those which have strategic plans do not train their employees on strategy implementation. The factors affecting community units strategy implementation was resource allocation, communication, organizational structure, management commitment, change management, some managers were not right to be in some positions

for effective implementation of organizations strategies, there was no employee empowerment, motivation and reward being considered critical in the community units in the implementation success, employees were not encouraged to think together, not all employees were involved in team playing and learning and that the top managers do not create a climate for the organizations and their values influence the direction of the firm.

Strategy formulation and implementation process is very vital for the functioning of any organization. Therefore, the management of the community units should come up with the mission, vision and strategic plans for the organizations. An organization should put in place adequate mechanism tackling the challenges facing the community units in the development of the strategies and that for a successful implementation of the same strategies, the organization should be able to identify the challenges that hinder the successful implementation of its strategies come up with appropriate measures to overcome the challenges early enough before they affect the realization of its objectives.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

A strategy is the direction and scope of an organization over long term, which achieves advantage for the organization through its configuration of resources within a changing environment and to fulfill stakeholder expectations. Thus a strategy can be seen as the matching of the resources and activities of an organization to the environment in which it operates. The concept of strategy is therefore built around winning. Strategy helps to achieve success whether in business or otherwise, success in this context refers to the realization of objectives that are desired. Effective strategy is formulated around four factors. These are, the goals and objectives are simple, consistent and relate to the long term, there is profound understanding of the competitive environment, there is an objective appraisal of the resources available and that there is effective implementation (Hitt *et al.*, 2008).

Strategy implementation is a tough management job as it involves a variety of managerial activities. There is also a lot of different ways to approach each and every activity involved in implementing strategy, and the whole process also requires distinct and diverse people management skills. However, many firms develop excellent strategies to counter and adapt to the environmental challenges but suffer a weakness in the implementation of the same strategies (Sabatier and Weible, 2007). The survival and

growth of organizations will certainly depend on their ability to conceive competitive strategies and their eventual implementation. Beer and Eisenstat (2002) support this perspective and states organizations must be open about barriers and their underlying causes. All organizations resist change and try to maintain the status quo, sometimes even if it yields unsatisfactory results. To translate planned intervention activities into actions that bring desired organizational outcomes requires incorporating numerous variables: individual behavior, social factors, organizational arrangements, physical settings, and technology. Changing one organizational element has a ripple effect that impacts other parts of your organization, which in turn have their own ripple effects, and so on. Changing only one or two things seldom brings any significant overall organizational change. There are no "magic bullets" that would change the entire organization. To redirect your organization, you must address many overlapping and related issues, and the resulting impression of needing to change "everything at once" can be overwhelming.

1.1.1 Strategy Implementation

Strategy Implementation is one of the important components of the strategic planning process. Chandler (1962) defined strategy as the determination of the basic long term goals and objectives of an enterprise and the adoption of action and the allocation of resources necessary for carrying out these goals. This means that strategy is about managing new opportunities. The strategy that is chosen should be one that optimizes the resources available in order to achieve organizational goals and objectives. Strategy implementation has been defined as "the process that turns implementation strategies and plans into actions to accomplish these organizational objectives" (Pride and Ferrell 2003,

p. 15). It addresses who, where, when, and how to carry out strategic implementation process successfully

Successful implementation of a strategy is as critical and difficult as the strategic choice. It needs consideration of the resources to be used, human resources requirements, the structure systems and other changes. Competency in implementation and the ability to put ideas into actions can be an organization's source of competitive advantage. An alteration of existing procedures or policies is usually unavoidable during strategy implementation. It also requires a shift in responsibility from strategist to divisional and functional managers to ensure effective implementation. Those actively involved in the strategy implementation should also be actively involved in the strategy formulation to ensure ownership of the process. Implementations of strategic change as a reaction to the influences of external changes, or in anticipation of such changes, very often fail in the operational practice. In addition, several elements require consideration during the implementation process. Such elements include; annual objectives, policies, resource allocation, management of conflict, organization structure, managing resistance to change, and organizational culture (Sterling, 2003).

According to David (2003), strategies which are implemented within an organization should support the culture associated with the firm. The proposed strategy should preserve, emphasize, and enhance the culture, in accordance with the culture supporting the proposed strategy. As a result, conflict management should play an integral role within the implementation process which will require a proper management of human element of strategy implementation. To achieve this partnership between managers and

employees, both parties should directly participate in implementation decisions and communication between the two groups should be made a priority. Further, business performance is influenced by this human element of strategic implementation. Through providing performance incentives communication to employees during the implementation phase, it is suggested that business performance will be positively influenced.

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

1.1.2 Community Units

Community Units are intended to provide basic community health services (promotive, preventive and simple curative) to Kenyans. One unit is designed to serve 5,000 people

and will work with volunteer community-owned resource persons (CORPs) identified by the community and trained and supported by the community health type of community health workers who are willing to work on voluntary basis. All of them must be taken into consideration and mechanisms of vetting, licensing and control worked out – with their participation – to ensure acceptable standards. Since one of the tasks of the CORP is data gathering it is essential that they be able to read and write. Other characteristics include permanent residence in the community served and commitment to the service of neighbors as evidenced by their track record. Nominations or volunteers should be vetted by the community at an open meeting before they are recruited by the health team and the district team.

The Community Health Unit serves 5,000 people (equivalent of a sub location), is made of 10 -30 community health workers (CHWS) 2 community health extension workers(CHEWs), one community health committee(CHC) and that there is a Community Health Committee (CHC) in every CU that supports the work of CHWs which is the governance body of a CU. Each CU is linked to a health facility in most cases either a dispensary or a health center. Community-based communication is the hub of community units' health care provision. It facilitates the transfer of knowledge and skills on health matters between individuals and families to make informed choices and decisions for behavior change. It also creates demand for better health services and builds mutual understanding and trust among key actors within the community. The communications component of this strategy is designed to facilitate behavior change of individuals at family/household level supported through advocacy and social

mobilization. It intends to maximize the use of traditional and multimedia channels as opportunities to effect behavior change.

1.1.3 Community units in Bondo District

Bondo district has a population of 167,460 and a growth rate of 2.5%. It has 37,296 households. The district has 26 sub-location, 12 of which are covered by community units. The district has on its board 12 community units, community based health information system (CBHIS), proper linkage and operationalization. The rationale for introducing community based health systems in Bondo was due to the following reasons; 70% of child death occur at home, traditional care are the first for many people, Community level 1 services were scattered and vertically managed, Delivery by skilled attendant was 31%, Family planning uptake was as low as 46.2%, Latrine coverage was only 52.6% and women attending 4th Ante natal care visit was as low as 31.6%.

Some of the activities that have been undertaken in Bondo in relation to the community units include; training of community health extension workers (CHEWs), training of a total of 163 community health workers (CHWs) on community strategy-phase 2, training of 110 community health Centre (CHC) members, House hold (HH) mapping and registration, eight motor bikes for Community health extension workers (CHEWs) and 137 bicycles distributed to community health workers (CHWs),three divisional health action days conducted since inception, Community based health information system (CBHIS) in place for 23 community units,two divisional health days and 23 dialogue days held,21 integrated community outreaches conducted under Global Alliance for Vaccines and immunization (GAVI) support,screening for malnutrition in Nyamonye

Community unit. In the 3rd quarter the following activities were undertaken; Initiated 8 new community units, trained 110 Community health centres, trained 53 community health extension workers, trained 163 Community health workers on revised curriculum, held one stakeholder meeting on Community strategy, recruited 335 Community health workers, House hold mapping and registration is on-going.

