

**FACTORS INFLUENCING IMPLEMENTATION OF STRATEGIC PLANS: THE
CASE OF CARITAS, NYERI ARCHDIOCESE**

BY

KIMANI JANE NJOKI

UNIVERSITY OF NAIROBI
KIKUYU LIBRARY
P. O. Box 30197
NAIROBI

**A RESEARCH PROJECT REPORT PRESENTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE AWARD OF MASTERS OF ARTS
DEGREE IN PROJECT PLANNING AND MANAGEMENT, UNIVERSITY OF
NAIROBI.**

2012

DECLARATION

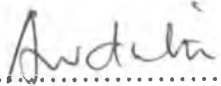
This is my original work and has not been presented for an award in any other university

Sign.......... Date.....4/08/12.....

Jane Njoki Kimani

L50/64975/2010

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

Sign.......... Date.....9-08-12.....

Mrs. Anne Ndiritu

Lecturer

University of Nairobi

College of Education and External Studies

DEDICATION

This research project is dedicated to my children who, by God's grace, have greater heights to climb than their mother had.

ACKNOWLEDGEMENTS

I express my sincere gratitude to the following people and organisations for assisting me to accomplish my goal of completing my Masters of Arts Degree:

My entire family for your prayers, encouragement and understanding when I could not make time for important family events. Special appreciation to my parents for supporting me all this time, I would not have come this far without you, you are the best parents one could wish for. I can not forget to thank my sister, Miriam and her family who did not withhold prayers, encouragement, emotional support and even opened their house any time need arose. May God bless you everyday.

My supervisor, Mrs. Anne Ndiritu for your guidance and help that has seen me this far. Thanks for your understanding and gentleness. May the lord bless you.

Prof. David Macharia for your inspiration throughout the course. I leave the University a better community developer and a social justice activist thanks to you. Our journey has just started.

The Director and the employees of Caritas, Nyeri Archdiocese for giving me an opportunity to conduct my research in your organization. Many organisations will not even listen to a researcher but you did. Thanks for creating time to respond to the questionnaires and for your support throughout the study. Special thanks to the Director, Fr. Boniface Mwangi for being encouraging, inspiring and willing to help all the time. Words cannot express my gratitude.

TABLE OF CONTENTS

	Page
DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENTS.....	iv
LIST OF TABLES.....	ix
LIST OF FIGURES.....	x
ABBREVIATIONS AND ACRONYMS.....	xi
ABSTRACT.....	xii
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background.....	1
1.2 Statement of the Problem.....	2
1.3 Purpose of the Study.....	3
1.4 Objectives of the Study.....	3
1.5 Research Questions.....	3
1.6 Significance of the Study.....	4
1.7 Assumptions of the Study.....	4
1.8 Limitations of the Study.....	4
1.9 Delimitations of the Study.....	4
1.10 Definition of Significant Terms.....	5
1.11 Organization of the Study.....	6
CHAPTER TWO: LITERATURE REVIEW.....	7
2.1 Introduction.....	7
2.2 Strategic Plan Implementation.....	7
2.2.1 Strategic Planning.....	7
2.2.2 Strategic Plan Implementation.....	8
2.2.3 Strategic Plan Implementation at Caritas, Nyeri Archdiocese.....	10
2.2.4 Need for Strategic Plans Implementation.....	11
2.2.5 Frameworks for Strategic Plans Implementation.....	12

2.3 Leadership in Strategic Plan Implementation.....	16
2.4 Communication in Strategic Plan Implementation.....	18
2.5 Control in Strategic Plan Implementation	19
2.6 Conceptual Framework for the Research.....	22
2.7 Summary.....	23
CHAPTER THREE: RESEARCH METHODOLOGY	24
3.1 Introduction.....	24
3.2 Research Design	24
3.3 Target Population.....	24
3.4 Sampling Procedure.....	24
3.5 Methods of Data Collection.....	25
3.6 Validity of Data Instruments	25
3.7 Reliability of Data Collection Instruments	26
3.8 Data Analysis.....	26
3.9 Ethical Considerations	27
3.10 Operationalization of Variables.....	27
3.11 Summary.....	30
CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION.....	31
4.1 Introduction.....	31
4.2 Questionnaire Return Rate.....	31
4.3 Demographic Characteristics of the Respondents	31
4.3.1 Distribution by the level of Management of the Respondent.....	31
4.4. Implementation of Strategic plan at Caritas, Nyeri Archdiocese	32
4.4.1 Knowledge of Existence of 2007-2012 Strategic Plan	32
4.4.2 Knowledge of Strategic Plan Contents	33
4.4.3 Knowledge of the Strategic Objectives	33
4.4.4 Extent of achievement of Objectives.....	34
4.4.5 Employees involvement in the Implementation	34

4.4.6 Establishment of Targets	35
4.4.7 Availability of Resources for the Implementation of the Plan	35
4.4.8 Implementation Framework Used	36
4.4.9 Availability of Implementation Committee.....	37
4.5 Leadership and Implementation of the Strategic Plan.....	37
4.5.1 Educational Qualification of Leaders Heading the Implementation	38
4.5.2 Consultation on Implementation.....	39
4.6 Communication and Strategic Plan Implementation	40
4.6.1 Dissemination of the Strategic Plan to All Employees.....	40
4.6.2 Frequency of Strategic Plan Dissemination Sessions	41
4.6.3 Sessions to Inform Employees of New Responsibilities	41
4.6.4 Methods Used to Communicate the Strategic Plan Implementation Progress	42
4.6.5 Communicating Challenges on Implementation	42
4.6.6 Ease of Access of Strategic Plan Document.....	43
4.7 Control and Strategic Plan Implementation.....	43
4.7.1 Policies Supporting the Implementation.....	43
4.7.2 Frequency of Measuring Implementation Against Targets	44
4.7.3 Frequency of Reporting the Progress of Implementation.....	44
4.7.4 Adjustment of the Strategic Plan Based on Feedback	45
4.8 Summary	45

CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS.....	46
5.1 Introduction.....	46
5.2 Summary of Findings	46
5.2.1 The Influence of Leadership on Strategic Plan Implementation	46
5.2.2 The Influence of Communication on Strategic plan implementation.....	46
5.2.3 The Influence of Control on Strategic Plan Implementation.....	46
5.3 Discussion.....	47
5.3.1 The Influence of Leadership in Implementation of Strategic Plan.....	47
5.3.2 The Influence of Communication in Strategic plan Implementation	47

5.3.3 The Influence of Control on Strategic Plan Implementation.....	48
5.4 Conclusion	48
5.5 Recommendations.....	49
5.6 Suggestions for Future Research	49
5.7 Summary	49
REFERENCES	50
LIST OF APPENDICES	59
Appendix 1: Introduction Letter	59
Appendix 2: Questionnaire for the Employees Caritas, Nyeri Archdiocese	60

LIST OF TABLES

Page

Table 3.1 Operationalization of Variables	28
Table 4.1: Distribution by levels of Management	31
Table 4.2: Distribution by Years of Experience	32
Table 4.3: Awareness of existence of the 2007-2012 Strategic Plan	32
Table 4.4: Knowledge of Strategic Plan Contents	33
Table 4.5: Knowledge of the Strategic Objectives	34
Table 4.6: The Extent to Which the Strategic Objectives have been Achieved	34
Table 4.7: Proportion of Employees Involved in the Implementation	35
Table 4.8: Establishment of Targets	35
Table 4.9: Availability of Financial Resources for the Implementation of the Strategic Plan	36
Table 4.10: Availability of Qualified Personnel for the Implementation	36
Table 4.11: Implementation Framework Used	37
Table 4.12: Availability of an Implementation Committee	37
Table 4.13: Qualification of Leaders Overseeing the Implementation	38
Table 4.14: Necessity of Experience in Strategic Plans	38
Table 4.15: Availability of Meetings for Consultation on Implementation	39
Table 4.16: Frequency of Consultation Meetings	39
Table 4.17: Attendance of Meetings by Leaders of Implementation	40
Table 4.18: Dissemination of the Strategic Plan to Employees	40
Table 4.19: Frequency of Sessions to Disseminate the Contents of the Strategic Plan	41
Table 4.20: Sessions to Inform Employees of their New Responsibilities	41
Table 4.21: Methods Used to Communicate Implementation Progress	42
Table 4.22: Methods Used to Report Challenges in the Implementation of Strategic Plan	42
Table 4.23: Ease of Accessing Strategic Plan Document	43
Table 4.24: Availability of Policies to Support Implementation of the Strategic Plan	43
Table 4.25: Frequency of Measuring Performance Against Targets	44
Table 4.26: Frequency of Reporting the Progress of Implementation	44
Table 4.27: Adjustment of the Strategic Plan Based on Feedback	45

LIST OF FIGURES

Page

Figure 1: Conceptual Framework for the Research22

ABBREVIATIONS AND ACRONYMS

BSC	Balance Score Card
Caritas	Caritas Nyeri Archdiocese
For Profits	Profit making organisations
NGOS	Non Governmental Organisations
SP	Strategic planning
USA	United States of America

UNIVERSITY OF NAIROBI
KIKUYU LIBRARY
P. O. Box 30197
NAIROBI

ABSTRACT

Strategic planning is a process an organization goes through to consciously position itself and its environment by proactively responding to opportunities and threats offered by the environment. Business organizations' interest in strategic plans implementation has grown in recent years. Competitive environment dominating both the profit and nonprofit sectors calls for strategic planning. Strategic plans formulation has been increasingly apparent, with organisations spending fortunes in the process. Challenges however continue being experienced when it comes to implementation of strategic plans. A solid strategic plan must accompany a successful implementation for organizations to prosper. It is no longer sufficient for organisations just to have the right strategic plan. This Research seeks to establish the factors that influence implementation of strategic plans. The objectives of the study are to establish how leadership, communication and control influence implementation of strategic plans at Caritas, Nyeri Archdiocese:

4 .

Literature on strategic plan implementation has been studied and presented. This includes literature on the strategic plan implementation globally as well as literature on strategic plans implementation at Caritas Nyeri Archdiocese. Literature on leadership, communication and control and their impact on strategic plans implementation has also been presented. A conceptual framework has been presented to show the relationship between the variables of the study.

This research adopted a descriptive survey design to study the factors that influence strategic plan implementation at Caritas, Nyeri Archdiocese. Simple Random Sampling method was used to select sample. The tools used for data collection are semi-structured questionnaires. Data was thereafter analyzed and presented using descriptive statistics.

The study established that the strategic plan was, to a large extent, implemented successfully. The leaders of Caritas Nyeri Archdiocese were committed to the implementation and had the necessary skills and experience. While most of the

employees were aware of the existence of the strategic plan, very few knew of its contents basically because sessions for communication of the content and staff roles in the plan implementation were non-existent or were far and in between. However, there was no feedback on implementation of the plan. Policies and performance targets to guide the implementation of the Strategic plan exist. However, performance was not measured against targets and many staff members did not know whether or not plan adjustments have been done based on feedback.

CHAPTER ONE

INTRODUCTION

1.1 Background

Strategic plans are a central concern for any organization. The business environment is changing forcing organizations to change in order to keep up with competition. Today most of executive managers of organizations, profit and non-profit, spend considerable resources formulating strategies aimed at achieving the objectives of their organizations. These strategic plans are meant to give organisations a comparative advantage over their competitors and/or increase the profitability.

Competition has not spared non profit making organizations. Donors are increasingly demanding that nonprofits have viable strategic plans as a condition grant offers. The number of nonprofits has increased without the requisite increase in the number of potential donors. The high number of nonprofits has led to a situation where the potential donors have to choose from a large pool of these nonprofits. As a result, non profits have been forced to compete for funding from donors. Today, nonprofit organizations are using strategic planning to help them anticipate and respond to the many challenges and opportunities that face them.

