

**CHALLENGES OF STRATEGY IMPLEMENTATION AT  
KENYA AIDS NON-GOVERMENTAL ORGANIZATIONS  
CONSORTIUM**

**SUBMITTED BY:**

**EDWIN ABUYA**

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## DECLARATION

This research project is my original work and has not been submitted for examination in any other university.

Signature.....Date.....

**EDWIN OCHIENG ABUYA**

**D61/60708/2013**

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

Signature.....Date.....

**DR. JOHN YABZ**

**LECTURER**

**DEPARTMENT OF BUSINESS ADMINISTRATION**

**SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI.**

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## **DEDICATION**

This project is dedicated to my family Mr. & Mrs. Abuya, my siblings Laurette and Beatrice and my better half Esther Njeri whose love and faith in my abilities inspires me to focus on higher goals.

## ABSTRACT

Strategy implementation is often called the action phase of the strategic management process which is the most challenging. Executing the strategy is a tougher more consuming management challenge than crafting the strategy because of the wide array of managerial activities that have to be attended to. The demanding people-management skills required, the initiatives that need to be launched and moving, the bedeviling issues that need to be worked out, the resistance to change, and the difficulties of integrating the efforts of work groups into a functioning whole. For the effective implementation of strategy an organization must achieve congruency between structure, leadership, culture and the capability of the organization. There is enough evidence and common consensus in literature that although strategy implementation is a challenge to many organizations, it is strategy formulation that continues to receive more attention. Strategy implementation is the process that turns plans and strategies into actions to accomplish objectives. It starts with strategy formulation which refers to the development of long term plans for effective management of opportunities and threats in light of organizational strengths and weaknesses. For effective strategy implementation, the strategy must be supported by decisions regarding the appropriate organization structure, reward system, organizations culture, resources and leadership. All interested parties should cooperate in the process since they play a leading role in the implementation of strategies in the organization. It is also evident that NGOs in Kenya experience certain barriers to strategy implementation. Given this situation, this study highlights the most frequent barriers to strategy implementation in general and attempts to identify and describe barriers that impede strategy implementation in the NGO industry. This study focused on the strategy implementation challenges and measures used to address the challenges at KANCO. To achieve these objectives a case study was carried out to gain an in-depth understanding of the challenges. Both primary and secondary data were used. Primary data was collected using a self-administered interview guide while the secondary data was collected from the organizations document such as annual reports, website and strategic plan. A total of eight respondents were interviewed by use of an interview guide. The respondents included the senior, middle and lower level managers. Content analysis was used to analyse the data after it was first checked for consistency and then coded. There was an alignment between the research findings and the literature review carried out. The major challenges as revealed in the study highlighted inadequate resources which made it difficult for the organization to execute the strategies, employee commitment to strategy that was limited to implementation of the specific activities in the operational plan, the policies and procedures practiced and resistance from the staff. The researcher recommends that a similar study be carried out on organizations that are of the same size and operate in areas of intervention that are close to KANCO so as to establish if the challenges of strategy implementation encountered are similar to those of KANCO or unique.

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## **ABBREVIATIONS & ACRONYMNS**

AIDS	Acquired Immunodeficiency Syndrome
CBOs	Congressional Budget Office
CEO	Chief Executive Officer
CSOs	Civil Society Organisations
CSS	Community Systems Strengthening
FBOs	Faith Based Organisations
HIV	Human Immunodeficiency Virus
KANCO	Kenya AIDS NGOs Consortium
NGOs	Non-Governmental Organisation
PLHIV	People living with HIV and AIDS
TB	Tuberculosis



# **CHAPTER ONE**

## **INTRODUCTION**

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

Well formulated strategies only produce superior performance for the firm when they are successfully implemented. Strategy is a pattern for an organization to achieve their objectives and goals Porter (1980). Many organizations both profit and non-profit have discovered the benefits of strategic planning. Determining the strategy of an organization is one of the functions of the management. It is arguably the most significant area of management decision making and more importantly one in which to make the right decisions. Strategic planning determines where an organization is going over the next year or more, how it's going to get there and how it'll know if it got there or not. According to Aosa (1992), once strategies have been developed, they need to be implemented otherwise they are of no value unless they are efficiently translated into action. However, poor implementation of an appropriate strategy may cause that strategy to fail (Kiruthi, 2001).

An excellent implementation plan will not only cause the success of an appropriate strategy but can also prevent the execution of an otherwise inappropriate strategy.. If the strategies are developed without taking into consideration the organizational objectives, its implementation will lead to problems arising hence failing. Particularly, strategy implementation includes designing the organization's structure, allocating resources, developing information and decision process, and managing human resources, including such areas as the reward system, approaches to leadership, and staffing (Barnat, 2005).

NGOs in Kenya are faced with various challenges in implementing their strategic plan. These challenges pose a serious threat to achievement of their plans. This therefore calls for better strategies that capture the industry dynamics and that are premised on radical changes

### **1.1.1 Concept of strategy**

According to Johnson & Scholes (1999) understanding the strategic position of an organization and considering the strategic choices open to it are of little value unless the strategy managers wish to follow can be turned into action. Strategies are a critical element in organizational functioning but whereas most organizations have good strategies, successful implementation remains a major challenge. Strategy implementation is a very critical issue in the success of any organization since without proper strategy implementation even the most superior strategy is useless. Aosa (1992) states that once strategies have been developed they need to be implemented; they are of no value unless they are effectively translated into action.

Mintzberg(1987) states that strategy implementation is an internal operations driver activity involving organizing, budgeting, motivating, culture building, supervising and leading to make the strategy work as intended. From the scholars noted earlier, it would be in order to state that implementing strategy involves creating fit between the way things are done and what it takes for effective strategy execution. Kiruthi (2001) noted that poor implementation of an appropriate strategy may cause that strategy to fail. This means that strategy should be effectively operationalized and institutionalized in the organization for effective implementation.

### **1.1.2 Strategy Implementation**

Pearce and Robinson (1994) define strategy as large scale, future-oriented plans for interacting with the competitive environment to optimize achievement of organizational objectives. Strategy is the direction and scope of an organization over the long-term, which achieves advantage for the organization through its configuration of resources within a changing environment to meet the needs of the market and fulfill stakeholder expectation. (Johnson and Scholes, 2003.) A strategy is a pattern or plan that integrates an organizations goals, policies and action sequences to a cohesive whole (Mintzberg, Quinn and Ghosal, 1999).

A well formulated strategy helps to marshal and allocate an organization resources into a unique and viable posture based on its relative internal competencies and shortcomings, anticipated changes in the environment and contingent moves by intelligent opponents. Mintzberg (1987) defines strategy with a variety of views; as a plan, ploy, pattern, position and finally as a perspective. Strategy as a plan deals with how leaders try to establish direction for organization, while as a ploy it takes us to the realm of direct competition where maneuver is employed to gain competitive advantage. As a pattern strategy focuses on action that is consistent in behavior and is key to achieving organizational goals. Strategy as a position encourages organizations in their competitive environment in order to protect, avoid or subvert competition. Strategy as a perspective is an ingrained way of perceiving the world.