Some of the notable achievements from these activities include; improved health seeking behaviour: Family planning (FP), Ante natal care (ANC), Fully immunized child (FIC), good relationship-CHEW/CHW interaction enhanced, coordination and delivery of health messages to Household made easy-bicycles, latrine coverage improved from 47% to 52.6%, improved referral of clients: malnutrition cases identified and referred.

1.2 Statement of the Problem

Bartlett and Ghoshal (1987, p.29) noted that in all the companies they studied “the issue was not a poor understanding of environmental forces or inappropriate strategic intent. Without exception, they knew what they had to do; their difficulties lay in how to achieve the necessary changes”. Supporting this, Miller (2002) reports that organizations fail to implement more than 70 percent of their new strategic initiatives. Many organizations have formulated excellent strategies but have not achieved excellent results due to poor strategy implementation and this therefore implies that implementing strategy is challenging and more time consuming than crafting strategy. Studies have revealed that this failure is due to variety of managerial activities that are undertaken to implement strategy and implementing strategy takes adept managerial leadership.

A large proportion of Kenyans continue to be ill with preventable diseases and other health conditions. This is despite Kenya's well focused national health policies and a reform agenda whose overriding strategies aimed at improving health care delivery services through efficient and effective health management systems. The policies and reforms have not yielded a break-through in improving the situation of households entrapped in the vicious cycle of poverty and ill health. Poverty compound powerlessness and increases ill health as ill health increases poverty. Both have become progressively worse since the year 1990. The situation is further complicated by widespread of HIV/AIDs and resurgence of communicable diseases such as Malaria and TB. The community units' main aim in collaboration with volunteer community-owned resource persons ensures the community health care is improved and therefore the success of the units which they have put forward will depend with the adoption and implementation of the strategies. The implementation of programmes varies according to the nature of the strategic problems that the organization faces and the community units have not been an exception.

A number of studies have been undertaken locally on the subject area of strategy implementation. Njuguna (2009) undertook a research on strategy implementation at Saint John's community-Nairobi and found out that, strategy implementation is a social and political process in which interest groups with conflicting interest and bargaining powers interact. The process must have the blessings of all interested parties and the top management should play a leading role in the exercise. Kiprop (2009) researched on challenges of strategy implementation at the Kenya Wildlife service and identified that a

firm should focus on formal organizational structures and control mechanisms of employees while implementing its strategy. Waiyego (2009) studied strategy implementation at Kenya electricity generating company ltd observing that for dominant players in the market, the strategy implementation process has changed recently due to more scrutiny from the government and stakeholders in general. She therefore observed that such firms should be adaptable to the changing environment. In all the above studies it was also observed that involvement of employees in strategy formulation was the main reason for the faster implementation of strategies. As is evident in the above studies, there has been no study done on the factors that affect community strategy implementation among community units. This therefore leads to the following research question: what factors affects community strategy implementation among community units in Bondo district?

1.3 Research Objectives

The objective of this study will be:

To determine the factors affecting implementation of Government community strategy by community units in Bondo district of Kenya.

1.4 Importance of the Study

The study will aid various stakeholders: the community based organizations in the country will obtain details on how they can effectively implement their strategies in the face of numerous challenges facing these organizations operating at the grassroots level. Adaptability of organizations strategies in the face of unpredictable operating

environment and the details of responses to the challenges will help the organizations. In addition, the study will be an invaluable source of material and information to the many community based organizations operating within and without the country, especially the developing countries, on how to successfully implement their strategies. Community based organizations play an important role in supplementing government efforts in provision of support or development projects in the country. As such, successful implementation of their strategies will go a long way in economic, social and political development in the country.

The government and regulators in the NGO sector will also find invaluable information in how good strategies can be adopted and as a result put in place policies that will guide and encourage other organization within and without the sector in implementing their strategies. In addition the government will be able to monitor and evaluate implementation of the community based organizations strategic plans and advice effective ways of implementing them.

For academicians, this study will form the foundation upon which other related and replicated studies can be based on. Investors can also gain an insight on the business and its strategic position within the environment, which can assist them in determining their viability of their investments. Scholars will find it important as the study will increase the body of knowledge in this area.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides information from publications on topics related to the research problem. It examines what various scholars and authors have said about the factors affecting community strategy implementation by community units in Bondo district of Kenya. The chapter is divided into three main areas: concept of strategy, strategic management process, strategy implementation and strategy implementation challenges.

2.2 Concept of Strategy

The concept of strategy embraces the overall purpose of an organization. It is the determination of the basic long-term goals and objectives of an enterprise, adoption of courses of action and the allocation of resources necessary for carrying out those goals. According to Olsen (2005) a strategy is a long term plan of action designed to achieve a particular goal, as differentiated from tactics or immediate actions with resources at hand. On his part, Thomson and Strickerland (2003) observe that strategies are ends and these ends concern the purpose and objectives of the organization. They are the things that organizations do, the paths they follow and the decisions they take in order to reach certain points or level of success. Mintzberg and Quinn (1998) identify four interrelated definitions of strategy as a plan, perspective, pattern and position. As a plan, it is some sort of consciously intended course of action, a guideline to deal with a situation. As a pattern it integrates an organization's major goals, policies and actions sequences into a

cohesive whole. Strategy as a position becomes a mediating force or match between the organizations and its external and internal environments while a strategy as a position looks outside the organization seeking to locate the organization in the external environment and position it in a cohesive position.

It needs to be recognized, however, that for the strategist to be able to adopt this approach to management, there is a need to understand in detail the complexities of the interrelationships that exist between different parts of the organizational structure. In the majority of businesses, three different organizational levels can be identified: the corporate level, the business unit level, and the product level. In these levels, Robinson (2004) identified three distinct levels of strategy in a commercial context. These are: Corporate strategy, which deals with the allocation of resources among the various Business's or divisions of an enterprise. At the corporate level, the decisions made are concerned principally with the corporate strategic plan and how best to develop the long-term profile of the business. Business strategy exists at the level of the individual business or division that addresses primarily with the question of competitive position. Following on from this, each business unit should, within the resources allocated by corporate headquarters then develop their own strategic plan. Functional or Product level strategy is limited to the actions of specific functions within specific businesses. Plans at all three levels need then to be implemented, the results monitored and evaluated and, where necessary, corrective action taken.

2.3 Strategic Management Process

A strategy is a framework through which an organization can assert its vital continuity whilst managing to adapt to the changing environment to gain competitive advantage. Strategy is a mediating force between the organization and its environment; there are consistent streams of organizational decisions to deal with the environment (Mintzberg, 1994). According to Ansoff (2002), strategic management process is a systematic approach to the major and increasingly important responsibility of general management to position and relate the firm to its environment in a way which will assure its continued success and make it secure from surprises.

Gole (2005) proposes that strategic management is a process, directed by top management to determine the fundamental aims or goals of the organization, and ensure a range of decisions which will allow for the achievement of those aims or goals in the long-term, while providing for adaptive responses in the short-term. The three core areas of corporate strategy: strategy analysis, strategy development and strategy implementation. Strategic analysis deals with examining the environment within which the organization operates. Strategy formulation is concerned with determining where the organization is, where it wants to go and how to get there. It involves carrying out situation analysis that leads to setting of objectives. Vision and mission statements are crafted and overall corporate objectives, strategic business unit objectives and tactical objectives are also developed. Strategy implementation on the other hand is the process of allocating resources to support an organization's chosen strategies. This process includes the various management activities that are necessary to put strategy in motion

and institute strategic controls that monitor progress and ultimately achieve organizational goals. Strategy evaluation includes review of external and internal factors that are bases for strategies formulated, measuring performance and taking corrective action, if necessary. This is important as all strategies are subject to future modification depending on environmental turbulence (Robbins and Coulter (1996).