Successful strategic plan formulation however does not guarantee successful strategic plans implementation. Without execution even the most brilliant strategic plan is useless. Many times strategic plans once completed, often are left to gather dust on the shelves. The plan is either ignored or worse yet occasionally disseminated only externally as a kind of public relations tool, to prove that the organization is well managed, to get a grant, or to lure an unsuspecting donor. Eventually this approach damages the credibility of the organization with external constituencies and breeds cynicism among employees, volunteers, and others inside the organization. Many organisations, however, are willing to implement the plans when they are writing them but end up not implementing them.

Given the benefits of implementing well prepared strategic plans and the high number of organisations that fail in implementing good plans, the researcher felt the need to explore the factors that influence the implementation of strategies in non profit organisations. The Researcher sought to understand how leadership, communication and control affect strategic plans implementation by studying Caritas, Nyeri Archdiocese, a religious non profit making organization in Kenya.

1.2 Statement of the Problem

Strategic planning (SP) has received significant attention in recent times. Due to an increasingly competitive marketplace, organizations are recognizing that they can no longer merely react to issues as they emerge if they are to continue as leaders, or survive in the highly competitive market. They must anticipate future change rather than merely react to change. Organizations have to use their limited resources to continue to grow or to survive in the highly competitive market. NGOs too are increasingly finding themselves in complex situation characterized by: an unstable and insecure world leading to resources being diverted to fighting of terrorism, an increase in the number of NGOs without a proportionate increase in the number of donor organisations (Patel 2005) leading to competition for funding, and donor insistence that NGOS have strategic plans as a condition for funding. NGOs are left with no choice but to adopt strategic planning if they have to survive. NGOs are now, more than before, incurring huge budgets in strategic plan formulation. Survival of organisations however is dependent on strategic plan implementation and not formulation. Successful implementation may be the difference between success and failure, or between market leading and mediocrity.

Organisations however continue facing challenges when it comes to the implementation of the strategic plans. Many of them are aware of the benefits associated with successful implementation and are willing to implement but are still unsuccessful when it comes to the actual implementation of their strategic plans. A lot of resources have been spent on formulation of great strategic plans that were to give their owners a competitive edge, which unfortunately did not happen as the plans were either not implemented at all or were implemented partially. Many organisations do not even know whether their strategic

plans are implemented or not. Many organisations, including Caritas Nyeri Archdiocese, would be happy to know what they can do to make their strategic plan implementation efforts successful.

Many studies have been done to establish the factors that influence strategic plan implementations. The studies done have established many factors as being the causes or catalysts of strategic plans implementation; leadership, communication and control have been mentioned as some of these factors. This study seeks to contribute to implementation literature by studying the factors that influence implementation of strategic plans and specifically how leadership, communication and control influence implementation of strategic plans. This research will contribute to enhanced strategic plan implementation which many organisations are seeking and need either for survival or to be market leaders.

1.3 Purpose of the Study

The purpose of this study was to establish the factors that influence the implementation of strategic plans in Caritas, Nyeri Archdiocese.

1.4 Objectives of the Study

The objectives of this study were same:

1. To establish the influence of leadership on implementation of strategic plans at Caritas Nyeri Archdiocese.
2. To analyze the influence of communication on implementation of strategic plans at Caritas, Nyeri Archdiocese.
3. To discuss how control influences implementation of strategic plans at Caritas, Nyeri Archdiocese.

1.5 Research Questions

The research sought to answer the following questions:

1. To what extent does leadership influence strategic plans implementation in Caritas Nyeri, Archdiocese?

2. To what extent does communication influence strategic plans implementation in Caritas Nyeri, Archdiocese?
3. To what extent does control influence strategic plans implementation in Caritas Nyeri, Archdiocese?

1.6 Significance of the Study

This research will provide useful insights on factors that will influence the implementation of the next strategic plan. The results of the study will be useful in identifying the areas Caritas ,Nyeri Archdiocese needs focus on in order to ensure that the next strategic plan is implemented .This research will also be useful to other organisations as well as they implement their strategic plans. Finally, the study will be of use to researchers in the area of strategic plan implementation.

1.7 Assumptions of the Study

The study assumed that the respondents will respond to all the questions they are expected to, and be honest in their responses. The staff members were very cooperative as shown by a questionnaire's return rate of 92.5%.

1.8 Limitations of the Study

Time and cost were the limitations in this research. The researcher is a full time employee and has therefore to apportion the available time between this research and her job. The researcher is also financially challenged .The researcher overcame these limitations by choosing to study an institution that is near her work station thus lowering significantly the costs and the time required to conduct this research. The researcher had received help from Caritas Nyeri Archdiocese a director and senior programme officers in distributing the questionnaire to the employees.

1.9 Delimitations of the Study

The study was conducted in Caritas, in Nyeri Archdiocese. It studied how the strategic plan for the years 2007-2012 was implemented and the factors that influenced its implementation. The participants in the study was be the employees of Caritas Nyeri,

both the 45 permanent members and the 45 semi-permanent employees. Although there are many factors that influence strategic plan implementation, this research focused only on leadership, communication and control.

1.10 Definition of Significant Terms

The following are the definitions as used in this research:

Strategic Plan

A pattern or plan that integrates an organization's major goals, policies and action sequences into a whole. The crafting of strategic plans represents a commitment to pursue a particular set of actions in growing the business, attracting and retaining customers, competing successfully, conducting operations and improving the company's financial and market performance.

Implementation of Strategic Plans

Implementation means putting into action the 2008-2012 Strategic Plan. It is a process that turns strategic plan into action. It entails providing resources (people, time, and money), involvement of the entire organization, achievement of targets which in turns means achievement of objectives

Leadership

Availability of development coordinator and his deputy, human resources manager, project coordinators, monitoring and evaluation officers and Project managers who are knowledgeable and experienced in strategic plan implementation and are accessible for consultation and advice. They should also be committed to the implementation of 2008-2012 Strategic Plan.

Communication

It means availability and accessibility of information about the contents of strategic plan: its purpose, and how it will change the responsibilities of the employees. It includes

methods used to discuss the contents of 2008-2012 Strategic Plan, and to report the progress of its implementation.

Control

This entails availability of systems to monitor, evaluate, report and take corrective actions, as needed, to ensure that objectives will be met. Corrective actions means adjusting strategic plan as necessary based on the feedback acquired from monitoring and evaluation.

1.11 Organization of the Study

The study Project is organized in five chapters. Chapter One is the introduction and gives the back ground of the study. Chapter Two reviews the literature on strategic plan implementation and on how leadership, communication and control influence strategic plans implementation. It ends with a conceptual framework for the study. Chapter Three describes the research methodology which includes the research design, sampling methods, data collection methods and ends with an operationalization of variables table. Chapter Four describes the return rate of the questionnaires, the demographic characteristic of respondents and the analysis, presentation and interpretation of the findings from the field data collection. Lastly Chapter Five, which outlines a summary of the key outcomes from the study focusing on the issues emerging in relation to the study objectives. The chapter also presents discussions and recommendations made from the study, targeting the employees of Caritas Nyeri Archdiocese. The chapter presents conclusion of the study and identifies areas for future research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews strategic plan implementation literature. It also reviews literature on leadership, communication and control and how the three influence strategic plan implementation. Implementation frameworks are also discussed. The chapter ends by providing a conceptual framework for the study as Figure 1.

2.2 Strategic Plan Implementation

Section 2.2 discusses the dependent variable: strategic plan implementation including strategic plan implementation at Caritas, Nyeri Archdiocese. It studies literature on strategic planning under which strategic plan formulation, and implementation falls and ends by discussing strategic plan implementation frameworks.

2.2.1 Strategic Planning

Drucker (1974) has defined strategic planning as a process an organization goes through to consciously position itself and its environment by proactively responding to opportunities and threats offered by the environment while at the same time taking a long term perspective. As with any management tool, it is used to help an organization to focus its energy, to ensure that members of the organization are working toward the same goals, assess and adjust the organization's direction in response to a changing environment (Bryson, 1993).

Strategic plan has been defined by different authors in different ways. Louw and Venter (2006) defined strategic plan as the overall scheme for leveraging resources to obtain a competitive advantage. Andrews (1971) put forth a general definition of strategic plans as a pattern of major objectives, purposes, or goals and essential policies and plans for achieving those goals, stated in such a way as to define what business the company is in or is to be in, and the kind of company it is or is to be. Johnson and Scholes (2002) embrace both the resources and environment criteria by describing strategic plans as, the

direction and scope of an organization over the long term which achieves advantage for the organization through its configuration of resources within a changing environment, to meet the needs of markets and to fulfill stakeholder expectations.

Formulation of a strategic plan represents a managerial commitment to pursue a particular set of actions in growing the business, attracting and retaining customers, competing successfully, conducting operations and improving the company's financial and market performance. Thus a company's strategic plans is all about 'hows'- how the management will grow the business, how it will build loyal clientele and out compete its rival, and how each piece of business will function, how performance will be boosted . In most industries, companies have freedom to choose the "hows" of strategic plans. Some rivals choose to improve their performance and market standing by lowering their costs than rivals, while others pursue product superiority or personalized customer care services, or developing customers of competencies and capabilities that rivals can not match (Thomson et al 2007)

2.2.2 Strategic Plan Implementation

Noble reveals that there is no one universally accepted meaning of implementation (Wernham 1985). Some of the definitions include: Hrebiniak and Joyce, (1984) who view strategic plan implementation as a process by which large, complex, and potentially unmanageable strategic problems are factored into progressively smaller, less complex, and hence more manageable proportions. Miller *et al*, (2004) view strategic plan implementation as all the processes and outcomes which accrue to a strategic decision once authorization has been given to go ahead and put the decision into practice' Noble defines strategic plans implementation as 'communication, interpretation, adoption, and enactment of strategic plans' (Noble, 1999:1). Kotler defines it as a process that turns plans into action assignments and ensures that such assignments are executed in a manner that accomplishes the plan's stated objectives (Kotler, 1994).

Inspite of most of definitions on strategic plan implementation being rather general in nature, most researchers define implementation as a process by which the formulated

strategic plans are to be implemented. The most common view on strategic plans implementation is that it is a relatively straightforward operationalisation of a clearly articulated strategic plan' as argued by Noble (1999). How this operationalization is to be done, or how this process can be characterized remains largely unspecified.

Strategic plan formulation has been widely regarded as the most important component of the strategic planning process, more important than strategic implementation. However, recent research indicates that strategic plans implementation, rather than strategic plan formulation alone, is the key requirement for superior business performance (Holman 1999; Flood et al 2000; Kaplan and Norton 2000). Implementing strategic plans throughout the organization is even more difficult. Thompson and Strickland (2003) have stressed that the strategic plan implementing is the most complicated and time-consuming part of strategic planning. In addition, there is growing recognition that the most important problems in the field of strategic planning are not related to strategic plans formulation, but rather to strategic plans implementation (Flood et al. 2000), and that the high failure rate of organizational initiatives in a dynamic business environment is primarily due to poor implementation of new strategic plans. A study by Sterling (2003) showed that only 30% of strategic plans are properly implemented by companies. Sterling thereafter concluded that it is not easy to implement strategic plans (Sterling 2003). Bigler study (2001) showed 90 percent of formulated strategic plans of firms in the USA and Europe are not implemented on time and with the intended results.

Unfortunately, strategic plans, no matter how expensively prepared they are, will be useless unless well implemented. Hambrick and Cannella (1989) states that without successful implementation, a strategic plan is but a fantasy. Due of the reported high failure rate, strategic plans implementation appears to be a difficult organizational issue. A reason for this difficulty may be that strategic plans implementation is a multifaceted and highly complex organizational phenomenon (Wernham, 1985; Noble, 1999). Given the importance of strategic plans implementation to organizational performance whether profit making or not for profit, its complexity, and high failure rate, implementation

should be a topic of high interest for scholars and managers with implementation responsibilities (Flood *et al.*, 2000).