Strategy implementation is one of the components of strategic management and refers to a set of decisions and actions that result in the implementation of long term plans designed to achieve organizational objectives (Pearce & Robinson, 2003). Its purpose is to complete the transition from strategic planning to strategic management by

incorporating adopted strategies throughout the relevant system (Bryson, 1995). Strategy implementation involves several processes. It first involves allocation of sufficient resources which include financial, personnel, time and computer system support. Secondly, establishing a chain of command or some alternative structure such as cross functional teams. Thirdly, assigning responsibility of specific tasks or processes to specific individuals or groups. Finally it involves managing the process which includes monitoring results, comparing to benchmarks and best practices, evaluating the efficacy and efficiency of the process, controlling variances and making adjustments to the process as necessary.

Once strategies have been developed they need to be implemented. David (1997) states that strategy will most likely be expressed in high level conceptual terms and priorities. For effective implementation, it needs to be translated into more detailed policies that can be understood at functional level of the organization. The expression of strategy in terms of functional policies also serves to highlight any practical issues that might not have been visible at a higher level. The strategy should be translated into specific policies for functional areas.

### **1.1.3 Strategy Implementation Challenges**

Despite the numerous studies already undertaken in strategy implementation challenges and the common challenges published, implementation still remains a nightmare to many organizations hence there is need to do more research as to the reason why the failure is still happening. Wessel (1993) stated clearly that most of the individual barriers to strategy implementation that have been encountered fit into one of the following categories. Too many and conflicting priorities, the top team does not function well, a top down management style, inter-functional conflicts, poor

communication. These categories can be further translated into the following challenges that hamper implementation of strategies: key formulators do not play an active role in implementation, changes in responsibilities of key employees not being clearly defined, and problems requiring top management not being communicated early enough.

The most important problem in strategy implementation is lack of proper communication. The amount of strategic communication in most organizations is large, both written and oral communication is used mostly in form of top down communication. However this does not guarantee understanding and there is still much to be done on the field of communicating strategies. Alcantara (2001) states that lack of success to implementation can be subdivided into four barriers. Firstly the management barrier which reflects the problem that the focus of management activities is dealing with the daily business and not discussing the new strategies. Secondly a vision barrier which arises when vision and strategies are not explained to other organizational staff in a comprehensible way. Thirdly there is a resource barrier which means that the resources are not deployed properly. In such cases implementation becomes difficult.

#### **1.1.4 Non-governmental Organization in Kenya**

Non-governmental organization (NGO) is a non-profit, citizen-based group that functions independently of government. NGOs are organized on local, national and international levels to serve specific social or political purposes. As non-profit organizations, NGOs rely on a variety of sources for funding projects, operations, salaries and other overhead costs. Because the annual budget of an NGO can be in the hundreds of millions (or even billions) of dollars, fundraising efforts are important for

the NGO's existence and success. Funding sources include membership dues, the sale of goods and services, private sector for-profit companies, philanthropic foundations, grants from local, state and federal agencies, and private donations.

NGOs in Kenya are managed by the Non-Governmental Organizations Co-ordination Board simply referred to as the NGOs Co-ordination Board which was established by an Act of Parliament in 1990 and commenced its business on June 15, 1992. The main reason for the creation of the Board was to streamline the registration and Co-ordination of NGOs. The Board was formed as a result of the recognition of the important role NGOs were playing in the overall development of the country. By then, it had become apparent to the Government that, for better organization of NGO activities, a separate body, with full powers, to register and co-ordinate their activities was necessary.

Prior to the establishment of the Board, NGOs were registered under different Government organs making it difficult to effectively co-ordinate their activities. Some were registered under the Society's Act, others were either registered under the ministries of Culture and Social Services or that of Foreign Affairs hence the need to bring registration under one authority. The Board's main task, from the very start has been to provide a "one stop office" for registration and co-ordination of NGOs in order to harmonize their activities with the overall Government policies and programmes.

#### **1.1.4.1 Kenya Aids NGOs Consortium (KANCO)**

The Kenya AIDS NGOs Consortium (KANCO) is a national membership network of NGOs, CBOs, and FBOs, Private Sector actors, Research and Learning Institutions involved in or that have interest in HIV & AIDS , TB and other public health care

concerns in Kenya such as Malaria, Nutrition, Community Harm Reduction (among injecting drug users) among others. KANCO was established in 1990 by a group of seven member NGOs. Its membership is open to all registered NGOs, CBOs, FBOs, PLHIV support organisations, learning institutions, public and private sector organizations in Kenya. KANCO also provides for associate membership that includes individuals and INGOs.

KANCO has a membership of over 1200 organisations and numerous individuals that are networking, collaborating and are bound together by a common vision of a healthy Kenyan people with secure and sustainable access to HIV, TB and other public health care services. Formed with a principle to support members to respond to the HIV & AIDS epidemic in line with the existing government co-ordination mechanism for HIV & AIDS and TB activities, KANCO has evolved to become a premier agency for sensitizing, mobilizing and promoting collaboration among civil society organizations (CSOs), working to mitigate HIV, AIDS, TB and other public health concerns and their impacts in Kenya.

## **1.2 Research Problem**

Strategy implementation is a phase in which systems and procedures are put in place to collect and process the data that enable the measurements to be made regularly (Freedman and Tregoe, 2003). According to Pearce and Robinson, (2004) success or failure of a strategy implementation revolves around the nature of the strategy itself, the policies and support system, alignment of the strategy to short term objective, the allocation of resources, the fit between structure and strategy, leadership, communication process and the organization culture. The importance of strategy

implementation should never be underestimated because the best formulated strategy is virtually worthless if it cannot be implemented effectively.

KANCO implements its strategy over 5yr period. A review of the plan is necessary because it will help KANCO to identify the key gaps and challenges that led to non-achievement of established targets. In order to achieve the vision for the next strategic plan, it is important for management to know the challenges they faced for the strategic plan. A number of studies have been carried out on the subject of strategy implementation challenges and it still continues to attract a lot of attention due to the enormous challenges faced. Polle(2012) studied the strategy implementation challenges facing audit firms and the result of her study showed that technological systems used to monitor and implement strategies were not a major impediment. Mwongeli(2011) studied strategy implementation and its challenges at Equity Bank Machakos branch, Githui(2006) studied the challenges for Strategy Implementation in Barclays Bank K Ltd and Nyamweya (2004) looked at the subject of strategy formulation and implementation in various organizations in Kenya.

These studies generally established that organizations turn to strategic management when faced with turbulent operating environment. Ombati (2007) studied the strategy implementation of workplace policies at Red Cross and found out that the issue of resource allocation was a real impediment to strategy implementation. The problems of strategy implementation relate to situations and processes that are unique to a particular organization even though the problems maybe common to all organizations.