Porters (2007), five forces theory of strategic planning provides a framework that models an industry as being influenced by five forces. Porter assumed that companies, when implementing strategies, must do so within the framework of five forces; the force of suppliers, the force of buyers the force of substitute products, the force of new entrants and the force of competitive rivalry. The five-force model looks at the strength of the five distinct competitive forces, which, when taken together, determine long-term profitability and competition. The strategic business manager seeking to develop an edge over rival firms use this model to understand the industry context in which the firm operates (Porter, 2007). The “five forces” model can be used to help strategists better understand the competitive dynamics of their marketplaces and align their organization successfully against each of the forces. The model can also be used to assess the general attractiveness of a market place and to help strategists decide whether, where and how to compete in a market place.

Burkhart’s theory of strategic planning points out that strategic planning determines the company’s current position, where they want to go, how to get there and how they will know if they got there or not. Current position of the company can be assessed with the help of SWOT analysis. Strategic planning should respond to changing circumstances of

the environment in the best possible way. It can be described as externally oriented planning i.e. their own products and competitor products will be viewed from an outsider's point of view. Therefore setting goals is necessary and an approach must be developed to achieve these goals. There is no one perfect strategic planning model. Each organization has to develop its own model of strategic planning often by selecting a model and modify it (Burkardt, 2005).

Zyen theory of strategic planning defines strategy as a means by which organizations deal with risks and rewards in order to achieve their objectives. The values of strategy, planning and strategic planning are paramount to any organization. Organizational relationships with clients often begin with strategic planning. Many successful companies are those that plan. Therefore, organizations use strategy as a means of dealing with uncertainty (Zyen, 2009). On the other hand, McNamara (2009) indicates that strategic planning determines where an organization is going over the next year or more and how it is going to get there. According to his theory, the process of strategic planning is organization- wide, or focused on a major function such as a division, department or other major function. Planning typically includes several major activities in the process.

In setting strategic direction, planners carefully come to conclusion about what the organization must do as a result of the major issues and opportunities facing the organization. These conclusions include strategic goals the organization should achieve and the strategies to achieve the accomplishment. Goals should be designed and worded as much as possible to be SMARTER (McNamara, 2009). According to Hall (2004), strategic planning is an organization's process of defining its strategy, or direction, and

making decisions on allocating its resources to pursue this strategy, including its capital and people. Various business analysis techniques can be used in strategic planning, including SWOT analysis, PEST analysis, and EPISTEL analysis. According to this theory, strategic planning is the formal consideration of an organization's future course. All strategic planning deals with question like "what do we do", "For whom do we do it?" and "How do we excel?"

2.4 Strategy Implementation

Strategy Implementation is one of the important components of the strategic planning process. Chandler (1962) defined strategy as the determination of the basic long term goals and objectives of an enterprise and the adoption of action and the allocation of resources necessary for carrying out these goals. This means that strategy is about managing new opportunities. The strategy that is chosen should be one that optimizes the resources available in order to achieve organizational goals and objectives. Strategy implementation has been defined as "the process that turns implementation strategies and plans into actions to accomplish objectives" (Pride and Ferrell 2003, p.45). It addresses who, where, when, and how to carry out strategic implementation process successfully (Kotler et al. 2001).

Pride and Ferrell (2003) define strategy implementation as "the process of putting strategies into action". According to David (2003), both managers and employees should be involved in the implementation decision and adequate communication between all parties is important for successful implementation. Elements that require consideration during the implementation process include annual objectives, policies, resource

allocation, management of conflict, organization structure, managing resistance to change, and organizational culture (David 2003). In developing policies during the implementation process, methods, procedures, rules, forms, and administrative practices are established.

According to David (2003), strategies which are implemented within an organization should support the culture associated with the firm. The proposed strategy should preserve, emphasize, and enhance the culture, in accordance with the culture supporting the proposed strategy. Conflict management also plays an integral role within the implementation process. According to David (2003), the human element of strategic implementation plays a key role in successful implementation and involves both managers and employees of the organization. Both parties should directly participate in implementation decisions and communication plays a key role in ensuring that this occurs (David 2003). Business performance is influenced by this human element of strategic implementation. Through providing performance incentives to employees during the implementation phase, it is suggested that business performance will be positively influenced.

There are some commonly used models and frameworks such as SWOT, industry structure analysis and generic strategies for researchers and practicing managers, in the areas of strategy analysis and formulation in strategic management. By contrast, there is no agreed-upon and dominant framework in strategy implementation. Concerning this, Alexander (1991) has stated that: One key reason why implementation fails is that practicing executives, managers and supervisors do not have practical, yet theoretically

sound, models to guide their actions during implementation. Without adequate models, they try to implement strategies without a good understanding of the multiple factors that must be addressed, often simultaneously, to make implementation work.

Noble (1999), has further noted that: There is a significant need for detailed and comprehensive conceptual models related to strategy implementation. To date, implementation research has been fairly fragmented due to a lack of clear models on which to build. He argues that if a firm's strategy is implemented well, several benefits will be derived by an organization. These benefits include; Proper utilization of both financial and human resources and thus enhance organizational growth, development of efficient systems that will enhance coordination that would guarantee achievement of organizations goal and set targets, increased organizational impact due to improved organizational performance and also enable the organization have a clear focus and direction in its growth path and in the process attract competent and resourceful human resource base.

Successful strategy implementation requires strong leadership that enables allocation of resources, business process and policies that support the strategy. According to Atreya (2007), internal leadership is needed to drive strategy implementation process towards the right direction. What makes it even tougher to implement strategy is the varied range of activities that need to be performed and the varied skills needed to perform them. Just because the management has decided on strategy does not mean that subordinates will follow and cooperate in its implementation. A number of issues are involved including

vested interest; office politics, existing attitudes and ingrained practices all of which play a major role in strategy implementation (Atreya, 2007).

According to Bradford et al (2000), organizations seem to have difficulties in implementing their strategies, however. Researchers have revealed a number of problems in strategy implementation. The reasons for this are varied, but most hinge on the fact that strategy implementation is resource intensive and challenging (Gurowitz, 2007). None the less strategic planning remains a top priority among successful private universities based on the fundamental notion that an effective strategy offers unique opportunities for market differentiation and long-term competitive advantage. Based on this, many private Universities are now asking which are the best tools and methodologies to enable effective strategy implementation (Beer and Eisenstant, 2000).

2.5 Strategy Implementation Challenges

Strategic challenges are those pressures that exert a decisive influence on an organization frequently driven by the organizations future competitive position relative to other provisions. Strategy implementation is an enigma in many companies. According to Judson (1991), only one in every ten companies that do an effective job of formulating strategy and equally on effectively implementing it. For the rest, presumably, the well – crafted strategy is lost in the press of day- today tactical concerns or its left to languish in a report on the dusty book shelf of the chief executive officer CEO. Yet very few people would deny that, in today’s fast moving and fast changing business world, strategy, with its long- range perspective, is critical.

The most challenging issue in strategy implementation is lack of commitment and focus from the top management. This is undoubtedly a prerequisite for strategy implementation. Therefore, the top management must demonstrate their willingness to give energy and loyalty to the implementation process. Lower level managers and supervisors are seldom involved in strategy formulation. By making sure that these managers are part of the strategy process, their motivation towards the strategy implementation will increase and they will see themselves as an important part in the process. The involvement of middle managers also helps build consensus for the strategy. It takes good leadership to communicate and convince all employees about the benefits of new strategy. This is a major challenge in strategy implementation. It's not just a task for a few managers; in fact it is for the whole organizational team, right from the management team to the front line employees (Beer and Eisenstat, 2000).