The field of strategic planning has traditionally focused on strategic plans formulation to the detriment of strategic plans implementation (Hrebiniak and Joyce, 1984; Thomas, 2002). Research has placed emphasis on the formulation of strategic plans when the real challenge is argued to lie in implementation (Rapert *et al.*, 2002). However, Strategic plans implementation has received increasing attention in literature in the recent past (Alexander 1991; Grundy 1998; Noble 1999; Beer and Eisenstat 2000; Flood et al. 2000; Kaplan and Norton 2000). Research has shown that even though many organisations incur a huge amount of resources in terms of money and time, very few companies implement these strategic plans.

2.2.3 Strategic Plan Implementation at Caritas, Nyeri Archdiocese

Caritas, Nyeri Archdiocese is a faith based non-profit making organization. Caritas Nyeri was started by the social justice arm of the Catholic Archdiocese of Nyeri in 1993. Caritas Nyeri implements programmes under four thematic areas: Water and Sanitation, Livelihoods, Advocacy, and Health. Each of these programmes has at least three projects. Projects are headed by programme coordinators who are assisted by teams of project officers. Caritas Nyeri Archdiocese has its offices in Nyeri, and two satellite offices in Nanyuki town. Caritas has a human capacity of 45 full time employees and 45 part time employees.

Caritas Nyeri Archdiocese is funded by donors; mostly Catholic churches, Catholic based organisations, foundations all over the world, and other major donor who work within the four thematic areas. Caritas Nyeri also partners with many international institutions implementing projects within Nyeri, Laikipia and Nyahururu. The Catholic Church largely influences major decisions made by Caritas Nyeri including strategic plans formulation and implementation. Caritas Nyeri Archdiocese is managed by a 13 member management board.

Since its inception, Caritas Nyeri has implemented two Strategic Plans. The first one ran between 2002 and 2007 and the second one from 2008 to 2012. The second strategic plan formulation process was conducted through participatory and structured workshops that involved Caritas Nyeri Staff, selected representatives of the clergy and a professional facilitator consultant. Group discussions and work sessions, presentations and plenary discussions, references to national and regional materials and inputs from the consultant facilitator were the main approaches in the workshops. As Caritas Nyeri prepares Caritas is the process of formulating a strategic plan for the period 2013-2017.

2.2 4 Need for Strategic Plans Implementation

Research indicate that strategic plans implementation has a substantial positive impact on organizational performance (Hrebiniak and Joyce, 1984), is crucial to organizational effectiveness (Sproull and Hofmeister, 1986) to the functioning of an organization (Schilit, 1987) and is an essential factor in the formula for success of any business or organization (Noble, 1999). The successful implementation of strong and robust strategies will give any organization a significant competitive edge (Giles, 1991), especially in industries where unique strategies are difficult to achieve (Noble, 1999).

Formulation of a strategic plan represents management's commitment to pursue a particular set of action in growing the business, attracting and satisfying customers, competing successfully, conducting operations and improving a company's financial and market performance. A clear and logical strategic plan is management roadmap to competitive advantage, to satisfying customers and improving financial performance (Porter 1996). Among all the management functions, none affects company's ultimate success or failure than how well the management charts the company's direction and develops approaches that ensure that the plan is realized (Thomson, Strickland and Gamble 2008.) Whether a company loses or wins in the market place is directly attributable to the quality of the company's strategic plan and the quality of the implementation of the plan (Miller et al 2002).

Strategic plan implementation is even more important in turbulent times. The environment in which public and private organizations operate is increasingly dynamic or even turbulent. In turbulent environments, the ability to implement a new strategic plan quickly and effectively may well mean the difference between success and failure for an organization (Drazin and Howard 1984; Hauc and Kovac, 2000). Even slight delays can prove critical in highly competitive and dynamic environments.

Nonprofits have not traditionally been thought of as organizations that needed to be competitively oriented. Unlike for-profit businesses, which compete for customers and whose very survival depends on providing services or products to satisfied, paying clients, many nonprofit organizations operate in a non-market, or grants, economy – one in which services may not be commercially viable. The environment has changed. Nonprofits are finding that their very success is encouraging others to enter the field and compete for grants; and grant money and contributions are getting harder to come by, even as need and demand increase. Many foundations and government agencies demand that nonprofits have a viable strategic plan as a condition of a grant or contract. This trend – increasing demand for a smaller pool of resources, requires today's nonprofits to rethink how they do business, to compete where appropriate, to avoid duplicating existing comparable services, and to increase collaboration, when possible. Non-profit organizations have started to adopt business-like techniques (Goerke , 2003) used in the for-profit sector as they are becoming increasingly confronted with market pressures typical of for-profit organizations, like competition for funding and the need to earn money to fulfill their mission (Andreasen and Kotler, 2003; Alexander and Weiner, 1998;). Today nonprofit organizations are trying to use strategic planning to help them anticipate and respond to the many challenges and opportunities looming on the horizon. This therefore means that both profit and nonprofits have to work at creating strategic plans and work on implementing them for their own survival.

2.2.5 Frameworks for Strategic Plans Implementation

Implementing a strategic plan entails figuring out all the hows -the specific techniques, actions, and strategies needed for the smooth strategic plans supportive operation- and

then following to ensure that these things are done. The idea is to make things happen and make them happen right. The management handling implementation may be considered successful if and when the company achieves the target performance and shows a good progress in making its strategic vision a reality. The specific how's of executing a strategic plan always have to be customized to fit the particulars of a company's situation. There is no one way of bringing the desired changes for all organizations at all times; people may prefer one approach to another in implementing a strategic plan based on their organization's situation (Thomson, Strickland and Gamble 2007). Researchers have identified many factors that influence strategic plans implementation.

These factors include leadership, communication, control, organizational structure, culture. Frameworks have been developed which include either one or most of these factors. Implementation requires a guide, and without one implementation becomes confusion. Without guidance people do what they think is important, often leading to uncoordinated, divergent, and even conflicting decisions and actions. Having a framework often enhances execution success and not having one leads to failure or frustration (Kaplan and Norton 2003, Okumu 2003, Noble 1999). Many frameworks have been developed to assist in implementation of strategic plans some being custom made for non profit making organizations. Some of the frameworks available for non profits include:

The Balanced Scorecard (BSC) developed by Kaplan and Norton (1992).It has become a very popular tool for strategic plans implementation, performance measurement and strategic tool because it incorporates both lag and lead performance measures. Balance score card may be defined as a strategic planning and management system used to align business activities to the vision statement of an organization'. Balanced Scorecard attempts to translate the sometimes vague, pious hopes of a company's vision/mission statement into the practicalities of managing the business better at every level. (Kaplan 2003)Kaplan and Norton,(1996 b) claim that the balanced score card provides a framework for managing the implementation of strategic plans while also allowing the

strategic plan itself to evolve in response to changes in the company's competitive market and technological environment.

The original balanced scorecard formulation, which most companies use today, was organized around four perspectives that were given these labels: financial, customer, business processes and learning and development (Atkinson 2006). The initial Balance Score Card could not be implemented without difficulties in non profit organisations. Non profits needs are, among others, assessing whether its clients needs are being met as opposed to for profit organisations whose focus is increasing profitability. Kaplan and Norton's Balanced Scorecard has been modified to fit the non profits. (Kaplan 2003). The original four perspectives were tailored to better match nonprofit organizations' special features. Thus, several modifications were made. The financial perspective at the top of the original Balanced Scorecard was replaced with the organizations' mission and objectives. Placing mission and objectives at the top of the scorecard means a focus on outcomes, that the organizations are supposed to accomplish, rather than on the activities. The activities are seen as tools to help in creating impact on mission and objectives (Kaplan and Norton 2003).

However the balanced score card approach received criticism to the effect that, "The effective integration of the balance scorecard with strategic control systems remained a potentially significant inhibitor to successful strategic plans implementation" (Atkinson 2006). Atkinson (2006) found that this inhibition was caused by a lack of a relationship between the balanced scorecard model and the various budgeting systems clearly indicated a need for further empirical research. In response to the criticisms on the balanced score card, Kaplan and Norton produced further work on it resulting in a book, "Strategic plan Maps: Converting intangible assets into tangible outcomes" (Kaplan and Norton 2004). Kaplan and Norton (2004) realized that executives wanted to apply the system to solve the problem associated with how to implement new strategic plans. The second criticism is about the top management's involvement. The balance score card has also been criticized for its top-down approach which limits the participation from lower levels management. It means that the contribution is manipulated by the top level

management. (Nooreklit 2000) The technique has also been criticized for not giving much emphasize on many explanation of the problems in strategic plan implementation which involving conflicts and power struggles among interest groups, organizational culture, resource allocation and trainings. It is just looking deep inside into the strategic plans implementation (Okumu 2003).

Macmillan Matrix is another matrix that organisations can use to implement their strategic plans. The MacMillan Matrix was specifically designed to help nonprofits assess their programs. The matrix is based on the assumption that duplication of existing comparable services (unnecessary competition) among nonprofit organizations can fragment the limited resources available, leaving all providers too weak to increase the quality and cost-effectiveness of client services.(Mac Millan 1983)The matrix assumes that trying to be all things to all people can result in mediocre or low-quality service; instead, non profits should focus on delivering higher-quality service in a more focused (and perhaps limited) way. The matrix therefore helps organizations think about some very pragmatic questions: whether they are the best organization to provide the service, competition is good for their clients, they are spreading too thin, without the capacity to sustain themselves, and whether they should work cooperatively with another organization to provide services.

The Okumu's (2003) strategic plan implementation framework is meant to assist organizations with strategic plan implementation during complex times of non-equilibrium and non-coherence (Okumus 2003) A state of non – equilibrium and non – coherence occurs when there is no stability in an organization due to changing business environment. This is the practical challenge faced by leaders and managers, namely implementing a dynamic approach to strategic plan formulation and implementation during times of change. Okumus strategic plan implementation framework gives guidelines on how to carry out strategic plans implementation processes and connect the linking implementation factors appropriately (Okumu 2003).

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

There are important similarities among the implementation frameworks in terms of the key factors forwarded and the assumptions made. The overriding assumption of these frameworks is that multiple factors should be considered simultaneously when developing and implementing a strategic plan.⁴In the remaining part of chapter two, we will examine literature on how leadership, communication, and control their influence strategic plan implementation.

2.3 Leadership in Strategic Plan Implementation

Leadership is widely described as one of the key drivers of effective strategic plans implementation (Noble 1999; Collins 2001; Thompson and Strickland 2003; Kaplan and Norton 2004; Pearce and Robinson 2007; Hrebiniak 2005). Lack of leadership has been identified as one of the major barriers to effective strategic plans implementation (Alexander 1985:91–97; Beer and Eisenstat 2000; Kaplan and Norton 2004; Hrebiniak 2005, Alexander (1985).

Strategic leadership is defined as “the leader’s ability to anticipate, envision, and maintain flexibility and to empower others to create strategic change as necessary (Hitt et al 2007). Leadership is multifunctional, involves managing through others, and helps organisations cope with change that seems to be increasing exponentially in today’s globalized business environment (Huey 1994 ,Pearce and Robinson (2011) have defined

leadership as the process and practice by key executives of guiding and guiding people in an organization towards a vision over time and developing that organization's future leadership.

The leaders have the responsibility of selling the strategic plan to the rest of the organization and thus ensuring the buy in of the strategic plans. Some of the managers may be skeptical about the merits of the strategic plans, seeing it as contrary to the organisations interests, unlikely to succeed or threatening to their careers. It is the responsibility of the managers to explain to their subordinates the need for the strategic plan in a manner that will secure the buy in, enthusiasm and commitment of all the concerned parties. (Thomson et al 2007).

Recent researches have established that, top executive's main role is to make sure the smooth procedure of the implementation and furthermore to communicate successfully the strategic plan; reasons for it and the changes it brings. Karami (2005) recommends that the top management team should incorporate middle management in strategic plans formulation and/or efficiently disseminates objectives and strategies through the management structure in order to enhance implementation.