Many organizations operate in different environment and therefore they are compelled to align their strategies to ever changing turbulent situations in order to survive. Management is sensitive to the context in which it is applied and one cannot assume or



conclude that strategy implementation challenges are similar across various organizations and industries. Different contexts will yield different results. The fact that failure rate to strategy implementation still remains high justifies the need for more research on these challenges and suggest possible ways of addressing them. This study was designed to answer the questions: what are the strategy implementation practices adopted by KANCO in implementing its strategies?; and what are the challenges that KANCO faces during the implementation of its strategies? Consequently, it purposed to achieve two objectives: to establish the measures taken to address the challenges faced; and to identify the challenges encountered by KANCO in implementing its strategies.

### **1.3 Research Objectives**

The objectives of this study was to:

- i. Determine the challenges of strategy implementation at KANCO Kenya.
- ii. Establish the measures taken to address the challenges faced.

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

The findings of this research will be of immense importance to various parties. First and foremost, to KANCO, this study will be helpful to the organization in finding out the challenges faced in strategy implementation and what they do to cope with the challenges. It will enable the management to realize the need to come up with strategic plans and ensure their proper implementation.

The study will also provide future information to other managers in various NGO organizations on the way to go about when implementing strategic plans and also

provide information to come up with effective monitoring and control systems to mitigate challenges associated with strategy implementation.

The findings of the study will be used by future researchers and academicians in areas of strategy implementation challenges and identified knowledge gaps so that they add to existing body of knowledge in this topic and also come up with appropriate styles and methods of implementing strategies successfully and dealing with the challenges.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter discusses the various pieces of existing theoretical and practical knowledge on strategy implementation challenges. It will help pull together, integrate and summarize what is already known in strategy implementation challenges. Concept of strategy, strategy implementation, factors influencing strategy implementation and strategy implementation challenges have been discussed in this chapter.

#### **2.2 Theoretical Foundation of the study**

Much of the moral authority of NGOs comes from support from funding and facilitator organizations. The funding groups have a responsibility to ensure that their funds and support are not being directed in covert ways. While funding organizations have taken great care to establish financial-transparency mechanisms to make sure money is not misappropriated, the substantive work that the NGOs engage in has been subject to far less scrutiny. KANCO effectively carries out her institutional mandate guided by three strategic objectives namely, Community Systems Strengthening (CSS), Improving policy for HIV, AIDS, TB and other public health care concerns and Institutional Strengthening (IS).

In 2009, KANCO was accredited as a linking organisation for the International HIV and AIDS Alliance (Alliance) in Kenya. Alliance works globally to support communities around the world to reduce the spread of HIV and to meet the challenges of AIDS and related health issues. As a linking organisation for Alliance, KANCO

supports joint action on HIV & AIDS and TB at the community level and commits to developing mechanisms to help CSOs work together to achieve the shared goals.

### **2.2.1 Strategic Groups Theory**

The theory of strategic groups was introduced by Hunt (1972) and further developed by Newman (1978). A strategic group is usually defined as a group of companies operating within a single industry that adopt a similar strategy as regards products offered and resources used (Porter, 1979). Strategic groups are naturally occurring subsets of firms that are more homogeneous in actions than is found across industry incumbents in general (Cool and Schendel, 1988).

The theory of strategic groups predicts that groups of similar entities are formed because of the convergent behaviour of some companies operating in a given market. According to the theory, the number of available strategies is limited. By choosing a given strategy a company assigns itself to a certain group. Strategic groups are relatively stable over time, which is a consequence of mobility barriers. The theory also predicts that groups will differ in performance and in their reaction to external shocks.

### **2.2.2 Resource-Based Theory**

The resource-based view stipulates that in strategic management the fundamental sources and drivers to firms' competitive advantage and superior performance are mainly associated with the attributes of their resources and capabilities which are valuable and costly-to-copy (Barney, 1986, 1991, 2001a; Conner, 1991; Mills, Platts and Bourne, 2003; Peteraf and Bergen, 2003). Building on the assumptions that strategic resources are heterogeneously distributed across firms and that these differences are stable overtime, Barney (1991) examines the link between firm

resources and sustained competitive advantage. Four empirical indicators of the potential of firm resources to generate sustained competitive advantage can be value, rareness, inimitability, and non-substitutability. In Barney (1991), firm resources include all assets, capabilities, organizational processes, firm attributes, information, knowledge, etc. controlled by a firm that enable the firm to conceive and implement strategies that improve its efficiency and effectiveness.

### **2.3 Concept of Strategy**

A perspective of strategy is fronted by Kim and Mauborgne (2005) where value innovation is seen as a cornerstone of strategy through the pursuit of differentiation and low cost. The emphasis here is to create uncontested market space and make the competition irrelevant. The overriding focus in red ocean strategy is competition achieved through differentiation or low cost. Described from the competition arena, strategy here is about confronting an opponent and fighting with the need to beat an enemy in order to succeed. Strategy which is a fundamental management tool in any organization is a multidimensional concept that various authors have defined in different ways. It is the match between an organizations resources and skills and the environment as well as the risks it faces and the purposes it wishes to accomplish (Thompson, 1993). It is meant to provide guidance and direction for the activities of the organization.

The purpose of the strategy is to provide directional cues to the organization that permit it to achieve its objectives while responding to the opportunities and threats in the environment.(Pearce and Robinson, 2007)The benefit of strategy is not just offering simplification and consistency to decision making, but the identification of strategy as the commodity and unity of all the enterprises decision also permits the application of

powerful analytical tools to help companies create and redirect their strategies. According to Mintzberg (1994) strategy formulation involves several processes. First it involves doing a situational analysis for both internal and external micro-environment and macro-environment. Secondly, creating vision statements with a long term view of a possible future and creating mission statement that spell out the role that the organization gives itself in the society. Thirdly, creating overall corporate, strategic business unit and tactical objectives. Finally a plan with details on how to achieve the objectives is developed.

## **2.4 Factors Influencing Strategy Implementation**

Strategy implementation is not an easy process. Many excellent strategies fail when attempts to implement them are made (David, 1997). The implementation phase involves identifying the required resources and putting into place the necessary organizational changes it is important that an organizations daily activities and work efforts directly relate to accomplishing the strategic plan. Thompson and Strickland (2003) state that it is necessary that the organizations strategy is in line with several strategy critical components. These components include structure, leadership, culture, resources and support systems, and policies.

Thompson and Strickland, (2002) determined that the strategy implementation process included the many components of management and had to be successfully acted upon to achieve the desired results. It involves organization of the firm's resources and motivation of the staff to achieve objectives. In the world of management increasing numbers of senior staff are recognizing that one of the key routes to improved business performance is better implementation. However, at the same time it also understood that implementation is one of the more difficult business challenges facing today's managers (Piercy, 1992).