Formulating appropriate strategy is not enough. For effective strategy implementation, the strategy must be supported by decisions regarding the appropriate organization structure, reward system, organizational culture, resources and leadership. Just as the strategy of the organization must be matched to the external environment, it must also fit the multiple factors responsible for its implementation (Bateman and Zeithaml, 1993, David, 1997). As was further observed by David (1997), successful strategy implementation must consider issues central to its implementation which include, matching organizational structure to strategy, creating a supportive organizational culture among other issues.

2.5.1 Organizational culture

Culture is a set of assumptions that members of an organization share in common (shared beliefs and values). Organizational culture helps in nurturing and dissemination of core values. Implementation of new strategy will be concerned with adjustments in the structure, employees, systems and style of doing things in order to accommodate the perceived needs of the strategy (Pearce and Robison, 2007). Wehrich and Koontz (1993) look at culture as the general pattern of behavior, shared beliefs and values that members have in common.

Culture can be inferred from what people may do and think within an organization setting. It involves the learning and transmitting of knowledge, beliefs and patterns of behavior over time. This means organizational culture is fairly stable and does not change fast. It sets the tone for the company and establishes rules on how people should behave. The top managers create a climate for the organizations and their values influence the direction of the firm.

2.5.2 Leadership and Management

Organizational structure on its own is not sufficient to ensure successful implementation of a strategy, effective leadership is required. Bateman and Zeithaml (1993) define a leader as one who influences others to attain goals. Leaders have a vision and they move people and organizations in directions they otherwise would not go. In a competitively chaotic environment, one essential contribution of a strategic leader is to provide and share a clear vision, direction and purpose for the organization (Thompson, 1997).

Leadership is the key to effective strategy implementation. The role of the Chief Executive is fundamental because a CEO is seen as a catalyst closely associated with and ultimately is accountable for the success of a strategy. The CEO's actions and the perceived seriousness to a chosen strategy will influence subordinate managers' commitment to implementation. The personal goals and values of a CEO strongly influence a firm's mission, strategy and key long term objectives. The right managers must also be in the right positions for effective implementation of a new strategy (Jones and Hill, 1997). Top management goodwill and ownership to drive the process is also critical to effective implementation of strategy. According to Thompson (1997), the strategic leader must direct the organization by ensuring that long term objectives and strategies have been determined and are understood and supported by managers within the organizations who will be responsible for implementing them.

2.5.3 Organizational Structure

Organizations should be structured in such a way that it can respond to pressure to change from the environment and pursue any appropriate opportunities which are spotted (Lorsch 1967). Thompson and Strickland (1980) notes that strategy implementation involves working with and through other people and institutions of change. It is important therefore that in designing the structure and making it operational, key aspects such as empowerment, employee motivation and reward should be considered. Structure according to Thompson (1997) is the means by which the organization seeks to achieve its strategic objectives and implement strategies and strategic changes.

Strategies are formulated and implemented by managers operating within the current structure. The structure of an organization is designed to breakdown how work is to be carried out in business units and functional departments. People work within these divisions and units and their actions take place within a defined framework of objectives, plans, and policies. Successful strategy implementation depends on a large part on how a firm is organized. Ohmae (1983) agrees that strategy and structure need to be matched and be supportive of each other in order to achieve objective set. The structure helps an organization identify its activities and the way in which it will coordinate them to achieve the firm's strategic objective. It also provides managers with a vehicle to exploit fully the skills and capabilities of the employees with minimal costs and at the same time enhance the firm's capacity to achieve superior efficiency, quality, innovation and customer responsiveness (Pearce and Robinson, 2002).

2.5.4 Resources and Capacity

According to Thompson et al (2007), effective strategy implementation depends on competent personnel and effective internal organizational systems. No organization can hope to perform the activities required for successful strategy implementation without attracting, motivating and retaining talented managers and employees with suitable skills and intellectual capital. As was reinforced by Cummings and Worley (2005), the task of implementing challenging strategic initiatives must be assigned to executives who have the skills and talent to handle and can be counted on to turn decisions and actions into results to meet established targets.

Without a smart, capable result-oriented management team, the implementation process ends up being hampered by missed deadlines, misdirected or wasteful efforts. Building a capable organization is thus a priority in strategy execution. High among organizational building priorities in the strategy implementation is the need to build and strengthen competitive valuable competencies and organizational capabilities. Training therefore becomes important when a company shifts to a strategy that requires different skills, competencies and capabilities.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter describes the proposed research design, the target population, sampling design, data collection instruments and procedures, and the techniques for data analysis.

3.2 Research design

The study adopted a survey research design. The survey was of Community units based in Bondo district. This study aimed at collecting data from many study units so as to compare units of study of various demographics regarding the research objective. Hence a survey was considered a most appropriate design to adopt in this study. According to Emory (1985), a survey is feasible when the population is small and variable and hence the researcher was be able to cover all the elements of the population. This method facilitated the drawing of inferences and will help in maintaining the continuity of the research process.

3.3 Target Population

The population of the study consisted of community units operating at Bondo district. According to the District focal person for community strategy, Bondo; there are 23 registered community units (Appendix III). The selection of the community units as the target population of the study was due to the critical role they play at the grassroots level in educating, mobilizing resources and being a major link between donors and the local

community. In addition, many of these community units play an important role in the management of people infected and affected by HIV/AIDS and many of government and donor funds are channeled through the same community units. As a result of the important role they play, it became important to study the factors affecting strategy implementation of these community units. There are 23 community units and all were studied as a census survey.

3.4 Data Collection

The study used primary data that was collected through self-administered questionnaires that consisted of structured questions made up of both open and closed ended questions that were designed to elicit specific responses for qualitative and quantitative analysis respectively. The study adopted purposeful sampling whereby the questionnaires were administered in the community unit offices and the researcher targeted respondents in the managerial level specifically the Community Health Strategy Focal Person, Joel Milambo and the community health extension workers. The researcher visited the target Community Unit offices and administered the questionnaires to staff in the respective positions. The respondents were privy to the process of developing and implementing the strategies. In addition, the questionnaires were made up of three sections namely: Introduction, strategy implementation and the factors affecting community strategy implementation in Community Units, challenges that the community units face in their implementation of the strategies.

3.5 Data Analysis

The data was analyzed by the use of descriptive statistics to summarize and relate variables which were attained from the administered questionnaires. The data was classified, tabulated and summarized using descriptive measures, percentages and frequency distribution tables while tables and graphs were used for presentation of findings. Before final analysis was performed, data was cleaned to eliminate discrepancies and thereafter, classified on the basis of similarity and then tabulated. This method of analysis was most desirable as it enabled the researcher to have an insight on the factors affecting community strategy implementation among Community units operating in Bondo district. In accomplishing all analysis details with efficiency and effectiveness, the researcher utilized the Statistical Package for Social Sciences (SPSS) software

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1 Introduction

The research objective was to determine the factors affecting community strategy implementation among community units in Bondo District. This chapter presents the analysis and findings with regard to the objective and discussion of the same. The findings are presented in percentages and frequency distributions, mean and standard deviations. A total of 23 questionnaires were issued out. The completed questionnaires were edited for completeness and consistency. Of the 23 questionnaires issued out, only 19 were returned. This represented a response rate of 83%.