The leaders also play the role of ensuring that the strategic plan is understood by all the members of the organization. Different employees may interpret the new strategic plan differently or have different ideas about what internal changes are needed to execute it. The leadership is required to clear doubts and disagreements by giving the correct interpretation and assurance. The middle and the low level managers are responsible for initiating and supervising the execution process in their areas of authority as well as getting the subordinates to continuously improve on how the strategic plan's critical activities are being performed and in producing operating results that allow company's performance targets to be met (Thomson et al 2007). The leaders should lead the process of making corrective adjustment. Their role is two fold here: Deciding what adjustments to make when a company strategic plan is not making progress, and stepping forward and push for corrective actions (Pearce and Robinson 2011).

2.4 Communication in Strategic Plan Implementation

Based on interviews with 21 presidents and 25 governmental agency heads, Alexander (1985) points out that communication is mentioned more frequently than any other single item promoting strategic plans implementation. The content of such communications includes clearly explaining what new responsibilities, tasks, and duties need to be performed by the affected employees. It also includes the why behind changed job activities, and more fundamentally the reasons why the new strategic decision will be made. It also informs all employees about the content, meaning of, and reasons for the new strategic plan. However, they should not only inform the employees, they should also leave room for questions from and discussion with the affected employees.

Throughout the implementation process, communication should flow bottom-up to allow management to monitor the implementation process and determine whether changes to the approach are needed (Neilson et al, 2008; Beer et al, 2000; Hambrick et al, 1989; Alexander, 1985). Top down communication is also necessary; It has been found that the people who work for an organization normally need effective communication for supervision of employees to ensure that they are performing the tasks they are expected and in the manner they are supposed to, and to collect feedback from the implementers. (Klein and Ritti 1985). Velliquette and Garretson (2002) state that communication and shared understandings play an important role in the implementation process. In particular, when vertical communication is frequent, strategic consensus (shared understanding about strategic priorities) is enhanced and an organization's performance improves. They explore vertical communication linkages as a means by which strategic consensus and performance can be enhanced.

Strategic plans have to be demonstrated to the people through regular and effective communication channels. If a person does not understand what has to be done, then he/she cannot own the process and will thus not be able to deliver since no one can apply what they do not properly understand (Sterling 2003). Klein (1996) suggests that organizations can formulate their communication strategies around the Kurt Lewinian model incorporating the unfreezing stage, changing stage and the refreezing stage. The

primary objective of the unfreezing stage is to prepare organizational participants for change by giving them information on what is going to happen and why (Klein 1996). At this stage the content of the communication is characterized by explanations, rationales and reassurances.

Implementation of a strategic plan can also be monitored and controlled if the specifics have been effectively communicated however this should take place before the monitoring and controlling process is effected. The desired results can never be achieved if they are not effectively monitored for performance and the personnel directly involved with implementation must be held accountable (Sterling 2003). Rapert and Wren (1998) found that organizations where employees have easy access to management through open and supportive communication climates tend to outperform those with more restrictive communication environments (cited in Rapert et al 2002).

The translation of vision into clear targets makes it possible to understand the strategic plans by the employees at all the organization levels. The understanding, in turn, is the necessary condition for obtaining commitment. The employees must believe that the company is able to reach the intended targets. It is also worth mentioning that the employees must be sure that they can reach the objective by themselves. It makes them easier to understand the way their everyday work contributes to the performance of the strategic plans when the company targets become, in their opinion, viable (Beer and Eisenstat 2000).

2.5 Control in Strategic Plan Implementation

Control may be defined as management process of systematically and continuously checking to determine whether the premises upon which the strategic plans are based are still valid. Strategic control is necessary to steer the firm through changes in the environment and the firm's internal situation during the implementation of the strategic plans. (Pearce and Robinson 2011) .Control is the facilitation of feedback and learning (Ittner and Larcker 2005).

Control should provide accurate and timely information on organizational performance to ensure correct decision-making by managers. (Hill et al 2009). Strategic control systems are the formal target-setting, measurement, and feedback systems that allow strategic managers to evaluate whether a company is achieving superior efficiency, quality, innovation, and customer responsiveness and implementing its strategic plans successfully. (Hills and Jones 2007) Control systems in an organization provide incentives and motivation to management and other employees to pursue the right activities towards achievement of organizational goals. On the other hand, control systems facilitate monitoring and evaluation of performance and progress on strategic goals. This enables managers to take action to, if necessary, adapt and strengthen the organization's business model. To allow managers to respond to unexpected events, the control system has to be flexible.

The monitoring of strategic plans performance progress is influenced by the specific nature and definition of measures, reporting system quality and strategic plans process review characteristics (Kaplan and Norton 2005). When designing an effective control system, an organization first determines the targets against which performance will be measured. Control systems should be designed at all levels in the organization, and targets have to be fit to the activities that the employees are responsible for. Moreover, it should be determined, which behavior is rewarded, and how these rewards relate to performance. These behaviors are measured with the control systems. Next, the organization should create means for measuring and monitoring performance. Then, performance can be compared with the established standards to evaluate whether action should be taken to better pursue attainment of strategic goals (Hill et al, 2009).

Picken and Dess (1997) stress the need to constantly monitor changes both within the firm and in the competitive environment and to adapt both goals and strategies to the changing realities. Mintzberg (1994) argues that the critical aspect of the strategic plans must be taken into consideration, which is the activity of assessing whether strategies were realized, whether intended or not. He further suggests that strategic plans must satisfy four broad criteria:

1. Consistency. The strategic plans must not present mutually inconsistent goals and policies.
2. Consonance. The strategic plans must represent an adaptive response to the external environment and to the critical changes occurring within it.
3. Advantage. Strategic plans must provide for the creation and/or maintenance of a competitive advantage in the selected area of activity.
4. Feasibility. The strategic plans must neither overtax available resources nor create

A strategic plan must be evaluated against each of these criteria; if it fails to meet one or more of them, the strategic plan is flawed.

Lack of control and monitoring of strategic plans performance progress, lack of consistency in monitoring and lack of support of the staff in its performance are barriers to strategic plan implementation. The monitoring of strategic plans performance progress is influenced by the specific nature and definition of measures, reporting system quality and strategic plans process review characteristics. Their main task is to provide information on the progress and results of strategic plans performance (Kaplan and Norton 2005)

The management needs to ensure that the parameters to be measured are minimal and reasonable. The measurement of numerous parameters creates the excess of information, the absorption whereof being impossible for the managerial staff. This leads to decision incapability on the issued playing the major role in effective strategic plans performance. It means that directing towards the measurement of what is important as well as the preliminary analysis of results and distinguishing the most significant questions at the expense of those of lesser importance for the strategic plan and its performance. The inappropriate review of strategic plans is another reason for failure to perform it. The operating issues absorb a significant part of the managers attention, pushing the strategic actions towards the background (Rafoni 2008)

2.6 Conceptual Framework for the Research

Figure presents the conceptual framework for the study.

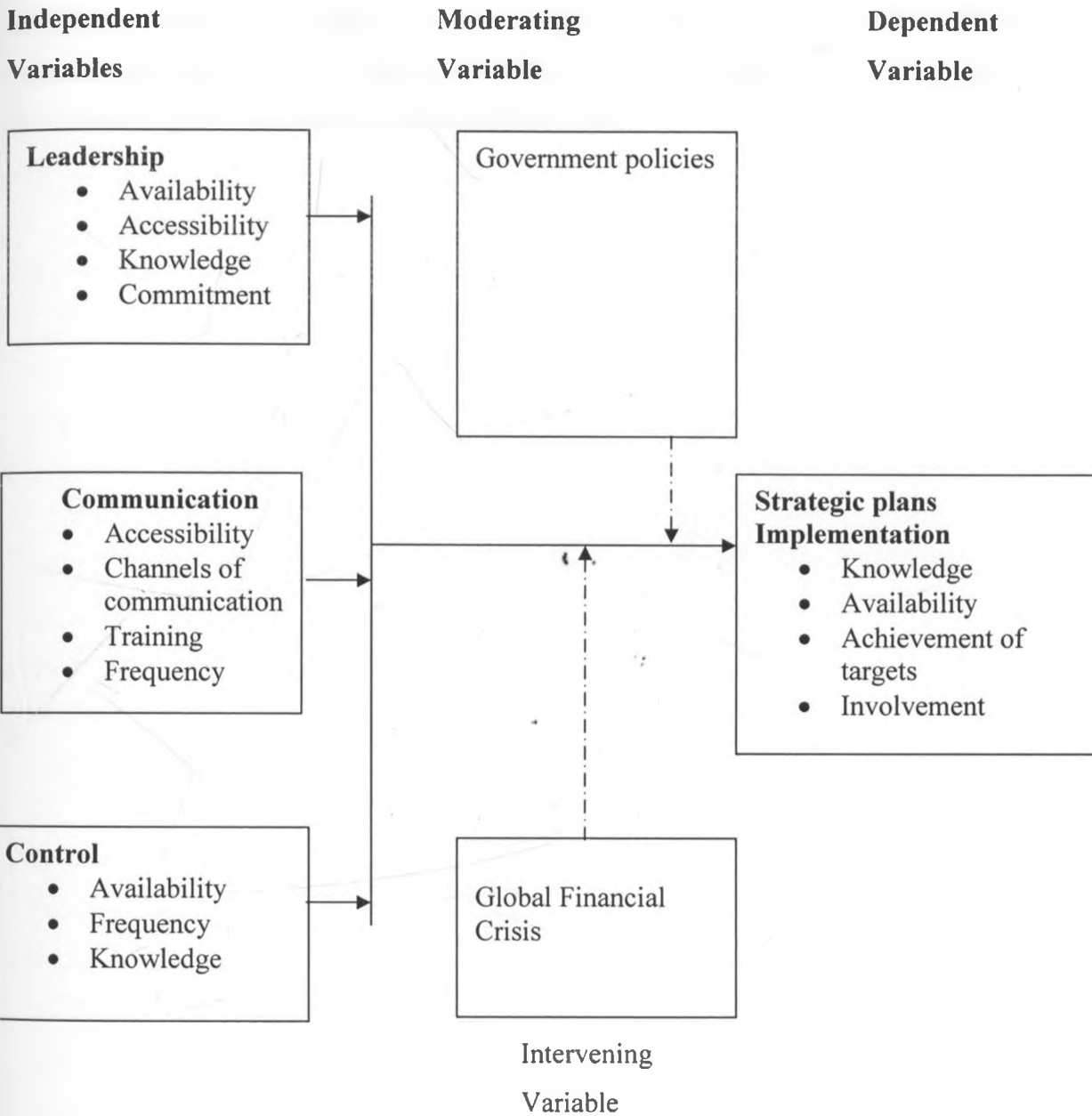


Figure 1: Conceptual Framework for the Research

The conceptual framework shows how the independent variables: leadership, communication and control interact with the dependent variable. It also shows the moderating and intervening variables which influence the relationship.

2.7 Summary

The literature review has reviewed literature on strategic plan implementation and on the influence of leadership, communication and control on strategic plan implementation. It has also reviewed implementation frameworks. A conceptual framework has been presented as Figure 1 to show the relationship between the dependent, the independent, the intervening and moderating variables for the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research design chosen for the study, target population, the sampling techniques, the data collection methods and data analysis techniques employed for the research. Operationalization of variables is also included as Table 3.1.

3.2 Research Design

The aim of this study was to establish how leadership, communication and strategic control influence strategic plans implementation. Descriptive Survey Design was found ideal for the study. Descriptive research is defined as “a process of collecting data in order to test hypothesis or to answer questions concerning the current status of the subject in the study” (Gay, 1983). Descriptive research design also allows statistical computation of percentages, means and correlations, which was used in reporting the findings of the study. This research discusses the relationship between leadership, communication and control and strategic plan implementation by collecting and analyzing data on the three variables to establish whether leadership, communication and control influence strategic plan implementation at Caritas Nyeri Archdiocese.

3.3 Target Population

According to Mugenda and Mugenda , a population is a complete set of individuals, cases or objects with some common observable characteristics (Mugenda 1999). Nachmias defines population as the aggregate of all cases that conform to same designated set of specifications (Nachiamas and Nachiamas 1996) .Population for this study was all the members of staff of all the programmes of Caritas Nyeri Archdiocese, made up of 45 permanent staff and 45 semi- permanent workers.