Structure is the division of tasks for efficiency and clarity of purpose and coordination between interdependent parts of the organization to ensure organizational effectiveness. Structure of the firm should be considered with the strategy being implemented. If activities, responsibilities and interrelationship are not organized in a manner that's consistent with strategy chosen, the structure is left to evolve on its own (Pearce and Robinson, 1997). According to Robbins and Coulter (2002) an organizational structure is the formal framework in which jobs are divided, grouped and coordinated. Successful strategy implementation depends in large part on the firms' organization structure. The structure identifies the key activities within the firm and the way in which they will be coordinated to achieve the firms' strategic purpose.

Strategic leadership is the ability of one to articulate a strategic vision for the company or part of the company and to motivate others to buy into that vision. Johnson & Scholes (2002) state that a strategy leader is an individual upon whom strategy development and change are seen to be dependent on, they are individuals personally identified with, and are central to the strategy of their organizations. Strategy implementation success is directly linked to the unique characteristics, orientation and actions of the CEO. The leadership in an organization will to a large extent determine the success or failure of strategy implementation. According to Pearce and Robinson (2003), two leadership issues are of fundamental importance: the assignment of key managers and the role of CEO as he is most closely identified with and ultimately accountable for a strategy's success and represents an important source for clarification guidance and adjustment during implementation.

Culture is a system of shared meaning and beliefs held by organizational members that determines in a large degree on how they act (Robbins and Coulter, 2002). An organizational culture provides the social context in which an organization performs its

work and interactions. Aosa (1992) stated that it is important that the culture of an organization be compatible with the strategy being implemented. Culture affects both the way managers behave within organizations as well as the decisions they make about the organizations relationship with the environment and its strategy. Implementation of any strategy requires a substantial amount of organizational resources.

## **2.5 Strategy Implementation Challenges**

Studies have been done on strategy implementation challenges by different authors and scholars and many challenges uncovered. Kim and Mauborgne (2005) identified some of the challenges to be failure to follow the plan, poor communication, inability to predict environmental reaction. Andreas (2004), Kaplan and Norton (2004), Wheelan and Hunger (2008), Thompson and Strickland (2003) state that organization structure, organization culture, leadership, lack of staff motivation are also among some of the challenges faced. Previous research done by Aosa (1992); Ombati (2007); Ronga (2008), also uncovered some more challenges. These challenges are discussed in more detail below.

### **2.5.1 Lack of Sufficient Communication**

The most important problem experienced is lack of sufficient communication. Heinz and Harold (1993), argue that communication is the means by which people are linked together in an organization to achieve a common purpose. It is important in setting out and agreeing on clear guidelines with the implementers. This is to ensure all involved understand what is expected of them, allow any confusion or ambiguity to be resolved, ensure that the organization is properly coordinated. Before any strategy can be implemented, it must be clearly understood. Clear understanding of a strategy gives purpose of activities of each employee and allows them to link whatever task is at hand



to the overall organizational direction (Byars et al, 1996). Lack of understanding a strategy is one of the obstacles of strategy implementation.

### **2.5.2 Organization Structure**

While the strategy should be chosen in a way that it fit the organization structure, the process of matching structure to strategy is complex (Byars et al, 1996). The structure that served the organization well at a certain size may no longer be appropriate for its new or planned size. According to McCarthy et al (1996), creating that structure and the attendance behaviour changes is a formidable challenge. The fundamental challenge for managers is the selection of the organization structure and controls that will implement the chosen strategies effectively. Changes in strategy often require changes in the way an organization is structured. Organization can be captured by their structures and systems (Johnson and schools, 2002). This is because structure dictates how policies and objectives are established.

Structure shows the way tasks are grouped into jobs and jobs grouped into organizational units. It deploys accountabilities so the company can achieve its goals and objectives and ultimately its mission. The structure can help a strategy to be implemented or it can make it totally impossible. Structure and strategy have to be compatible. Pearce and Robinson (2000) notes, structures that are designed without regard to strategy can cause strategy to fail regardless of other well intended efforts. According to Chandler (1962) if the structure is not realigned to match the changes in the strategy then this could frustrate the implementation process. Changes in structure should not be expected to make a bad strategy good. Aosa (1992) observed that lack of compatibility between strategy and culture can lead to a high organizational resistance to change and demotivation which can in turn frustrate the strategy implementation.

Management should strive to preserve, emphasize and build upon aspects of an existing culture that support new strategic choices.

### **2.5.3 Lack of employee motivation and commitment**

Pearce and Robinson (1991) highlight motivating and controlling personnel in strategy execution are accomplished through a firm's rewards system. Motivation is concerned with the factors that influence people to behave in certain ways and getting them to move in the direction you want to go in order to achieve results. People are motivated when they expect a course of action likely to lead to attainment of a goal and a value reward that satisfies their needs. One of the biggest strategy implementation challenges is to employ motivational techniques that build whole hearted commitment and winning attitudes among employees.

Individual behaviour and attitudes can be an impediment to strategy implementation. Therefore effective actions must address and consider behaviours attitudes and values of the people in the organization. The behaviour of individuals ultimately determines the success or failure of the organizational endeavours and top management concerned with strategy and implementation must realize this. Wheelan and Hunger (2008) hold the view that when the reward systems are out of step with the strategy execution then implementation is inhibited. The reward mechanism can be both positive and negative as well as short term and long term. Success is celebrated while there are consequences for failures. The reward can be in the form of bonuses, promotions, incentives, recognition.

### **2.5.4 Inadequate Resources**

The resource of an organization includes its human resource skill, the investment and capital in every part of the organization. Therefore lack of resources can be a real

challenge to implementation. Thompson et al (1992) notes that the human resource element plays a big role in the design and administration of strategic plans. Their use as a “strategic weapon” to gain competitive advantage is essential together with adequate allocation of material resources to facilitate successful implementation. David (1997) observes that organizations have at least four types of resources that can be used to achieve desired objectives. These are financial, human, physical and technological. A resource fit test should be applied to determine whether firm’s resource strengths match the resource requirements of its present business line up. Once a strategic option has been settled upon, management attention turns to evaluating the resource implications of the strategy (Campbel et al, 2002). To achieve a strategy resources are required and need to be allocated and must be adequate and be in line with the expected performance targets. Resource allocation is central management activity that allows for strategy execution. It’s not possible to implement a strategy without resources that can be made available by the organization.

### **2.5.5 Poor leadership**

The importance of leadership in strategy implementation highlights the fact that a leader should be at the forefront in strategy execution. Parkinson (2005), leadership is the ability of an individual to influence, motivate and enable others to contribute towards the effectiveness and success of the organization of which they are members. Leadership plays a central role in strategy implementation and if not properly managed poses challenges. Since organizations need people to bring about the necessary changes, strategy implementation therefore requires the assembling of a capable team with the right skills. Pearce and Robinson( 2001) notes that the CEO together with key managers must have skills necessary, personalities, education and experience to execute the strategy.