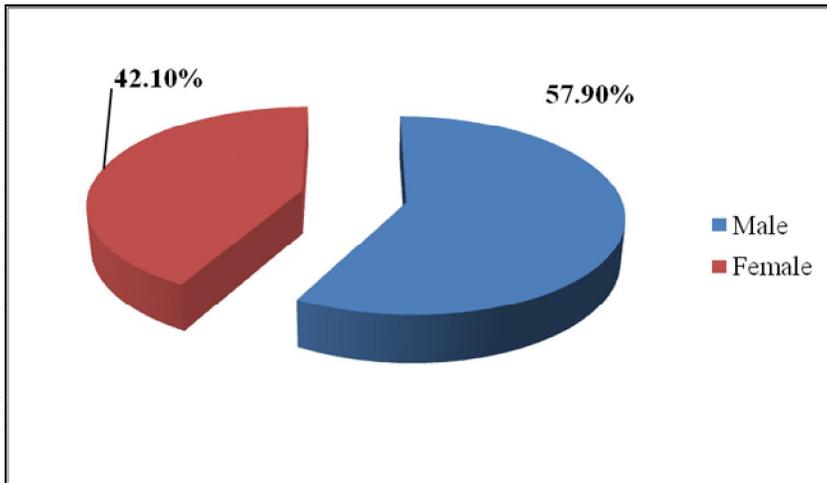
4.2 Demographic and Respondents' characteristics

The demographic information considered in this study included gender, age bracket, length of continuous service with the organization, duration of organization existence, number of employees and existence of other sub unit.

4.2.1 Respondents gender

The respondents were requested to indicate their gender.

Figure 4.1: Respondents gender



The findings on the gender of the respondents indicates that 57.9% were male while 42.1% were female. This indicates that most of the respondents were male.

4.2.2 Respondents age bracket

The respondents were asked to indicate the age bracket in which they belong.

Table 4.1: Respondents age bracket

Years	Frequency	Percent	Cumulative Percent
Under 30	6	31.6	31.6
31-40	11	57.9	89.5
41-50	2	10.5	100.0
Total	19	100.0	

The results on the age brackets of the respondent's shows that, 57.9% of the respondents were 31-40 years, 31.6% were under 30 years while 10.5% were between 41 and 50 years old. The results shows that most of the community based units are run by people of between 31 and 40 years.

4.2.3 Length of continuous service with the unit

The respondents were required to indicate the duration in which they have worked continuously in their respective community based unit.

Table 4.2: Length of continuous service with the unit

Years	Frequency	Percent	Cumulative Percent
Less than 2	5	26.3	26.3
2-5	12	63.2	89.5
6-10	2	10.5	100.0
Total	19	100.0	

The results shows that 63.2% of the respondents had worked in the organization for 2 to 5 years, 26.3% had worked for less than 2 years while 10.5% were between 6 and 10 years. The results indicate that most of the respondents had worked for more than two years and therefore they have sufficient knowledge regarding the factors affecting their organization strategy implementation.

4.2.4 Duration of community unit existence

The respondents were asked to indicate the duration in which the community unit has been in existence.

Table 4.3: Duration of community unit existence

Years	Frequency	Percent	Cumulative Percent
Under 10	12	63.2	63.2
11-15	5	26.3	89.5
16-20	2	10.5	100.0
Total	19	100.0	

4.2.5 Number of employees

The respondents were required to indicate the number of employees who work in their respective organizations.

Table 4.4: Number of employees

Years	Frequency	Percent	Cumulative Percent
Less than 10	7	36.8	36.8
11-15	8	42.1	78.9
15-20	4	21.1	100.0
Total	19	100.0	

On the number of employees currently working at the community units, 42.1% of the respondents indicated that 11 to 15 employees currently works in their organization, 36.8% said that they currently have less than 10 employees working in their organization while 21.1% of the respondents indicated that 15 to 20 employees currently works in the organization. The results indicates that all the units do not employ more than 20 employees currently indicating they are still establishing themselves and these is in tandem with the duration in which they have been in existence which is less than ten years and also the fact that all the units do not have a sub unit.

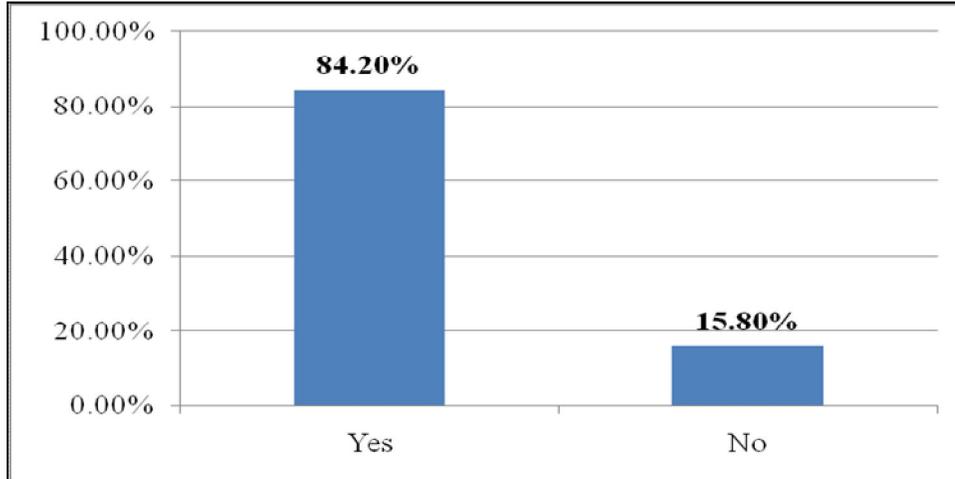
4.3 Organizational strategic process

Strategic management process is a systematic approach to the major and increasingly important responsibility of general management to position and relate the firm to its environment in a way which will assure its continued success and make it secure from surprises. The process is directed by top management to determine the fundamental aims or goals of the organization, and ensure a range of decisions which will allow for the achievement of those aims or goals in the long-term, while providing for adaptive responses in the short-term.

4.3.1 Mission and vision

The respondents were asked to state whether their community unit had the mission and vision statements.

Figure 4.2: Mission and Vision

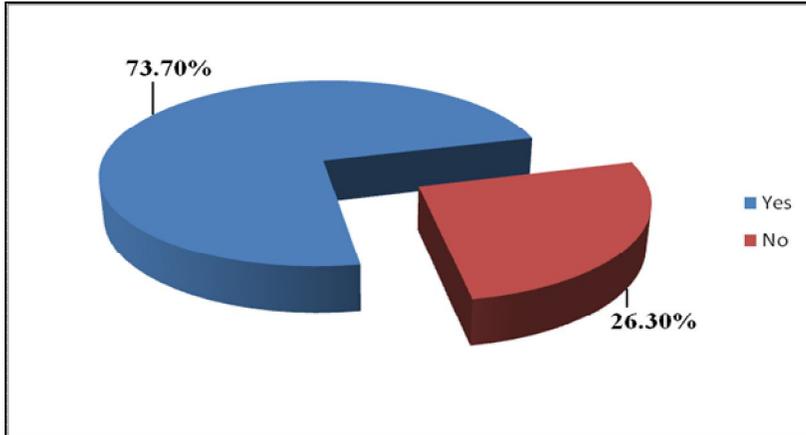


The findings from the study indicate that, 84.2% of the respondents said that their community unit had the mission and vision while 15.8% said their unit does not have the mission and vision. The findings indicate that most of the community units have a mission and vision which guides towards the achievement of their objectives.

4.3.2 Existence of strategic plan

The respondents were required to indicate whether their organization have a strategic plan. Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people.

Figure 4.3: Existence of strategic plan



The results regarding the existence of strategic plans in the community units indicates that 73.7% of the respondents said that their organization do have the strategic plan while 26.3% of the respondents said that their organization does not have a strategic plan. The results indicates that the community units have the strategic plans which guides them in the implementation of organization strategies.