3.4 Sampling Procedure

Sampling was conducted to select. Yamane formula (Yamane, 1967) was used to determine the sample size. Yamane formular

$$n = N / 1 + N^e$$

Where n is the sample size

N is the Population size

e is the acceptable error margin of 5%

Based on this formula, a sample of 40 people was found to be sufficient for a population of 90. Mugenda and Mugenda (2003) defines a simple random sampling as a probabilistic sampling technique which ensures each subject, object or respondents has an equal chance of representation. In this study, all the employees of Caritas Nyeri Archdiocese had equal chances of being selected to participate in the study.

3.5 Methods of Data Collection

The research used both primary and secondary data obtained through structured questionnaires consisting of both open ended and closed questions. The questionnaires were administered to the selected members of staff from Caritas Nyeri Archdiocese in Nyeri, and its two branches in Nanyuki. The questionnaires were distributed to the centers by the researcher herself, from where they were distributed to the respondents in the field by the project coordinators and supervisors. Simple random sampling method was used to select the respondent whereby all the members of staff had equal chances of being selected to participate in the study. Previous studies on the topic, as well as reports and the strategic plan from the institution were used to provide secondary data for the study.

3.6 Validity of Research Instrument

Nachmias defines validity as the ability of the data instruments to measure what they are intended to measure (Nachmias and Nachmias 1996). It determines whether the research truly measures that which it is intended to measure and how truthful the research results are Joppe (2000).

Validity in this study was attained by having the data collection tools appraised by three experts: one was the director of Caritas Nyeri, a professional manager, and my supervisor.

3.7 Reliability of Research Collection Instruments

Joppe (2000) defines reliability as the extent to which results are consistent over time and accurately represent total population under study. If the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable. Embodied in this citation is the idea of repeatability of results or observations.

Reliability in this research was tested through Split Half Method. In split-half reliability, all items that purport to measure the same construct are randomly divided into two sets. The entire instrument was then administered to a sample of people and the total score for each randomly divided half is then calculated. The Split-Half Reliability Estimate is the correlation between these two total scores (Trochim 2006). In this study half of the study items (even numbered) was correlated with the other half (odd numbered) to obtain a reliable coefficient. A reliability coefficient of 0.7 was obtained.

A week prior to data collection, the researcher conducted a pilot study where five questionnaires were administered to respondents who were not part of the study. The pilot study helped in testing the quality of data collection tools. Necessary adjustments were made on the tools before embarking on the final study. To enhance the honesty of the respondents, each person that was approached was given an opportunity to refuse to participate in the study so as to ensure that the data collection sessions involved only those who were genuinely willing to take part in the study and prepared to offer data freely. Participants were encouraged to be frank from the outset of each session.

3.8 Data Analysis

Data collected was analyzed using Microsoft Excel and presented using descriptive statistics.

3.9 Ethical Considerations

The researcher observed research ethical standards by informing the research participants about the nature of the research and that the information will be kept confidential. All the participants were given an opportunity to voluntarily take part in the research.

3.10 Operationalization of Variables

Table 3.10 presents the Operationalization of Variables Table that shows the variables, the indicators, measures and methods of data analysis.

Table 3.1 Operationalization of Variables

Objective	Variable	Indicator	Measurement	Measurement Scale	Data collection Method	Analysis
To establish how leadership influences implementation of strategic plan in Caritas Nyeri Archdiocese.	<u>Independent Variable</u> <u>Leadership</u>	Availability of qualified and experienced leaders. Accessibility	Leaders qualification	Ratio	Questionnaire	Descriptive
			Years of experience	Ordinal	Questionnaire	Descriptive
			Scheduled meetings	Ordinal	Questionnaire	Descriptive
		Commitment	Frequency of meetings	Ordinal	Questionnaire	Descriptive
			Attendance of meetings	Ratio	Questionnaire	Descriptive
			Forums	Ratio	Questionnaire	Descriptive
To analyze how communication influences the implementation of strategic plans in Caritas Nyeri, Archdiocese	<u>Independent Variable</u> Communication a) Strategic plan b) Feedback on implementation.	Accessibility	Accessibility of strategic plan document	Ratio	Questionnaire	Descriptive
			Accessibility of information	Ratio	Questionnaire	Descriptive
			Methods of communication	Ordinal	Questionnaire	Descriptive
		Channels of communication	Awareness sessions	Ordinal	Questionnaire	Descriptive
			Trainings on strategic plan	Ordinal	Questionnaire	Descriptive
		Frequency	Trainings Sessions	Ordinal	Questionnaire	Descriptive
			Knowledge of the contents of strategic	Ordinal	Questionnaire	Descriptive
			Frequency of communication on strategic plan	Ordinal	Questionnaire	Descriptive

To Discuss how Control influences the implementation of Strategic plans in Caritas Nyeri County.	Independent Variable: Control	Availability	Implementation framework document	Nominal	Questionnaire	Descriptive
		Frequency	Monitoring and evaluation framework. Supportive policies	Nominal	Questionnaire	Descriptive
				Ordinal	Questionnaire	Descriptive
				Ratio	Questionnaire	Descriptive
		Knowledge	Implementation report	Nominal	Questionnaire	Descriptive
Adjustment of strategic plan. Knowledge of targets	Ordinal		Questionnaire	Descriptive		
To analyze the degree of strategic plan implementation at Caritas Nyeri , County	Dependent	Knowledge	Awareness of existence of a strategic plan	Ratio/Nominal	Questionnaire	Descriptive
		Involvement	Knowledge of the contents of the plan.	Ordinal/Nominal	Questionnaire	Descriptive
				Ratio	Questionnaire	Descriptive
		Availability	Percentage of employees involved in the implementation	Ratio	Questionnaire	Descriptive
			Funds Implementation committee	Ratio	Questionnaire	Descriptive
			Implementation framework document	Ratio	Questionnaire	Descriptive

3.11 Summary

This chapter has discussed the research design chosen for the study, target population, the sampling techniques, the data collection methods and data analysis techniques employed for the research. Operationalization of variables is also included.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

Presented in this chapter are the return rate of the questionnaire, the demographic characteristic of respondents and the analysis, presentation and interpretation of the findings from the field data collection on the employees of Caritas, Nyeri Archdiocese Kenya. The data has been presented in the form of tables.

4.2 Questionnaire Return Rate

The study received responses from 37 (92.5%) of the targeted 40. The response rate of 92.5% was achieved through the support of management of Caritas Nyeri Archdiocese who encouraged their employees to participate in the study and also availed two senior programme officers to distribute the questionnaires to field officers who are based all over Laikipia County.

4.3 Demographic Characteristics of the Respondents

The study targeted the employees of Caritas Nyeri both the full time and semi permanent ones. Respondents to the study are the employees who have been in the organization for at least six months.

4.3.1 Distribution by the level of Management of the Respondent

The distribution of the respondents in the three levels of management is as shown in Table 4.1.

Table 4.1: Distribution by levels of Management

Levels of management	Frequency	Percentage
Low level Management	26	70.3
Middle level Management	9	24.3
Senior level management	2	5.4
Total	37	100

Majority of the respondents (70.3%) may be classified under low level management level while only 5.4 % were from the senior level management.

Distribution by Years of Experience at Caritas Nyeri Archdiocese

The respondents were asked to state their years of experience at Caritas Nyeri Archdiocese .The results are as shown in Table 4.2.

Table 4.2: Distribution by Years of Experience

Years of Experience	Frequency	Percentage
6 months to one year	4	10.8
1.1 years to five years	30	81.0
Over five years	3	8.2
Totals	37	100

Majority of those of the respondents (over 90% %) have worked at Caritas Nyeri Archdiocese for less than five years.

4.4. Implementation of Strategic plan at Caritas, Nyeri Archdiocese

This section presents data on strategic plan implementation at Caritas, Nyeri Archdiocese.

4.4.1 Knowledge of Existence of 2007-2012 Strategic Plan

The respondents were asked whether they were aware of the existence of 2007-2012 Strategic Plan. The response were as shown in Table 4.3.

Table 4.3: Awareness of existence of the 2007-2012 Strategic Plan

Documentation	Frequency	Percentage
Number of employees aware of 2007-2012 plan existence	30	81.1
Number of employees not aware of 2007-2012 plan existence	7	18.9
Totals	37	100

Majority of the respondents (81.1 %) were aware that a Strategic Plan for 2007-2012 existed. Those unaware of the existence of the strategic plan were from Caritas Nyeri Archdiocese branch offices based at National Cereals and Produce Board in Nanyuki.

4.4.2 Knowledge of Strategic Plan Contents

The respondents were asked whether they had read the 2007-2012 Strategic Plan Table 4.4 shows the responses given.

Table 4.4: Knowledge of Strategic Plan Contents

Employees that have read the plan	Frequency	Percentage
Number of employees that have read the plan	12	40
Number of employees that have not read the plan	10	33.3
Number of employees that started reading but did not finish	8	26.7
Total	30	100

Majority of the respondents (60%) had not read the strategic plan. This includes those who started but did not finish.

4.4.3 Knowledge of the Strategic Objectives

Those whose that had read and those that had started reading but not finished the 2007-2012 Strategic Plan were asked to state whether they knew the five years objectives of the Plan. Table 4.5 presents their responses.

Table 4.5: Knowledge of the Strategic Objectives

Knowledge of strategic objectives	Frequency	Percentage
Employees that knew the strategic objectives	16	80
Employees that did not know the strategic objectives	4	20
Totals	20	100

Majority of the respondents (80 %) that had read the strategic plan knew its strategic objectives.

4.4.4 Extent of achievement of Objectives

Those that knew the objectives were asked to state their opinion on the extent to which the objectives have been achieved. Their responses are as shown in Table 4.6.

Table 4.6: The Extent to Which the Strategic Objectives have been Achieved

The extent to which objectives have been achieved	Frequency	Percentage
75 % of the objectives have been achieved	10	62.5
50 % of the objectives have been achieved	4	25
Less than 50 % of the objectives have been achieved	2	12.5
Total	16	100

Majority of the respondents (87.5%) who knew the strategic objectives said at least 50 % of the objectives will be achieved.

4.4.5 Employees involvement in the Implementation

The respondents were asked to state their opinion on the proportion of employees that were involved in the implementation of 2007-2012 Strategic Plan. The responses are as shown in the Table 4.7.

Table 4.7: Proportion of Employees Involved in the Implementation

Proportion of employees involved in the implementation	Frequency	Percentage
All the employees were involved	15	40.5
50% of the employees were involved	6	16.2
Less than 50% of the employees were involved	6	16.2
Could not tell	10	27.1
Total	37	100

Majority of the respondents (56.7%) thought that at least 50% of the employees were involved in the implementation of the strategic plan.

4.4.6 Establishment of Targets

The respondents were asked whether targets were established to ensure that the strategic objectives were achieved. The responses were as shown in Table 4.8.

Table 4.8: Establishment of Targets

Documentation	Frequency	Percentage
Targets were established	21	56.8
Targets were not established.	3	8.1
I do not know	13	35.1
Total	37	100

Majority of those interviewed (56.8%) said that targets were established.

4.4.7 Availability of Resources for the Implementation of the Plan

The respondents were asked to state their opinion on whether Caritas had sufficient funds to implement the 2007- 2012 efficiently. The responses are as shown in Table 4.9.

UNIVERSITY OF NAIROBI
 KIKUYU LIBRARY
 P.O. Box 30197
 NAIROBI

Table 4.9: Availability of Financial Resources for the Implementation of the Strategic Plan

Were sufficient funds allocated	Frequency	Percentage
Yes	16	53.3
No	5	16.7
I don't Know	9	30
Total	30	100

While a majority equal to 53.3 % of the respondents thought Caritas Nyeri had enough financial resources to implement the 2007-2012 Strategic Plan, a whole 46.7 % either reported in the negative or did not know.