The role of appropriate leadership in strategic success is highly significant. It has been observed that a successful transformation is 70-90 percent leadership and only 10-30percent management. It takes adept leadership to convincingly communicate the new strategy, overcome pockets of doubt and disagreement, and build consensus and enthusiasm for how to proceed. The leadership challenge is to galvanize commitment among people within an organization as well as stakeholders outside the organization to embrace change and implement strategies intended to position the organization. Whether one is distilling strategy to achieve clarity of intent or engaging people to drive the strategy into action process, effective leadership makes the difference.

#### **2.5.6 Organization culture**

An organization cultural setting can either facilitate or hinder successful strategy implementation. Burnes (2004) in his studies on culture, power, politics and change, notes that when an organization environment is rapidly changing situations will arise when its culture is out of step with the changes taking place. Each organization possesses its own culture that is a system of shared beliefs and values. The corporate culture creates and in turn, created by the quality of the internal environment. Andreas (2004) observes that top management principal challenge in the cultural context is set to the cultured tone, pace and character to see if it is conducive to the strategic changes that the executives are charged with implementing. Changing an organization culture to align it with strategy is among the toughest management tasks according to Thompson and Strickland (2003). Changing problem cultures is very difficult because of the heavy anchor of deeply held values and habits. People cling to the old and familiar. It takes concerted management action over a period of time to replace an unhealthy culture with a supportive culture that facilitates strategy implementation.

### **2.5.7 Disconnect between planning and implementation**

Kaplan and Norton (2005) found that many organizations have a fundamental disconnect between the formulation of their strategy and implementation of that strategy into useful action. They introduce the notion of strategy mapping which is a diagram that describes how organizations create values by connecting strategic objectives in explicit cause and effect relationships with each other in the financial, customer, internal processes and learning growth for value creation. One of the practical issues in executing strategy is that many managers have little experience of planning the implementation of strategies particularly those that are transformational (Hussey 1998). A reasonable achievable time scale is not set during the planning process. The failure of many strategic planning initiatives is due to organizations lacking inertia to sustain them once the initial enthusiasm has worn off.

### **2.5.8 Resistance to Change**

Implementing new strategies requires large scale change (Kaplan and Norton, 2004). Transformational change has emerged to differentiate the scale of change required by business strategy from the continuous improvement that organizations routinely perform. The biggest challenge in implementing strategy is getting alignment throughout the organization and cultivating change initiatives that sustain momentum. Implementing strategic change requires the confidence, cooperation and competencies of the organization's technical and managerial people so the continual development of the organization's vital asset, human resource, is very high priority. Another priority is managing change.

It's a great challenge to deal with potential barriers to change because implementation efforts often fail when you underestimate these barriers. Experience shows that barriers

against implementation of the strategy can lead to a complete breakdown of the strategy. According to Andreas (2004) these barriers are psychological issues ranging from delay to outright rejection and organizations need to pay more attention to them. After all, strategy implementation consists mostly of psychological aspects so by changing the way employees views and practice strategies, senior managers and executives can effectively transform change barriers into a gateway for a successful execution.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the procedures that was followed when conducting the study. It involved a blueprint for the type of research design that was used, the method of data collection and how the data collected was analysed.

#### **3.2 Research Design**

The research was conducted through a case study as the unit of analysis was one organization. The case study was aimed at getting detailed information on the challenges that KANCO faced during strategy implementation. It was necessary to collect data that allowed an in depth investigation and understanding of the challenges of strategy implementation at KANCO. Kothari (2004) noted that a case study involves a careful and complete observation of social units. It is a method of study in depth rather than breadth and places more emphasis on the full analysis of a limited number of events or conditions and other interrelations.

#### **3.3 Data Collection**

The study used both primary and secondary data. Primary data was collected through the use of an interview guide. The respondents of the study was the Executive director, Deputy executive Director, Technical director programs, Technical director Finance and Administration, Policy and Advocacy manager, finance manager, Monitoring and evaluation manager, Communications manager, 3 Program officers, I.T Officer, communications officer and Grants officer because they were involved in the strategy

implementation. Secondary data was collected from the organizations document such as annual reports, website and strategic plan. This method of data collection was preferred because it enables the researcher to obtain more up to date information.

### **3.4 Data Analysis**

Data collected was edited for completeness and consistency and then coded to enable the responses to be grouped into various categories. The data was analysed by use of content analysis. It made inferences about the antecedents of a communication, about characteristics of a communication and about the effects of a communication. According to Mugenda and Mugenda (2003) the main purpose of content analysis is to study existing information in order to determine factors that explain a specific phenomenon.



## **CHAPTER FOUR**

### **DATA ANALYSIS, RESULTS AND DISCUSSION**

#### **4.1 Introduction**

This chapter analyses the data and presents the results obtained on the basis of the research objectives set out at the beginning of the study. The study sought to establish the challenges faced by KANCO during strategy implementation and how these were overcome. Data was collected through an interview guide and the respondents in this study were drawn from various levels of staff at KANCO ranging from the Executive director, Deputy executive Director, Technical director programs, Technical director Finance and Administration, Policy and Advocacy manager, finance manager, Monitoring and evaluation manager, Communications manager, 3 Program officers, I.T Officer, communications officer and Grants officer because they were all involved in strategy implementation at different levels

#### **4.2 Respondents General Information**

Section A of the interview guide aimed at establishing the respondents department, the position and length of service in the position. The interviewees consisted of the Executive director, Deputy executive Director, Technical director programs, Technical director Finance and Administration, Policy and Advocacy manager, finance manager, Monitoring and evaluation manager, Communications manager, 3 Program officers, I.T Officer, communications officer and Grants officer. Most of them have had experience on challenges facing strategy implementation as they have worked in the organization for more than five years. The finding was that all staff was involved in strategy implementation. Of the interviewees ninety percent were head of departments and ten

percent were in the middle and lower management. While eighty percent had worked in the organization for more than five years the other twenty percent had less than two years' experience. The majority of the respondents served in the same position since they joined the organization while the others had risen up the ladder. This implies that staffs are occasionally promoted within the organization.

### **4.3 Strategic Planning at KANCO**

The study sought to establish the existence of a strategic plan at KANCO whether the strategic plan formulation process was formal or informal and also whether the organization has a vision mission, core activities and values. It was confirmed that the strategic plan existed which is formulated formally through meetings and communicated to all stakeholders through an official launch of the strategic plan document. The strategic plan at KANCO covered a period of five years. A consultant was hired to assist in developing the strategic plan and he did this together with the staff and managers. Several workshops were conducted with stakeholders to document lessons learnt while implementing the previous strategic plan (2010-2014). Achievements made within the period, gaps noted and challenges experienced were documented. Departmental review was done to understand the performance levels of departments.

It was confirmed that the organization had a mission, vision and core values which were clear to all the employees and that they were well advertised within the organization. It was revealed that at KANCO the Board of Directors, Senior Management Team, Program officers and Consultants were involved in the strategy formulation process and each of them played a different role from each other in the strategic planning process.