4.3.3 Duration covered by strategic plan

The respondents were to indicate the duration covered by the strategic plans in the community units.

Table 4.5: Duration covered by strategic plan

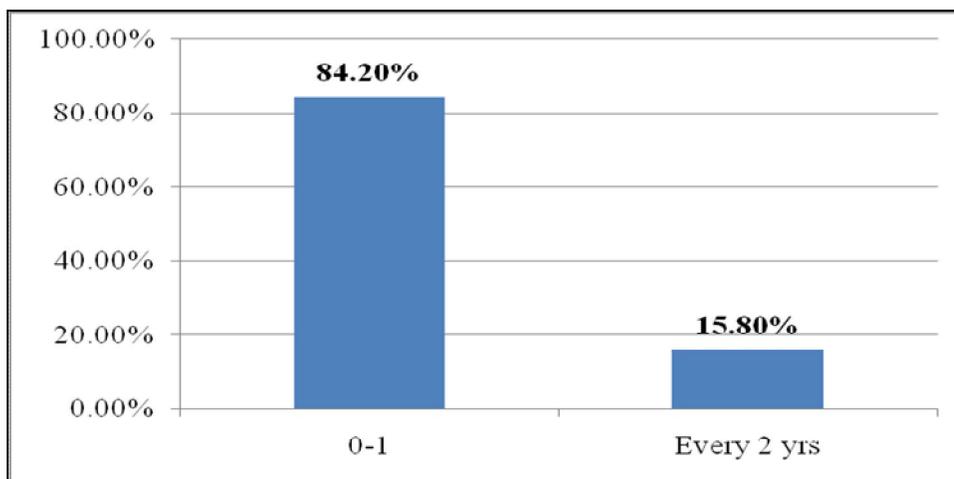
Years	Frequency	Percent	Cumulative Percent
0-2	9	47.4	52.6
3-4	4	21.1	63.7
None	5	26.3	100.0
Total	19	100.0	

The results in table 4.5 shows that 47.4% of the community units which have strategic plans indicated that their strategic plans covers less than two years, 26.3% had indicated that they do not have strategic plans while 21.1% indicated that their strategic plans covers 3 to 4 years. The findings indicate that the strategic plans covers different periods of time.

4.3.4 Review of strategic plan

The respondents were asked to indicate the duration it takes them to review their strategic plans.

Figure 4.4: Review of strategic plan



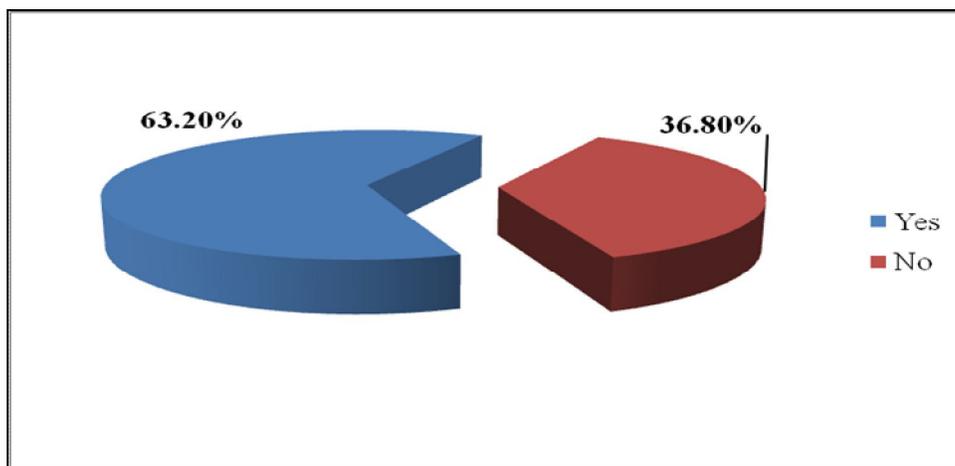
The findings indicates that, of the community units which have the strategic plans, 84.2% review their strategic plans within one year while 15.8% indicated that they review their strategy after every two years. The community units review the strategies in a shorter period so that they can change the plans in case they do not achieve the desired objectives. Strategic planning should be conducted in time to identify the organizational

goals to be achieved at least over the coming fiscal year, resources needed to achieve those goals, and funded needed to obtain the resources.

4.3.5 Training undertaken during strategy implementation

The respondents were asked to indicate whether training was undertaken during strategy implementation.

Figure 4.5: Training undertaken during strategy implementation



On whether training was undertaken during the process of strategy implementation, 63.2% of the respondents said they were trained while 36.8% indicated that they were not trained. Training of employees during the implementation of the strategy will enable them to understand the strategy and also what is expected of them during the process. However, some of the respondents indicated that they were not trained and therefore these will impact negatively on their performance.

4.3.6 Frequency of performance reviews

The respondents were required to indicate how the frequency with which they received feedback on organizations' strategy performance.

Table 4.6: Frequency of performance reviews

	Frequency	Percent	Cumulative Percent
Quarterly	17	89.5	89.5
Half yearly	1	5.3	94.7
Never	1	5.3	100.0
Total	19	100.0	

Feedback on performance varies from one organization to another, that is, 89.5% of the respondents receive feedback on their performance on quarterly basis, 5.3% half yearly and the other 5.3% have never received feedback. Quarterly feedback is preferred by majority of the organizations, since this will enable them to make necessary changes within reasonable time.

4.4 Strategy implementation challenges

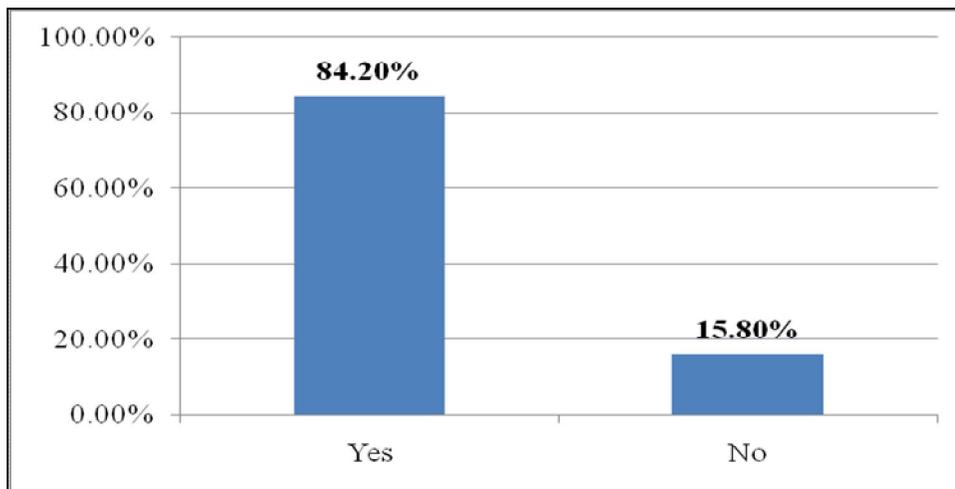
Strategic challenges are those pressures that exert a decisive influence on an organization frequently driven by the organizations future competitive position relative to other provisions. Strategy implementation is an enigma in many companies. Organizations have long known that, to be competitive, they must develop good strategies and to appropriately realign the organizational structure, systems, leadership behavior and

human resource policies. However, between ideal strategic alignment and implementation lie many challenges. Formulating appropriate strategy is not enough. For effective strategy implementation, the strategy must be supported by decisions regarding the appropriate organization structure, reward system, organizational culture, resources and leadership.

4.4.1 Community unit facing any challenge

The respondents were to indicate whether their organization faces any challenge during the strategy implementation.