The respondents were asked their opinion on whether Caritas Nyeri Archdiocese had enough qualified personnel for the implementation.

Table 4.10: Availability of Qualified Personnel for the Implementation.

Availability of qualified staff	Frequency	Percentage
Yes	22	73.3
No	4	13.3
I don't Know	4	13.3
Total	30	100

Majority of the respondents (73.3%) said that Caritas Nyeri Archdiocese had sufficient number of staff to implement the 2007-2012 Strategic Plan.

4.4.8 Implementation Framework Used

The respondents were asked to state which implementation framework guided the implementation process. The responses are as shown in Table 4.1.

Table 4.11: Implementation Framework Used

Implementation framework used	Frequency	Percentage
Balanced Score Card	3	10
Logical Framework	17	56.7
None	3	10
I don't Know	8	26.7
Total	30	100

Most respondents (56.7%) said that the implementation framework in use was Logical Framework Matrix, while almost 30% did not know which implementation framework guided the implementation.

4.4.9 Availability of Implementation Committee

The respondents were asked to state whether there was an implementation committee that oversaw the implementation of 2007-2012. The results are as shown in Table 4.12

Table 4.12: Availability of an Implementation Committee

Availability of an implementation committee	Frequency	Percentage
Yes	15	50
No	5	16.7
I don't Know	10	33.3
Total	30	100

The respondents seemed confused on whether a committee to implement the strategic plan existed. While half of them (50%) said there was an implementation committee, the other half either did not or thought none existed.

4.5 Leadership and Implementation of the Strategic Plan

This section will discuss how leadership influenced the implementation of 2007-2012 Strategic Plan.

4.5.1 Educational Qualification of Leaders Heading the Implementation

The respondents were asked which educational qualifications they thought were necessary for successful implementation of 2007-2012 Strategic Plans. The responses are as shown in Table 4.13.

Table 4.13: Qualification of Leaders Overseeing the Implementation

Educational Qualification	Frequency	Percentage
Masters degree	3	10.3
Bachelor degree	14	48.3
A diploma	11	38.0
I don't know	1	3.4
Total	29	100

All of the respondents thought that a good level of education was needed of those overseeing implementation process.

The respondents were asked whether experience in strategic planning was necessary for successful implementation of strategic plans. The results were as shown in Table 4.14.

Table 4.14: Necessity of Experience in Strategic Plans

Years of Experience necessary for successful implementation	Frequency	Percentage
Yes	28	93.3
No	2	6.7
Totals	30	100

Most of respondents (93.3%) thought that experience is necessary for those overseeing the implementation.

4.5.2 Consultation on Implementation

The respondents were asked to state whether Caritas Nyeri Archdiocese had scheduled meetings for consultation and advice on the implementation of 2008-2012 Strategic Plan. The responses were as shown in the Table 4.15.

Table 4.15: Availability of Meetings for Consultation on Implementation

Availability of scheduled Meetings for Consultation and Advice on Implementation	Frequency	Percentage
Yes	22	73.3
No	6	20
I don't know	2	6.7
Total	30	100

Majority of the respondents said that Caritas Nyeri Archdiocese had scheduled meetings for consultation and advice on strategic plan implementation.

Those who said that Caritas Nyeri Archdiocese had scheduled meetings for advice and consultations were asked how frequently the meetings happened. The results were as shown in Table 4.16

Table 4.16: Frequency of Consultation Meetings

Frequency of Meetings	Frequency	Percentage
Quarterly	17	85
Monthly	1	5
I don't Know	1	5
Each department has its schedule	1	5
Total	20	100

Most of the respondents (85%) said that Caritas Nyeri held consultation meeting once every three months.

The respondents that said that there were scheduled meetings for consultation were asked to rate the leaders' attendance of those meetings. The results of the meetings were as shown in Table 4.17.

Table 4.17: Attendance of Meetings by Leaders of Implementation

Leaders attendance of Meetings	Frequency	Percentage
Very good	7	30.4
Good	16	69.6
Total	23	100

All the respondents rated the leaders attendance of the scheduled meetings as good or better.

4.6 Communication and Strategic Plan Implementation

This section discusses how communication influenced 2007-2012 Strategic Plan implementation at Caritas, Nyeri Archdiocese.

4.6.1 Dissemination of the Strategic Plan to All Employees

The respondents were asked whether 2007-2012 Strategic Plan was introduced to all the employees. The responses were as shown in Table 4.18.

Table 4.18: Dissemination of the Strategic Plan to Employees

The plan was introduced to all employees	Frequency	Percentage
Yes	19	63.3
No	10	33.3
I don't Know	1	3.3
Total	30	100

While the majority (63.3%) of the respondents said that the plan was introduced to all, 36.6% of the respondents were negative or did not know.

4.6.2 Frequency of Strategic Plan Dissemination Sessions

The respondents were asked how frequently sessions were held to disseminate the contents of the 2007-2012 Strategic Plan. The results are as shown in Table 4.19.

Table 4.19: Frequency of Sessions to Disseminate the Contents of the Strategic Plan

Frequency of sessions to disseminate the contents of the Strategic plan	Frequency	Percentage
No such sessions were held	12	44.4
Less than four times a year	7	25.9
Four times a year	4	14.8
Monthly	2	7.4
I don't know	2	7.4
Total	27	100

Majority (51.8%) of the respondents said that there were no sessions to disseminate the contents of the strategic plan and if such sessions existed they were not aware.

4.6.3 Sessions to Inform Employees of New Responsibilities

Respondents were asked whether Caritas Nyeri Archdiocese organized sessions where employees were informed of the new responsibilities they would assume as a result of the 2007-2012 Strategic Plan. The results are as shown in Table 4.20.

Table 4.20: Sessions to Inform Employees of their New Responsibilities

Availability of sessions informing employees of their new responsibilities	Frequency	Percentage
Yes	14	46.7
No	16	53.3
Total	30	100

Staff members seemed confused on the facts on this issue as they gave contradictory answers almost at equal frequency.

4.6.4 Methods Used to Communicate the Strategic Plan Implementation Progress

Respondents were asked to state the methods Caritas Nyeri used to communicate the progress of implementation to the employees. The results were as shown in Table 4.21.

Table 4.21: Methods Used to Communicate Implementation Progress

Methods Used to Communicate Implementation Progress of Implementation	Frequency	Percentage
Emails only	1	3.3
Meetings only	20	66.7
There was no communication	4	13.3
Emails and meetings	5	16.7
Total	30	100

While most of the respondents said that information was passed through either meetings, emails or both, a large 16% said that there was no such communication.

4.6.5 Communicating Challenges on Implementation

The respondents were asked to state the methods they used to report the challenges experienced while implementing the strategic plan. The results were as shown in Table 4.22.

Table 4.22: Methods Used to Report Challenges in the Implementation of Strategic Plan

Methods Used to Report Challenges experienced in the Implementation of the Plan	Frequency	Percentage
Meetings with supervisors	20	69
Email	1	3.4
I don't report	7	24.1
Progress reports	1	3.4
Total		100

Most of the respondents used meetings with supervisors and emails to report challenges experienced while implementing strategic plans.

4.6.6 Ease of Access of Strategic Plan Document

The respondents were asked how easily they accessed a copy of the strategic plan. The results are as shown in Table 4.23.

Table 4.23: Ease of Accessing Strategic Plan Document

Ease in accessing a copy of Strategic Plan	Frequency	Percentage
It is easy to access a copy	23	82.1
It is difficult to access a copy	5	17.9
Total	28	100

Majority of the respondents (82.1%) could access a copy of 2007-2012 Strategic Plan easily.

4.7 Control and Strategic Plan Implementation

This section presents results on the role of control in 2007-2012 strategic plan implementation at Caritas Nyeri Archdiocese.

4.7.1 Policies Supporting the Implementation

The respondents were asked to state whether Caritas Nyeri had policies that supported the implementation of 2007-2012 Strategic plan. The results are presented in Table 4.24.

Table 4.24: Availability of Policies to Support Implementation of the Strategic Plan

Availability of Policies	Frequency	Percentage
Yes	6	63.3
No	5	16.7
I don't know	19	20
Total	30	100

Majority of the respondents (63.3 %) said that policies were available to guide the implementation of the strategic plan.

4.7.2 Frequency of Measuring Implementation Against Targets

The respondents were asked to state how often implementation was measured against the set targets. The results were as shown in Table 4.25.

Table 4.25: Frequency of Measuring Performance Against Targets

Frequency of performance measurement against targets	Frequency	Percentage
Quarterly	6	20
Annually	6	20
Implementation was not measured against targets	8	26.7
I don't know	10	33.3
Total	30	100

Majority of the respondents (41.4 %) thought performance was not measured against targets or did not know.

4.7.3 Frequency of Reporting the Progress of Implementation

The respondents were asked to state how often the progress of implementation was reported to the project coordinators. The results are shown in Table 4.26

Table 4.26: Frequency of Reporting the Progress of Implementation

Frequency of reporting Progress on Implementation	Frequency	Percentage
Quarterly	12	41.4
Monthly	7	24.1
It is not reported	5	17.2
I don't know	5	17.2
Total	29	100

Majority of the respondents (65.5%) said that the progress of implementation is reported regularly while almost 35% said either it was not reported or did not know.

4.7.4 Adjustment of the Strategic Plan Based on Feedback

The respondents were asked to state whether the 2007-2012 Strategic plan was ever adjusted as a result of the feedback. The results are as shown in Table 4.27.

Table 4.27: Adjustment of the Strategic Plan Based on Feedback

Adjustment of Strategic Due to Feedback	Frequency	Percentage
Yes	9	30
No	8	26.7
I don't know	13	43.3
Total		100

Thirty percent (30%) of the respondents said that the plan was adjusted while 70% either said that the plan was not adjusted or did not know.

4.8 Summary

This chapter presented the return rate of the questionnaire, the demographic characteristic of respondents and the analysis, presentation and interpretation of the findings from the field data collected. The data has been presented in the form of tables.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter outlines a summary of the key outcomes from the study focusing on the issues emerging in relation to the study objectives. The chapter also presents discussions and recommendations made from the study, targeting the employees of Caritas Nyeri Archdiocese. The chapter presents conclusion of the study and identifies areas for future research.

5.2 Summary of Findings

This section highlights the key findings from the study.

5.2.1 The Influence of Leadership on Strategic Plan Implementation

The leaders of Caritas Nyeri Archdiocese were committed to the implementation of the strategic plan and had the necessary leadership skills and experience. They were instrumental in institutionalizing the scheduled meetings for consultation and advice on strategic plan implementation and they attended the meetings as planned.

5.2.2 The Influence of Communication on Strategic plan implementation

While most of the employees were aware of the existence of the strategic plan, very few knew of its contents basically because sessions for communication of the content and staff roles in the plan implementation were non-existent or were far and in between. However, there was feedback on implementation of the plan.

5.2.3 The Influence of Control on Strategic Plan Implementation

Policies and performance targets to guide the implementation of the Strategic plan exist. However, performance was not measured against targets and many staff members did not know whether or not plan adjustments have been done based on feedback.

5.3 Discussion

This section presents a discussion of the key findings.

5.3.1 The Influence of Leadership in Implementation of Strategic Plan

The study established that leaders of Caritas Nyeri Archdiocese were committed to the implementation of the strategic plan and had the necessary leadership skills and experience. They had the key role of mobilization and control of resources needed for effective implementation of the plan. They were also instrumental in institutionalizing the scheduled meetings for consultation and advice on strategic plan implementation and they attended the meetings as planned.

This finding conforms with what has been said by different authors who described leadership as one of the key drivers of effective strategic plans implementation (Noble 1999; Collins 2001; Thompson and Strickland 2003; Kaplan and Norton 2004; Pearce and Robinson 2007;). This also conforms with what scholars such as Thomson have said that managers are responsible for initiating and supervising the execution process in their areas of authority as well as getting the subordinates to continuously improve on how the strategic plan's critical activities are being performed and in producing operating results that allow company's performance targets to be met (Thomson et al 2007).