It was clear that staff were represented in the strategy formulation process however some felt that they should be more involved rather than just making appearances during the meetings. It was revealed that after the strategic plan is formulated it is then communicated to the staff members and stakeholders through emails, through a series of validation workshops, launching of Strategic plan workshop. When asked how often the strategic plan was reviewed most of the respondents confirmed that the strategic plan was reviewed annually during the period when the annual work plan and budget was being done and at the end of the strategy period. As much as this procedure was carried out annually it was viewed as an exercise that was largely routinely where numbers were changed every year it then became apparent that receiving the strategic plan was a challenge because the document was not amended to cope with changes in the environment and organization. In addition it was felt that there was no evidence that the operational plan was drawn from the strategic plan.

#### **4.4 Challenges faced during Strategy Implementation**

The research sought to find out the challenges on strategy implementation being faced by KANCO. The challenges identified are discussed below.

##### **4.4.1 Organization Structure**

The researcher sought to find out whether KANCO organization structure facilitated the achievement of goals. It was confirmed that the structure has frequently been changing to support strategy implementation and that it was designed to breakdown how work is to be carried out in functional departments. The structure was reviewed after some time in line with the organizational demands. Yearly assessment of roles to ensure proper revision of the structure to be in line with the organizations strategy was done. The current KANCO structure constitute of the trustees, Board of Directors,

executive director, deputy executive director, Technical director programs, technical director Finance and administration, managers and program officers in the regional coordinator and HR AND Admin departments.

Activities and responsibilities have been organized based on the functions of each department in line with strategies being implemented. The researcher sought to find out if there had been any change in the KANCO structure since the launch of the strategic plan and it was in agreement that minor changes have been made with regard to position roles and responsibilities to ensure new areas of focus are effectively implemented and monitored. It was found that as structure keeps on changing it has been posing challenges to strategy implementation due to resistance to change, lack of clear communication to prepare those affected.

#### **4.4.2 Employee Commitment to Strategy Implementation**

Asked to what extent the staff at KANCO were committed to strategy implementation, it was revealed that staff commitment was limited to implementing the specific activities in the operational plan derived from the strategic plan, but failed to link these activities to overall goals outlined in the strategic plan. Staff commitment was also limited to implementing areas only relating to their department, and thus there is limited program integration. There was a feeling that all KANCO staff subscribed to organization principles, beliefs and values and that recruitment processes took on board values and beliefs of employees that are consistent with organizational values however they were not committed because not all of them were involved in strategy formulation process. Employee commitment was not there due to poor motivation and poor remuneration.

#### **4.4.3 Management Involvement in Strategy Implementation**

The study sought to find out if management at KANCO were involved and participating in strategy implementation. It was agreed that management at KANCO is fully involved in the implementation of the strategic plan and at times considers itself a custodian of the plan because it provides the vision guidance in the implementation of the strategy including the reviews. The managers provided support for their employees and act as role models in strategy implementation. They made sure that projects were implemented from the drawn strategy and that regular evaluation was done. It was agreed that feedback from issues arising during implementation was given through participatory annual review and reflection process which collects perspective of the staff, partners and the community on the extent to which positive change is taking place, lessons learnt and the challenges and constraints.

#### **4.4.4 Organization Culture**

There was an overwhelming agreement that the culture has a strong influence to strategy implementation. Organizations culture is a company's way of doing things. It constitutes norms, values and beliefs that are held over time in the course of doing business. Match between strategy and culture is crucial for successful implementation of strategy. The study aimed at establishing how the culture affects strategy implementation and all agreed that the KANCO culture was supportive of the organizations strategy and that the staff holding key positions were competent to deliver. The cultural factors such as resistance to change and fear of the unknown were dealt with by involvement of senior management and training together with communication of benefits of changing the strategy to all staff. They ensured they took

employees through the benefits of changing a particular strategy thus encountering less resistance and maintaining the organization culture.

#### **4.4.5 Inadequate Resources**

The study revealed that the budgetary resources were not sufficient to meet organizations objective at KANCO. There was a budgetary deficit identified during the financial gap analysis. All activities in the strategic plan require a budget and without adequate resources it will be difficult for organizations to successfully execute the strategies. The resource constraints hindered strategy implementation at KANCO. Furthermore time resource was also highlighted as an impediment. It was argued that when there is time shortage some of the partners quit before the implementation is complete. All agreed that strategy implementation requires availing of all the necessary resources for it to succeed. Available resources were inadequate in some instances forcing projects to be rolled over to the next financial year. KANCO had an ambitious plan yet it was not possible to implement strategies which require more resources than could be made available. It was noted that too little resources stifled the ability to carry out the strategic plan to the fullest. Sixty percent of KANCO income is through regular giving and the other forty percent is through donor funding. The organization has to continually keep on looking for donors to fund proposals.

#### **4.4.6 Communication of the Strategic Plan**

It was clear that the strategy was communicated to the KANCO staff and stakeholders. Different methods are used to ensure wide dissemination and roll out of the strategy. It's communicated through meetings, exchange of email and staff retreats, blogs. Management ensured that the communication channels were two way so that it could provide information for improving understanding, knowing the staff responsibilities

and to motivate staff. They made sure it was a continuous process in the entire implementation process. It was agreed that organizational communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation. Communication helped in ensuring that all the stakeholders were involved in the implementation of the adopted strategies and make them more committed. However there was a feeling that the organization left a lot to be desired as such a critical document was not part of the orientation package so they wondered how staffs were supposed to be informed about the strategic direction of KANCO when there was a limitation in knowledge of sharing of such a critical document.

#### **4.4.7 Leadership**

The leadership of KANCO was at the forefront in providing vision, initiative, motivation and inspiration. It was agreed that they provided the needed guidance and direction towards achieving the targeted results of the KANCO. The management showed an active team spirit in the strategy implementation process. All the relevant positions were filled with qualified people and assignment of key managers particularly within the senior management team was done. Rigidity and bureaucracy were not present and they embraced new ideas and innovational technology as required. Leadership training sessions were conducted to instill a set of management competencies. They pointed out various kinds of challenges they faced and how they were able to overcome them thus showing good leadership. An example of the good leadership is how they were able to prioritize strategies based on the finances available via vis the urgency to implement the strategy.

#### **4.4.8 Policies and Procedures**

Policies and rules practiced at KANCO serve as a standard operating procedure in facilitating implementation of strategy but it has posed a challenge to strategy implementation as revealed by the study. Especially within the change of context as it calls for regular review of policies to ensure they reflect the strategy. It was indicated that some of the policies presented bureaucracy and were not clear and concise. This had at times led to conflicts between some of the managers where each group accused each other of interfering in their roles thus less being achieved. The departmental and operational manuals were not updated to adequately support strategy implementation and the new way of doing things.