Figure 4.6: Community unit facing any challenge



The findings on the challenges faced by the community units during strategy implementation was that, 84.2% of the respondents said they face challenges while 15.8% said they do not face any challenge. The results indicates that majority of the communities faces challenges when they are implementing their strategies and it is upon the management of the units to come up with strategies which counters the challenges.

4.4.2 Extent the challenges affected strategy implementation

The respondents were to give their opinion on the challenges affecting strategy implementation in their community units. The range was 'Not sure (1)' to 'most effect' (5). The scores of not sure/no effect have been taken to present a variable which had mean score of 0 to 2.4 on the continuous Likert scale; ($0 \leq S.E. < 2.4$). The scores of 'minimal effect' have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous likert scale: $2.5 \leq M.E. < 3.4$) and the score of some effect/most effect have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale; $3.5 \leq L.E. < 5.0$). A standard deviation of >1.1 implies a significant difference on the impact of the variable among respondents.

Table 4.7: Extent the challenges affected strategy implementation

	Mean	Std. Deviation
Resource Allocation	4.2632	1.1945
Organizational Structure	3.5263	1.0202
communication	3.9474	1.0259
Management Commitment	3.4737	1.1239
Change Management	2.8947	1.1496

The findings from the study were that the community units encounter all the challenges when they are implementing their strategies. However, the extent to which the challenges affect strategy implementation differs with the organization. The challenge which most

organizations encounter was resource allocation (mean 4.2632), communication (mean 3.9474), organizational structure (mean 3.5263), management commitment (mean 3.4737) while change management (mean 2.8947) though it affected strategy implementation, it was to a moderate extent. There was minimal variation among the respondents, an indication that they were all in agreement that the factors affects strategy implementation.

4.4.3 Organization practices

The respondents were to give their opinion on the extent to which community units practices the factors below. The range was ‘Strongly agree (1)’ to ‘strongly disagree’ (5). The scores of strongly agree/agree have been taken to present a variable which had mean score of 0 to 2.4 on the continuous Likert scale; ($0 \leq S.E. < 2.4$). The scores of ‘moderate extent’ have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous likert scale: ($2.5 \leq M.E. < 3.4$) and the score of disagree/strongly disagree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale; ($3.5 \leq L.E. < 5.0$). A standard deviation of >0.8 implies a significant difference on the impact of the variable among respondents.

Table 4.8: Organization practices

	Mean	Std. Deviation
The top managers create a climate for the organizations and their values influence the direction of the firm	3.9158	.8852
Employees are encouraged to think together	4.1368	.8719
All employees are involved in team playing and learning	3.8632	1.0975
Leadership is the key to effective strategy implementation in the organization	3.6842	.6710
Right managers must be in the right positions for effective implementation of organizations strategy	3.6842	.8852
Employee empowerment, motivation and reward are considered critical in the CBU in the implementation success	3.6842	.8200
Employee competencies and capabilities are critical factors in the success of the organizations strategy	3.5789	.6069

The analysis in table 4.8 above indicates that the respondents disagreed that all the practices were practiced in the community units as the employees are not encouraged to think together (mean 4.1368), the top managers does not create a climate for the organizations and their values influence the direction of the firm (mean 3.9158), all

employees are involved in team playing and learning (mean 3.8632), leadership is the key to effective strategy implementation in the organization (mean 3.6842), right managers were not in the right positions for effective implementation of organizations strategy (mean 3.6842), employee empowerment, motivation and reward are considered critical in the CBU in the implementation success (mean 3.6842) and that employee competencies and capabilities are critical factors in the success of the organizations strategy (mean 3.5789). There was minimal variation among the respondents as to the practice of the factors were not been practiced in the organization.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This is final chapter of the study. It provides a summary of the findings, conclusions and recommendations for policy and practice. The chapter also presents the limitations of the study and recommendation for further research.

5.2 Summary of Findings

In summary, the study found out that the respondents had sufficient knowledge about the organization for having worked in the community units for a period of over two years with some having worked for over six years and also due to the fact that all of the respondents were engaged in the day-to-day management and operations of its strategy implementation arm of the community unit and therefore they understand the challenges facing the CU in the implementation of their strategy. The community units have been in operation for different duration of time, although most of the community units have been in operation for less than ten years. The number of employees working in the CU varied and these could be attributed to the size in which the units serve the residents. Most of the community units have mission and vision which guides towards the achievement of their objectives.

The study shows that majority of the CU have a strategic plan which they considered extremely important since it outlines the organizations objectives, targets, means of

achievements and responsibilities. Majority of the CU review their strategic plans in less than two years and this could be in order to match the review with the accepted practice of the yearly review to match with the budget planning for the coming fiscal year. A slight majority of the respondents were trained on strategy implementation. It is apparent that training on strategy implementation is seen as tool to help the organization achieve its strategies. However, some of the respondents were not trained on strategy implementation hence the organizations may not be able to get the full benefits of strategy implementation. Most of the community units review their strategy performance on quarterly basis. The shorter period was preferred to enable them determine areas where targets are not being met and make the necessary adjustments.

In the pursuit of achieving implementation success of the organization strategies, the community unit has encountered a number of factors which has influenced the implementation of the strategy. The factors include; resource allocation, communication, organizational structure, management commitment, change management, some managers were not right to be in some positions for effective implementation of organizations strategies, there was no employee empowerment, motivation and reward being considered critical in the community units in the implementation success, employees were not encouraged to think together, employee competencies and capabilities were not critical factors in the success of the organizations strategy, not all employees were involved in team playing and learning and that the top managers do not create a climate for the organizations and their values influence the direction of the firm.

5.3 Conclusion

From the research findings and the answers to the research questions, some conclusions can be drawn about the study.

Strategy formulation and implementation process is very vital for the functioning of any organization. From the findings, it was established that some of the CU do not have the mission and vision which could act as guidance to the units when they are implementing their strategies. At the same time the CU, have strategic plans which covers a period of less than two years and they review it on yearly basis. In order for the CU to ensure successful implementation of strategy, the CU should ensure that they train their employees on how to implement the agreed strategies in the organization so that all of the employees can feel to be part and parcel of the process. The CU reviews its performance on quarterly basis thus allowing the management to determine areas where targets are not being met and therefore make the necessary adjustments.

The community units encounter challenges in the implementation of their strategies. The challenges include those posed by insufficient resources, organizational structure, communication, top management commitment, change management which take place in the organization, no employee empowerment, motivation and reward being considered critical in the community units in the implementation success, employee competencies and capabilities were not critical factors in the success of the organizations strategy, employees were not encouraged to think together, not all employees were involved in team playing and learning and that the top managers do not create a climate for the organizations and their values influence the direction of the firm.

5.4 Recommendations for policy and practice

Strategy implementation should not be viewed as a one-off process; the management should inculcate a practice of regular review and reference making of the strategic plan throughout its lifespan. Foremost, this study found out that some community units do not have the mission, vision and strategic plans and it is therefore recommended that the management of all the CU operating in the District should ensure that their organizations have a mission, vision and strategic plans so that they have what they can fall back to as guidance in order to ensure the success of the projects which they run.

Secondly, the study found out that training was not done by all the community units to the employees in order to equip them with the necessary skills to implement the strategies adopted. It is therefore recommended that all employees should be trained so that they all understand the purpose of strategies to be implemented, its benefits and how it will be implemented within the community unit. Finally the community units encountered various challenges when implementing the strategies and it is recommended that they should tackle the challenges which emanates from the organization first before venturing to solving the challenges caused by the operating environment as majority of the challenges revolves around the management of the community unit and therefore the management of the CU should not be an impediment to the implementation of strategy rather they should be at the forefront in ensuring that there is effective coordination and sharing of responsibilities in the community unit.