5.3.2. The Influence of Communication in Strategic plan Implementation

This study has established that while most of the employees of Caritas Nyeri Archdiocese were aware of the existence of the strategic plan, very few knew of its contents basically because sessions for communication of the content and staff roles in the plan implementation were non-existent or were far and in between. However, there was feedback on implementation of the plan.

While improvement might be necessary in some aspects, the situation at Caritas conforms with what various scholars have said that throughout the implementation process, communication should flow bottom-up to allow management to monitor the implementation process and determine whether changes to the approach are needed

(Neilson et al, 2008; Beer et al, 2000; Hambrick et al, 1989; Alexander, 1985). The situation at Caritas also conforms with what Sterlin said that successful implementation strategic plans need to be demonstrated to the people through regular and effective communication channels. If a person does not understand what has to be done, then he/she cannot own the process and will thus not be able to deliver since no one can apply what they do not properly understand (Sterling 2003).

5.3.3 The Influence of Control on Strategic Plan Implementation

Caritas Nyeri Archdiocese established targets to make implementation of the Strategic Plan easy and measurable, however, performance at Caritas Nyeri Archdiocese was not measured against the set targets that would make it possible for Caritas to know whether or not the organization was on track and when adjustments were required. Such an action would be in conformity with the study done by Beer and Eisenstat (2007) who have said that translation of vision into clear targets makes it possible to understand the strategic plans by the employees at all the organization levels. It makes them easier to understand the way their everyday work contributes to the performance of the strategic plans when the company targets become, in their opinion, viable.

5.4 Conclusion

Caritas Nyeri has qualified and experienced leaders who are also committed to the implementation of the organization's strategic plan. Through this leadership, most of the employees are aware of the existence of the strategic plan, performance targets and policies to guide implementation. Hence, Caritas has to a large extent been successful in implementing its 2007-2012 Strategic Plan and a good proportion of its targets achieved. However, Caritas needs to put more effort in disseminating the contents of the plan and informing the staff members of their roles in the implementation. There is need to measure performance against targets regularly.

5.5 Recommendations

The study recommends the following:

1. Caritas Nyeri Archdiocese should invest more in communicating future strategic plans, including the contents, the progress of implementation and the benefits of implementing the plans. There should be communications regarding strategic plan from vision to completion. Communications should clearly define the role for each employee and programme as well as the targets that need to be achieved if the plan is to succeed.
2. Caritas Nyeri should strengthen control in order to effectively monitor the progress of implementation of strategic plan by measuring implementation performance and taking corrective action regularly.

5.6 Suggestions for Future Research

The following is suggested for further research:

1. Similar studies should be carried out in the other Catholic Church Archdioceses and other church based organizations.
2. The influence of organizational structure and employees' involvement in strategic plan formulation in implementation at Caritas Nyeri Archdiocese.
3. A similar study should be done in Caritas Nyeri Archdiocese using quantitative design.

5.7 Summary

Chapter five outlined the summary of the key outcomes from the study focusing on the issues emerging in relation to the study objectives. The chapter also presented discussions and recommendations made from the study, targeting the employees of Caritas Nyeri Archdiocese. The conclusion of the study identifying areas for future research was also discussed.

REFERENCES

- Alexander, L.D. (1985), Successfully Implementing Strategic Decisions, *Long Range Planning, Volume 18, No. 3, 1985.*
- Atkinson, H. (2006), Strategy Implementation: A role for the Balanced Scorecard, *Management Decision, 44 (10).*
- Atkinson, H. and Brander Brown, J. (2001), *Rethinking Performance Measures: Assessing Progress in UK hotels*, *International Journal of Contemporary Hospitality Management*, Vol. 13 No. 3.
- Beer, M Eisenstat (2000), *The Silent Killers of Strategy Implementation and Learning*, Sloan Management Review, Summer.
- Bergadaa, M. (1999), Strategic Decision and Implementation: Prodding TM,A Prospective Dialectic Interpersonal Model, *Journal of Business Research, (45)2, 211–220.*
- Bogdan, R. C. and Biklen, S. K. (1998), *Qualitative Research in Education: An introduction to theory and methods (3rd ed.)*. Needham Heights, MA: Allyn and Bacon.
- Bryson J. and Bromiley P (1993), Critical Factors Affecting the Planning and Implementation of Major Projects, *Strategic Management Journal, (14)2, 319–337.*
- Bull M. Van (2010), *Successful Strategy Implementation: A Job for the Internal Auditor?* Amsterdam Business School, University of Amsterdam.

Charles, C. M. (1995), *Introduction to Educational Research*, Longman Publishers, San Diego.

De Foe, J.A. and Janssen, A. (2001), Implementing a Strategy Successfully, Measuring Business Excellence. *Scandinavian Journal of Management* No. 5.

Dress, G and Miller A (1993), *Strategic Management*, McGraw Hill, New York.

Eistein ,M. and Manzoni, J. (1998). Implementing Corporate Strategy: From Tableaux de Board to Balanced Scorecards, *European management Journal*, (16)2, 190–203.

Feurer, R and Chaharbaghi, K. (1995), Strategy Development: Past, Present and Future. *Management Decision* , Vol. 33 Issue: 6. 33

Flood, P.C Dromgoole T., Carroll, S.J., and Gorman, L. (2000), *Managing Strategy Implementation*. Oxford : Blackwell Publishers, Oxford.

ForFs, Daniel P. (1998), *Measuring the Immeasurable: Empirical Studies of Nonprofit Organization Effectiveness from 1977 to 1997*. *Nonprofit and Voluntary Sector Quarterly*, Vol. 27, No. 2 (1998): 183-202.

Galbraith, J. and Kazanjian R . (1986), *Strategy Implementation: Structure Systems and Process*. New York: West Publishing Company. 2nd ed.

Geer, B.W, Maher J.K and Cole, M.T. (2008), *Managing Nonprofit Organizations: The Importance of Transformational Leadership and Commitment to Operating Standards for Nonprofit Accountability*. *Public Performance and Management Review*, 32(1),5175.

- Greiling , D (2010), Balanced Scorecard Implementation in German Nonprofit Organisations, *International Journal of Productivity and Performance Measurement* 59(6): 534-554.
- Guth W.D, and Macmillan, I.C. (1986), Strategy Implementation Versus Middle Management Self-Interest . *Strategic Management Journal* , Vol7, No 313-327.
- Hall M , and Kennedy, S.S. (2008), Public and Nonprofit Management and the “new governance”. *The American Review of Public Administration*, No. 38 (3, 307321).
- Hambrick D.C, Cannella A.A (1989), Strategy Implementation as Substance and Selling, *The Academy of Management Executive*, Volume 3, No. 4, November 1987.
- Hansmann H. B. (1987), *Economic Theories of Non-profit Organisations. The Non-profit Sector: a Research Handbook*, Yale University Press, New Haven and London.
- Hatry , H. P. (1997), Where the Rubber Meets the Road: Performance Measurement for State and Local agencies. *New Directions for Evaluation* Vol. 75 No 3144.
- Hrebiniak, L. G, and Joyce, W.F. (1984), *Implementing Strategy*. New York: Macmillan Publishing Company.
- Hrebiniak, L (1992). Implementing Global Strategies, *European Management Journal*, Vol 10 No 4.
- Johnson , G. and Scholes, K (2002), *Exploring Corporate Strategy*. London: Prentice Hall Europe.

- Jooste C and Fourie B, (2009), The Role of Strategic Leadership in Effective Strategy Implementation: Perceptions of South African Strategic Leaders. *Southern African Business Review Volume 13 Number 3 2009*.
- Joppe,M. (2000). The Research Process. Retrieved 1st May from <http://www.ryerson.ca/~mjoppe/rp.htm>
- Kakabadse, N. and Kakabadse ,A (2000), Critical Review-Outsourcing: A paradigm Shift .*The journal of Management Development, Bradford; 2000, Vol 19*.
- Kalpič Brane (2002), *Strategic Management Theory and Application*. Griffith University, Australia.
- Kaplan R.S. and Norton, D.P. (1996b.). *Using the Balanced Scorecard as a Strategic Management System*. Harvard Business Review 74 MA.
- Kaplan ,R.S. and Norton, D.P. (1996a), *The Balanced Scorecard: Translating Strategy into Action*, Harvard Business School Press, Boston. MA.
- Karami A,(2005) *Senior Managers and Strategic Management Process, in Management school*. University of Bradford, UK.
- Kirk, J, and Miller , M. L. (1986). *Reliability and Validity in Qualitative Research* . Beverly Hills: Sage Publications, California.
- Klein, S.M. (1996) . Management Communication Strategy. *Journal of Organizational Change Management*. No 9-2.
- Lettieri, E . Borga , F. and Savoldelli A. (2004), Knowledge Management in Non-profit Organizations. *Journal of Knowledge Management*, 8(6), 16-30.

- Louw L, and Venter ,P (2006), *Strategic Management Winning in the Southern African Workplace* . Cape Town : Oxford University Press, Southern Africa.
- Medina-Borja, Alexandra and Konstantinos Triantis. (2007), *A Conceptual Framework to Evaluate Performance of Non-profit Social Service Organisations*. Int. J. Technology Management, Vol. 37, Nos. 1/2 (2007).
- Merchant, K.A , Van der Stede, W.A. (2007) , *Management Control Systems. Performance Measurement, Evaluation and Incentives*. Prentice Hall, Pearson Education Limited, Essex England.
- Miller, C. and Cardinal, L.B., and Glick, W.H. (1997), Retrospective Reports in Organizational Research: A Reexamination of Recent Evidence, *Academy of Management Journal*, Vol 40 No 1.
- Mintzberg, H., and Waters, J. (1984), Of strategies, Deliberate and Emergent, *Readings in Strategic Management, Journal*. University Press, Milton Keynes No 6 .
- Mintzberg, H, and Waters, J. (1984), Of Strategies, Deliberate and Emergent, *Strategic Management Journal* . University Press, Milton Keynes No 6 .
- Moxham, C. and Boaden R. (2007). The Impact of Performance Measurement in the Voluntary Sector: Identification of Contextual and Processual Factors. *International Journal of Operations and Production Management*, Vol. 27 No 8.
- Mugenda , Olive M. and Mugenda A. G.(1999), *Research Methods : Quantitative and Qualitative Approaches*. Nairobi: ACTS Press, Nairobi.

- Mullen, E.J. (2004), *Outcomes Measurement: A Social Work Framework for Health and Mental Health Policy and Practice*. Social Work in Mental Health, Vol 2 No 2 of 3.
- Nachiamas, F, (1996). *Research Methods in Social Sciences*. 5th ed. London, Arnold.
- Neilson, G.L., Martin, K.L., Powers, E. (2008), The Secrets to Successful Strategy Execution .*Harvard Business Review, Boston Massachusset*.
- Noble C. H. (1999), The Eclectic Roots of Strategy Implementation Research. *Journal of Business Research* 45 (2): 119-134.
- Noble, C.H. and Mokwa, M.P. (1999), Implementing Marketing Strategies: Developing and Testing a Managerial theory, *Journal of Marketing*, No 63: 57-73.
- Nooreklit , H. (2000), The Balance Score Card- A Critical Analysis of Some of its Assumption, *Management Accounting Research*, Vol.11, No.1.
- Nutt, P.C. (1986), Tactics of Implementation, *Academy of Management Journal*, 29(2): 230-261.
- Okumus , F. (2001), Towards a Strategy Implementation Framework. *International Journal of Contemporary Hospitality Management*, (13)7, 327–338.
- Okumus, F. (2003), A Framework to Implement Strategies in Organizations, *Emerald Journal, Management Decision*, Vol. 41 No: No: 9.
- Patton, M. Q. (2002), *Qualitative Evaluation and Research Methods* (3rd ed.). Thousand Oaks, CA: Sage Publications, Inc.