The policies at KANCO are supposed to be routinely examined to be aligned to current strategies on a continuous basis. Sometimes decisions made are not implemented because staffs do not have clear policies and rules to follow. The new ways of doing things were not incorporated on the standard operating procedures this led to non-achievement of results in some areas and subjective decisions being made and thus slowed down the rate of implementation. The findings suggested that policies whether new or revised play a major role in supporting strategy implementation because it assists in controlling organizational activities and counteracts any tendencies of the organization to resist or reject the chosen strategy.

#### **4.4.9 Monitoring and Evaluation of Projects**

The study sought to find out whether the projects in KANCO were continuously being monitored and evaluated to identify gaps and ensure they were in line with the strategic plan. All agreed that projects were continuously monitored and evaluated to identify gaps and ensure they are in line with the strategic plan. The responsibility of monitoring the progress of strategy implementation was guided by the performance management



framework and M&E plan. The KANCO staff interviewed revealed that this process was done through staff retreats and annual work plan meetings. The respondents were also asked to give their opinion on the factors that affected the implementation of their previous plan.

Most of them agreed that lack of enough funding and resources, changes in the external environment such as shifts in national policies and shifts in priorities of key stakeholder and program beneficiaries, change in the context of the strategic plan, increased community and stakeholders needs, competing priorities, emerging needs and areas of service delivery that lead to implementing activities outside the strategic plan, lack of accurate baseline data during planning were the factors that affected the strategy implementation for the previous 2006-2010 strategic plan. Resistance to change and slow response to global trends also had an effect on KANCO strategy implementation. The organization was still basking in the glory of the days when it was able to implement its strategy with a lot of zeal it did not realize the importance of changing so as to adapt to the environment in which it operated. A lot of time was wasted looking at the past instead of focusing into the future

#### **4.4.10 Resistance from Employees**

Asked whether any resistance from staff and management while implementing the strategic plan, all agreed that there is always a segment of staff resisting some elements of the strategy but it was managed through a consensus and rewarding and recognizing all those who have delivered a higher degree towards achievement of strategy implementation. It was a mixture of support and resistance among the management and staff. There was a lot of support from the Executive Director and most senior managers however there were also pockets of resistance from the rest of the staff who feared the unknown and uncertainty and preferred instead to maintain the status quo and continue

to remain in their comfort zones. Staff resisted because they doubted whether the skills they had could match with skills requirements for KANCO dispensation. Management provided training to ensure that employees acquire the technical know how to implement.

#### **4.5 Measures to address Strategy Implementation Challenges**

As per the second objective the study sought to determine how KANCO handled the challenges it encountered during strategy implementation. KANCO came up with various strategies and initiatives as discussed. Through the use of a risk management matrix tool. Each strategy has a risk management matrix which projects potential risks and challenges and how to address them. The risk matrix is reviewed regularly to ensure challenges are addressed as it rises. The Board of Directors and Management Team hired a consultant who was charged with the responsibility of helping the organization achieve its strategic objectives and steering it forward precisely turning the organization around

Organization restructuring was done by declaring some positions redundant and coming up with a lean structure. Some of the positions were also reclassified from regional to country thus saving the organization money in terms of staff emoluments. KANCO also opted to hire consultants to perform some of the functions thus not having to pay staff benefits such as medical cover and employees' contribution of the provident fund. Volunteers were hired as cost saving measure as they were cheaper and could help do some of the work under the supervision of experienced staff

Where resistance was experienced in strategy implementation, KANCO instituted measure to minimize them. It has embraced the idea of involving key stakeholders and

increasing stakeholder consultations at initial stages and during piloting of any new project, sensitizing all staff and stakeholders on the importance and benefits of strategies being implemented, conduct change management training program. In the extreme cases, the reluctant staff were either sacked or transferred.

The study found out that reward systems are not in any way tied to the ability to implement strategies. KANCO management is in the process of developing an additional reward system that will tie rewards to the successful implemented strategies. KANCO addressed strategy implementation challenges by scaling up resource mobilization activities, strengthening data collection and management to ensure timely and accurate data, strengthening monitoring activities through training and ensuring the strategic plan is well disseminated and that the strategic plan document was part of the orientation package.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS.**

#### **5.1 Introduction**

This final chapter of the study outlines the summary of the research findings, recommendation, limitations of study, suggestions for further research and conclusions. The findings were presented in the respect of the main objectives which were establishing the challenges KANCO encountered during strategy implementation and how these were overcome.

#### **5.2 Summary of findings**

The respondents of this study were the Executive director, Deputy executive Director, Technical director programs, Technical director Finance and Administration, Policy and Advocacy manager, finance manager, Monitoring and evaluation manager, Communications manager, 3 Program officers, I.T Officer, communications officer and Grants officer. These respondents were specifically chosen because they are involved in formulation and implementation of organizations strategic plans and have had adequate experience on the challenges facing strategy implementation since most have work in the organization for more than four years. The Executive Director manages leads, directs and shapes a vision for KANCO in line with the established policies, principles and operating practices of KANCO as well as good management practice and the political, social, cultural & economic environment. The Communication manager plans implements and initiates activities that promote awareness of KANCO'S work among key stakeholders, attract funding to support KANCO communications through

participation in proposal development and submission. The program officers provide leadership and direction in the provision and delivery of KANCO services throughout the organization. Policy and Advocacy manager provides support in the development of strategic plans, program reviews, annual plans and budgets, and design of emergency interventions at the country program level for KANCO.

The Monitoring and Evaluation officer's role is to develop and implement M&E systems focused on data collection, storage, analysis and reporting to ensure synergy between accountability, learning and planning system, the global monitoring framework and local M&E frameworks. The I.T Officer is tasked with the day to day support of the organizations user desktop problems. And finally the Administrative Coordinator is responsible for providing administrative and financial support to the regional office.

The organizations structure has frequently been changing to support strategy implementation and minor changes have been made with regard to position roles and responsibilities to ensure new areas of focus are effectively implemented and monitored. The structure is reviewed after some time in line with the organizational demands. Staff commitment to strategy implementation is limited to implementing the specific activities in the operational plan derived from the strategic plan and areas only relating to their department, and thus limited program integration. It failed to link these activities to overall goals outlined in the strategic plan.

Management was fully involved in the implementation of the strategic plan and considered itself a custodian of the plan because it provided the vision, guidance in the implementation of the strategy including the reviews. They made sure that projects were implemented from the drawn strategy and that regular evaluation was done. The

organizations culture was supportive of the organizations strategy and all staff holding key positions were competent to deliver. The cultural factors such as resistance to change and fear of the unknown were dealt with by involvement of senior management and training together with communication of benefits of changing the strategy to all staff.

Inadequate resources stifled the ability to carry out the strategic plan to the fullest. The budgetary resources were not sufficient to meet organizations objective. All activities in the strategic plan require a budget and without adequate resources it will be difficult for organizations to successfully execute the strategies. Communication of the strategic plan to all the staff and stakeholders was done using different methods are used to ensure wide dissemination and roll out of the strategy. Management ensured that the communication channels were two way so that it could provide information for improving understanding, knowing the staff responsibilities and to motivate staff.