5.5 Limitations of the Study

The study was undertaken in one locality. It is therefore limited in scope and there is need to cover more than one region to establish whether the same challenges are faced.

In addition, the time constraint was the other limitation faced by the researcher and there is need of a more exhaustive research to be undertaken that will involve more finding and time coverage.

5.6 Recommendations for further research

The study confined itself to community units operating in Bondo District. This research therefore should be replicated in other community units operating in other Districts so to establish whether there is consistency among the community units on the challenges affecting the implementation of strategy.

A study should also be carried out to establish the capacity of government officials to implement strategies in consideration of the wide coverage and loss of control viz a viz those in the corporate world.

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APPENDICES

Appendix I: Cover Letter

Loise P. Oyugi

School of Business, University of Nairobi

P.O BOX 44145-00100, Nairobi

August, 2011

Dear Respondent,

I am a postgraduate student at the University of Nairobi, School of Business. I am carrying out research on “**Factors affecting implementation of government community strategy by community units in Bondo District of Kenya**”. This is in partial fulfillment of the requirement for the degree of Masters in Business Administration (Strategic Management) Degree program at the University of Nairobi.

This study uses community units as the survey variables as the case study from which you have been selected as one of the respondents. The success of this research substantially depends on your help and co-operation.

I hereby request you to respond to the questioner as honestly as possible and the best of your knowledge. The information provided will exclusively be treated with utmost confidence; neither your name nor any other details shall appear in my report.

Thank you in advance,

Yours sincerely,

Loise P. Oyugi

(Student)

Dr M. Ogutu

(Supervisor)

Appendix II : Questionnaire

The interview guide will seek to determine the factors affecting community strategy implementation among community units in Bondo district

PART A: DEMOGRAPHIC AND RESPONDENTS PROFILE

1. Name of CU:.....
2. What is your designation at the organization.....
3. Gender: male () Female ()
4. What is your age bracket? (Tick as applicable)
 - a) Under 30 years ()
 - b) 31 – 40 years ()
 - c) 41 – 50 years ()
 - d) Over 50 years ()
5. Length of continuous service with the organization?
 - a) Less than two years ()
 - b) 2-5 years ()
 - c) 6-10 years ()
 - d) Over 10 years ()
6. For how long has your organization been in existence?
 - a) Under 10 years ()
 - b) 11 – 15 years ()
 - c) 16 – 20 years ()

d) Over 20 years ()

7. How many employees do you currently have?

a) Less than 10 ()

b) 10 – 15 ()

c) 15 – 20 ()

d) Over 50 ()

8. Do you have any other sub unit? Yes () No ()

If yes, please give the actual number.....

PART B: Organizational Strategic Process

9. Does your institution have a mission?

Yes No

10. Does your institution have a Vision?

Yes No

11. Do you have a strategic Plan?

Yes No

12. How long does the strategic plan cover?

0- 2 years

3- 4 years

5 years and above

13. How often do you review your strategic plan?

0-1 year

Every two years

Every five years

14. Did you undertake training during the strategic implementation at your organization?

Yes

No

15. If the answer in question 14 above is yes then how would you rate the importance of the training during strategy implementation?

Helped a lot

Helped a little

Did not help at all

16. How often do you receive feedback on the organizations' strategy performance?

Quarterly ()

Half yearly ()

Annually ()

Never ()

PART C: Strategy Implementation Challenges

17. Do you think your CU is faced by any challenges during strategy implementation?

Yes

No

18. Please indicate to what extent the following challenges affected strategy implementation in your organization

[5 – most effect, 4- some effect, 3- minimal effect, 2- no effect, 1- not sure]

Challenges	[1]	[2]	[3]	[4]	[5]
• Resource allocation	[]	[]	[]	[]	[]
• Organizational Structure	[]	[]	[]	[]	[]
• Communication	[]	[]	[]	[]	[]
• Top management commitment	[]	[]	[]	[]	[]
• Change management	[]	[]	[]	[]	[]
• Other (specify)-----	[]	[]	[]	[]	[]

19. Please tick the number that best describes the extent to which your organization practices the following: (Use the scale below to tick the most appropriate response)

1) Strongly Agree, 2) Agree, 3) Moderate extent, 4) Disagree, 5) Strongly Disagree

		1	2	3	4	5
1	The top managers create a climate for the organizations and their values influence the direction of the firm.					
2	Employees are encouraged to think together					
3	All employees are involved in team playing and learning					
4	Leadership is the key to effective strategy implementation in the organization					
5	Right managers must be in the right positions for effective implementation of organizations strategy					
6	Employee empowerment, motivation and reward considered is considered critical in the CU in the implementation success.					
7	Employee competencies and capabilities are critical factors in the success of the organizations strategy					

Appendix III :Community Data Mapping

S/NO	Name of CU	Sub-location in which the CU is situated	CU link Health Facility	Names of CHEWS to attached to the CU	Sponsoring organization or Agency
1	Nyaguda	Nyaguda	Nyaguda	Steve Akello George Odeny	GAVI
2	Abom	Abom	Mawere	Everlyne Hitler Maxwell Awuondo	Access Uzima MCHIP
3	Ajigo	Ajigo	Gobei	Miriam Isiahiliza Judith Waswala	GAVI
4	Got Abiero	Got Abiero	Ouya	Phelistus Balam John Nacoele	Access Uzima MCHIP
5	Uyawi	Uyawi	Uyawi	Elizabeth Olang' Morine Ooro	Access Uzima MCHIP
6	Nyangóma A	Nyangóma A	Uyawi	Elizabeth Olang' Morine Ooro	Access Uzima MCHIP
7	Nyangóma B	Nyangóma B	Serawongo	Michael Rotich	Access Uzima MCHIP
8	Kapiyo	Kapiyo	Kapiyo	Stephen Ongoro Booker Ngoye	GAVI
9	Usenge	Usenge	Usenge/Nyenye	Esther Ochieng' Michael Omolo	GAVI
10	Mahanga	Mahanga	Mageta	Moses Oswago Dickson Mbede	Access Uzima MCHIP
11	Pala	Pala	Got Matar	Jane Oduar Jared Odhiambo	Access Uzima MCHIP
12	Othach	Othach	Got Matar	John Osewe Jane Oduar	Access Uzima MCHIP

13	Got Ramogi	Got Ramogi	Radier	Robert Kemoi Lucas Atandi Fredrick Odera	GAVI
14	Bar Kanyango	Bar Kanyango	Ulungo	Luke Kiptanui Everlyne Wesonga	GAVI
15	Usire	Usire	Kambajo	Rebecca Olendo Booker Ngoye	Plan K
16	East Migwena	East Migwena	Anyuongi	Millicent Atieno Duncan Momanyi	GAVI
17	West Migwena	West Migwena	Mabinju	Everlyne Shivachi George Odeny	ADS
18	Usigu	Usigu	Usigu	Walter Ongoro Douglas Malowa	GAVI
19	Bar Chando	Bar Chando	Gobei	Lucy wangari	Access Uzima
20	Nyamonye	Nyamonye	Ogam	Philip Goro Everlyne Wesonga	Access Uzima MCHIP
21	Mitundu	Mitundu	Mageta	Dickson Mbede Joshua Osore Moses Oswago	GAVI
22	Ndeda/Oyamo	Ndeda/Oyamo	Ndeda/Oyamo	Kennedy Ndiema	GAVI
23	Maranda	Maranda	Kambajo	Rebecca Olendo Booker Ngoye	GAVI