- Pearce 11 John , and Robinson Jr. (1991), *Strategic Management: Formulation and Control* 4th edition . Boston, Mass: McGraw-Hill/Irwin.
- Peng W, and Litteljohn D. (2001), Organisational Communication and Strategy Implementation-A Primary Inquiry. *International Journal of Contemporary Hospitality*, 13, 360-363.
- Pettigrew, A.M, and Whipp, R. (1991). *Managing Change for Competitive Success*. Oxford: Blackwell.
- Poister, T.H. (2003). *Measuring Performance in Public and Nonprofit Organizations*: San Francisco, CA: Jossey Bass.
- Raffoni, M., (2008), Three Keys to Effective Execution. *Management Update*, 13 Vol. 6.
- Rapert, M.I, Velliquette A, and Garretson, J.A. (2002), The Strategic Implementation Process: Evoking Strategic Consensus through Communication, *Journal of Business Research*, No 55: 301-310.
- Ronchetti, Jan L.(2006) An Integrated Balanced Scorecard Strategic Planning Model for Nonprofit Organizations City of Naperville, IL *Journal of Practical Consulting*, Vol. 1 Iss. 1, 2006,
- Schaap, J.I. (2006), Toward Strategy Implementation Success: An Empirical Study of the Role of Senior-Level Leaders in the Nevada Gaming Industry. *UNLV Gaming Research and Review Journal*, No 10, 13-37.
- Schmelzer, C., and Olsen, M (1994), A Data Based Strategy Implementing Framework for Companies in the Restaurant Industry, *International Journal of Hospitality Management*. Journal No. (13) 4.

- Sheehan, M (2005) ,*What is Nonprofit Strategy?* Prepared for the 34th Annual Conference of the Association for Research on Nonprofit Organizations and Voluntary Action. Washington DC November 18, 2005.
- Simons, R. (1995), *Levers of Control. How Managers Use Innovative Control Systems to Drive Strategic Renewal*. Harvard Business School Press, Boston Massachusetts.
- Skivington, E.J . and Daft L.R. (1991), A Study of Organizational Framework and Process Modalities for the Implementation of Business Level Strategic Decisions, *Journal of Management Studies*, No (28)1
- Sowa, J.E, Selden S.C, and Sandfort J.R. (2004), No Longer Unmeasurable ? A Multi-Dimensional Integrated Model of Non Profit Organizational Effectiveness. *Non profit and Voluntary Sector Quarterly*, No 33(4), 711728.
- Sterling J. (2003), Translating Strategy into Effective Implementation, Dispelling Myths and Highlighting What Works. *Strategy and Leadership* , Vol 31/3.
- Strikwerda, J., (2009) Wat is de opdracht van het bestuur van de onderneming”, *Holland Management Review*, Volume 128, 2009.
- Thompson A, Strickland A. J ,Gamble E. (2007) ,*Crafting and Executing Strategy*, 15th edition , McGraw-Hill International/Irwin , Boston.
- Thompson A., and Strickland A. (1999), *Strategic Management Concepts and Cases*, 11th ed. Mass: McGraw-Hill/Irwin, Boston.
- Trochim William M.K (2006)
www.socialresearchmethods.net/kb/reotypes.php. Retrieved on 22nd May 2012

- Vasconcellos e Sa, J. (1990), *How to Implement a Strategy*. Business (40)2, 23–32.
- Wainer, H., and Braun, H. I. (1988), Test Validity. Hilldale, NJ: Lawrence Earlbaum Associates.
- Waterman R.H, Peters T.J, and Phillips, J.R. (1980), *Structure is not Organization*. Business Horizons, (23)3, 14–26.
- Weisbrod, B. (1977), *Towards a Theory of the Voluntary Nonprofit Sector in a Three-Sector Economy in the Voluntary Nonprofit Sector*. Harvard University Press, Cambridge.
- Weisbrod,B (1988), *The Nonprofit Economy*, Harvard University Press , Cambridge.
- Wernham R., (1985) Obstacles to Strategy Implementation in a Nationalized Industry, *Journal of Management Studies*, Vol 22 (6):
- Wheelen T. L., and Hunger, J. D. (2004), *Strategic Management and Business Policy*. Ninth Edition, Pearson Prentice, Englewood Cliffs, New Jersey.
- Winter, G. (2000), A Comparative Discussion of the Notion of Validity in Qualitative and Quantitative Research. *The Qualitative Report*, 4 (3 and 4). Retrieved 1st May 2012, from <http://www.nova.edu/ssss/OR/OR4-3/winter.html>
- Zimmerman, J. (2004), *Using a Balanced Scorecard in a Nonprofit Organization*. Creative Direct Response, Inc.
- Zimmerman, J.M, and Stevens, B.W. (2006), *The Use of Performance Measurement in South Carolina Nonprofits*. *Nonprofit Management and Leadership Journals*, 16(3), 315327.

LIST OF APPENDICES

Appendix 1: Introduction Letter

Jane Njoki Kimani
Department of Extra Mural Studies
School of Distance and Continuing education
University of Nairobi
P.O Box 53569-00200, Nairobi
Tel: 0722 106365; Email:wwjanekim@yahoo.com

SUBJECT: MASTER OF ARTS IN PROJECT PLANNING AND MANAGEMENT RESEARCH PROJECT

STUDY TOPIC: Strategic plan implementation

STUDY TITLE: Factors influencing implementation of strategic plans; the case of Caritas,

Nyeri Archdiocese.

Dear Sir/Madam,

I am a final year Masters of Arts Student carrying out an academic research for the purpose of examination leading to the award of a degree of Master Of Arts in Project Planning and Management.

The purpose of this letter is to request you to participate in my research by providing the required information as per the questionnaire provided. Kindly be as honest and as thorough as possible. The information you provide will be considered as confidential and will only be used for the purpose of my examination. Your response to the questions will be held with utmost confidence and the results will not affect your employment status at Caritas Nyeri. It is your right not to participate in this study if for any reason you are unwilling.

Thanking you in advance for your cooperation.

Yours faithfully,

Jane Njoki Kimani

L50/64975/201

Appendix 2: Questionnaire for the Employees Caritas, Nyeri Archdiocese

A) GENERAL INFORMATION

Briefly answer the following questions.

- 1. Your title at Caritas
- 2. For how many years have you worked at Caritas, Nyeri Archdiocese?
- 3. Do you know that Caritas, Nyeri Archdiocese has a strategic plan for the years 2007-2012?
A. Yes B. No

(If the answer to question number 3 is “no”, please do not fill the rest of the Questionnaire.)

B) STRATEGIC PLAN IMPLEMENTATION

Please tick the most appropriate answer.

- 1. Have you read the 2007-2012 Strategic Plan? .
A. Yes. B. No C. I started but did not finish

If yes,

- a) Do you know the five years objectives of the 2007-2012 Strategic Plan?
A. Yes B. No
- b) To what extent have the objectives of the 2007-2012 Strategic Plan been achieved?
A. 75% of targets
B. 50 % of the targets
C. Less than 50 % of the targets

2. What is the proportion of the employees involved in the implementation of the 2007-2012 Strategic Plan?

Percentage of employees involved	Tick the cell that corresponds with the most appropriate response
All the employees are involved	
50% of the employees are involved	
Less than 50% of the employees	
I don't know	

3. Were there targets established to ensure the achievement of the objectives of the 2007-2012 strategic plan?

A. Yes B. No C. I don't know

b) If yes, what proportion of the targets was achieved?

Percentage of the targets achieved	Tick the cell that corresponds with the most appropriate response
100% of the targets	
75 % of the targets	
50 % of the targets	
Less than 50% of the targets	

4. In your opinion, were funds allocated for implementation of projects contained in the Caritas Nyeri 2007-2012 Strategic Plan?

5. Did Caritas Nyeri have enough staff member for the implementation of the 2007-2012 Strategic Plan?

A. Yes B. No C. I don't know

6. Which implementation framework was used to implement the 2007-2012 Plan?

- A. Balance Score Card B. Logical Framework
- C. None D. I don't know E. Any other.

Please specify.....

7. Is there a committee that oversees the implementation of the 2007-2012 Plan?

- A. Yes B. No I don't know

LEADERSHIP AND IMPLEMENTATION OF STRATEGIC PLAN

(The leaders include the Project Coordinators, Supervisors, the Human Resources Development Manager, Research Evaluation and Monitoring Officer, Development Coordinator and his deputy, Caritas Nyeri Mgt. Board, and any other person considered a leader in Caritas Nyeri.)

Please tick the most appropriate response and where no choices are given, briefly answer the question.

1. Please indicate the educational qualifications of the staff leading the implementation of the 2007-2012 Strategic Plan.

Qualification	Percentage
At least a bachelor's degree	
A diploma	
Less than a diploma(Please specify)	

What educational qualification do you think would be necessary for leaders for successful implementation of Caritas Nyeri Strategic Plan?

.....

2. Do think experience is necessary for successful implementation of strategic plans

- A. Yes B. No

3. How many years of experience in strategic plan implementation should a leader have to ensure successful implementation of strategic plans?
.....

4. Does Caritas Nyeri have scheduled meetings for consultation and advice on the implementation of the 2008-2012 Plan?

A. Yes

B. No

If yes, how frequent were the meetings?

A. Quarterly

B. Monthly

C. More frequently

(Briefly explain how often).....

.....
D. There are no scheduled meetings

E. I don't Know

If yes (No.4) Rate the attendance of meetings to discuss 2007 -2012 Strategic Plan implementation by leaders?

A. Very good.

C. Poor

B. Good

D. Very Poor

C. COMMUNICATION AND STRATEGIC PLAN IMPLEMENTATION

Tick the most suitable answer.

1. Was the 2007-2012 Strategic Plan introduced to all employees (the Board Members, the Programme Coordinators, Managers, Subordinate Staff and Volunteers)?

A. Yes

B. No

2. How frequent were sessions to inform members of staff held of the contents of the 2007-2012 strategic plan held?

A. No such sessions were held

B. Less than four times per year

C. Four times per year

D. More frequently

(Briefly specify the frequency)

.....

3. Were there sessions where people were informed of their new responsibilities necessitated by the 2007-2012 Strategic Plan?

A. Yes

B. No

C. I don't know

4. Which methods did the leaders use to communicate 2007-2012 Strategic Plan implementation progress?

A. Email

B. Meetings.

C. There was no communication about the strategic plan

D. Any other (Specify)

5. How do you report the challenges you experience in the implementation of the Strategic Plan?

A. Meeting with supervisor

B. Email

C. I don't report

D. Any other specify

6. How easily can you access a copy of the Strategic Plan?

A. It is easily accessible

B. It is difficult to access a copy.

7. Did you believe that the objectives of the 2007-2012 Strategic Plan could be achieved?

A. Yes.

B. No.

Briefly explain why you think the objectives will or will not be achieved?

.....
.....

E) CONTROL AND STRATEGIC PLAN IMPLEMENTATION

1. Which of the following framework did you use to implement the Strategic Plan?

A. Logical Framework

B. Balance Score Card

C. Other

Please Specify.....

D. No framework was used.

2. Were there policies to support the implementation of the 2007-2012 Strategic Plan?

A. Yes B. No C. I don't Know

3. Were performance targets established for the 2007-2012 Strategic Plan?

A. Yes B. No C. I don't know

4. Do you know the targets that need to be achieved in order to achieve the objectives of the 2008-2102 Strategic Plan?

A. Yes B. No C. I don't know

4. How often was the implementation of the 2007- 2012 plan measured against the set targets?

- A. Monthly
- B. Quarterly
- C. Annually
- D. Implementation was not measured against targets.
- E. I don't know

5. How frequently was data on progress of the Strategic Plan implementation reported to Project Coordinators?

Frequency of reporting the progress of strategic plan implementation	Tick the row that corresponds with the most appropriate response
Quarterly	
Once every two months	
Monthly	
It is not reported	
I don't Know	

6. Was the 2008-2012 Strategic Plan adjusted as a result of feedback?

A. Yes B. No C. I don't know

Thank You.