The leadership of the organization was at the forefront in providing vision, initiative, motivation and inspiration. It provided the needed guidance and direction towards achieving the targeted results of the organization. The management showed an active team spirit in the strategy implementation process. Projects were continuously monitored and evaluated to identify gaps and ensure they are in line with the strategic plan. The responsibility of monitoring the progress of strategy implementation was guided by the performance management framework and M&E plan.

The policies and procedures practiced to serve as a standard operating procedure in facilitating implementation of strategy were not regularly reviewed. The departmental and operational manuals were not updated to adequately support strategy implementation and the new way of doing things. A segment of staff resisted some

elements of the strategy but it was managed through a consensus and rewarding and recognizing all those who have delivered a higher degree towards achievement of strategy implementation.

To cope with the challenges the organization adopted the use of a risk management matrix tool which projects potential risks and challenges and how to address them. They hired a consultant who was charged with the responsibility of helping the organization achieve its strategic objectives and steering it forward precisely turning the organization around. Organization restructuring was done by declaring some positions redundant and coming up with a lean structure. Where resistance was experienced in strategy implementation, it embraced the idea of involving key stakeholders and increasing stakeholder consultations at initial stages and during piloting of any new project, sensitizing all staff and stakeholders on the importance and benefits of strategies being implemented, conduct change management training program.

The organizations management is in the process of developing an additional reward system that will tie rewards to the successful implemented strategies. It is scaling up resource mobilization activities, strengthening data collection and management to ensure timely and accurate data, strengthening monitoring activities through training and ensuring the strategic plan is well disseminated.

### **5.3 Conclusions**

Strategy implementation is the end product of strategic planning. Without action, planning is pointless and empty activity. The failure to carry out a strategic plan into the day to day activities of the workplace is a major reason why strategic planning often fails to achieve its objectives. Most organizations have good strategies but successful strategy implementation remains a major challenge. Strategy implementation is

concerned with both planning how the choice of strategy is put into effect and managing the change require to successfully implement these strategies. It can be defeated if the attitudes and habits of managers and employees are hostile or at crossroads with the needs of the strategy. To cope with these challenges management needs to launch a change process to establish a one company unified culture. It should ensure that the leaders have the sensitivity, creativity, patience and communication skills necessary to curb cultural conflicts.

## **5.4 Recommendations**

This study recommends a radical change in KANCO if the organization is to reposition itself to brace competition and deliver results. Active participation of the Board is crucial. The rules of engaging Board members should be clear and the recruitment process professionally done. Use of psychometric test would be commendable to enhance the selection of members with the desirable personalities. The board should be evaluated during the span of their membership or agreed intervals.

The human resource strategy should be linked to the overall organization strategy the organization structure should be changed to support strategy implementation. At this juncture ineffective staff should be weeded out. Staff should be involved in decision making and KANCO should have good recruitment procedures and packages so as to attract the best in order to enforce accountability it would be critical to match skills to jobs. Delivery should be paramount and deadlines must be respected by all, there should be no impunity in the organization.

Lessons learnt from the previous strategic plan should be analyzed and guide the process of the next plan. Mid-term reviews should be set up so that adjustments can be made where necessary and progress of the plan communicated. Communication



channels should be improved; there should be better coordination of activities between all departments in the organizations. A staff retreat should be held to engage members in critical thinking which should result in good decisions being made.

There should be budget allocation for the strategic planning process and implementation the plan should be communicated to all, monitoring of the strategy implementation process should be done by a team. The strategic planning process should be consultative in nature, led by clear policies. It's important for the strategic planning process to be owned by the stakeholders. In addition KANCO should have a resource mobilization strategy to implement the strategic plan. Once the strategy has been agreed upon, the organization needs to change the structure so as to support the strategy implementation process.

To avoid these problems from reoccurring again in future, KANCO needs to ensure that the strategy formulation should be made participatory by involving all staff as well other stakeholders. This will enrich ownership of the final strategy as well as facilitate smooth successful implementation. Strategy is clear and concise and therefore employees can read on their own and understand what is expected of them and work towards achieving the organizational objectives. Although not all employees are involved in strategy planning in the organization they are part and parcel of it and therefore they would all want to see that the strategy is successful.

## **5.5 Suggestions for Further Research**

It is generally agreed universally that no research is an end in itself. Therefore what this research has achieved can only be considered to be little hence requiring further work. From the insight gained in the course of the investigations, there is need to carry out further research in the organizations that are similar to KANCO in terms of size and

areas of intervention. Findings can then be compared to assess if there are any commonalities or unique factors. There is also need to study the practices adopted to evaluate the progress towards strategy implementation within NGOs in Kenya.

## **5.6 Limitations of the study**

Limitations must be encountered in all research studies therefore this one was not an exception to that. Difficulties of securing a face to face interview with some of the targeted respondents were experienced mainly because of their busy schedule.

The study was also limited to an in depth case study of KANCO hence findings are unique to this organization and cannot therefore be generalized to be a representation of similar organization in the industry.

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## **APPENDICES**

### **APPENDIX I: LETTER OF INTRODUCTION**

## APPENDIX II: INTERVIEW GUIDE

This aim of this Interview Guide is to collect information on the challenges of strategy implementation challenges at KANCO. The information is required for academic purposes only and will be treated as confidential.

### **Section A: Background**

Name of department.....

Designation.....

Number of years worked in the position.....

### **Section B: Establishing existence of a Strategic Plan**

1. Does the organization have a vision, mission and core values?
2. Does KANCO have a strategic plan? If yes what period does it cover?
3. Who is involved in the strategy formulation process at KANCO?
4. What is your role in the strategic planning process?
5. How was the current strategic plan communicated to the staff?
6. How often is the strategic plan reviewed?

### **Section C: Strategy implementation and its challenges**

1. Does the organization structure facilitate the achievement of goals?
2. Has there been any change in the organization structure to accommodate new strategies?
3. What factors affected strategy implementation for the strategic plan 2006-2010?
4. To what extent are the employees committed to strategy implementation?

5. How would you rate the level of management involvement and participation in strategy implementation?
6. Are the staff holding key positions competent to deliver?
7. Are the budgetary resources sufficient to meet organizations objectives?
8. Is there sufficient communication to all stakeholders regarding the strategic plan?
9. Do you get feedback from staff regarding issues arising during implementation?
10. Do staff have access to information required to work effectively?
11. Does KANCO leadership create an environment conducive for implementation of strategic plan?
12. Does existing policies (guidelines, rules, procedures) pose any challenges in facilitating strategy implementation?
13. Is there good coordination and sharing of responsibilities towards strategy implementation?
14. Are projects continuously monitored and evaluated to identify gaps and ensure they are in line with the strategic plan?

*Thank you!*