CHALLENGES OF STRATEGY IMPLEMENTATION IN COMMUNITY BASED ORGANIZATIONS IN NAIROBI, KENYA

BY

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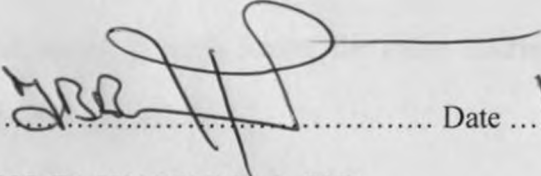
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DECLARATION

The project is my original work and has not been presented for an award of a degree in any other university.

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The project has been submitted for examination with my approval as university supervisor.

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DEDICATION

I dedicate this research project to my loving wife, Margaret Luyali, and our great children. Sally, Enoch, and Esther for their mutual love and support and the life we have hitherto shared together by the grace of God. I also dedicate it to my dear mother, Rasoah Musikali, for her determination, inspiration, and the true love of a mother.

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ABBREVIATIONS AND ACRONYMS

AuSAID	-	Australian Agency for International Development
CBO	-	Community Based Organization
CIDA	-	Canadian International Development Agency
DANIDA	-	Danish International Development Agency
EU	-	European Union
FBO	-	Faith Based Organization
FMS	-	Founder Member Syndrome
INGO	-	International Non Governmental Organization
KII	-	Key Informant Interview
NGO	-	Non Governmental Organization
OFP	-	Organizational Fit Profiling
para	-	Paragraph
pg	-	Page
UK	-	United Kingdom
US	-	United States
USAID	-	United States Agency for International Development
VCO	-	Voluntary Charitable Organization
Vol.	-	Volume

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ABSTRACT

A strategy is a company's management action plan for running the business and conducting operations efficiently and successfully. Therefore the most important thing for an organization today is the extent to which it is able to implement its strategy in a competitive business environment. Though Community Based Organizations (CBOs) are good vehicles of development at the grass root in Kenya, their progress is hampered by strategy implementation challenges. They operate in a highly competitive environment that requires constant situational analysis and adaptation to the prevailing conditions. This cross-sectional survey sought to identify strategy implementation challenges inherent in CBOs working in Nairobi County. The survey findings revealed the following challenges as the most common hindering strategy implementation in CBOs in Nairobi: poor organizational structures; weak culture and poorly nurtured organizational values; inadequate and poor resource allocation for strategy implementation; dim communication channels and uncoordinated operations; poor staff rewards; and weak monitoring and evaluation systems. There is need to address these challenges to ensure efficient and effective strategy implementation. Suggested measures include streamlining staff reward and motivation mechanism, instituting staff development program for skills enhancement, beef up fundraising and adequate resource allocation, ensure participation of all key stakeholders in strategy formulation and implementation processes, and developing an effective communication system to ensure effective information sharing.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The most important thing for an organization in today's world is the extent to which it is able to achieve its strategy in a competitive business environment. A strategy is the plan or pattern that integrates an organization's major goals, policies and action sequences into a cohesive whole (Mintzberg, Quinn, and Ghoshal, 1999). Strategy implementation is "the sum total of the activities and choices required for the execution of a strategic plan (Wheelen and Hunger, 2008, pg 214)".

Community Based Organizations (CBOs) are non-profit-making entities that act as vehicles of development. However, they experience challenges in pursued of their strategies. This study was conducted to establish strategy implementation challenges in community based organizations in Nairobi.

1.1.1 The Concept of Strategy

A strategy is a large scale, future-oriented plans for interacting with the competitive environment to achieve company objectives (Pearce II and Robinson, 2011, pg 4). Pearce and Robinson (2011) argue that a strategy is a company's game plan and reflects its awareness of how, when, and where it should compete; against whom should it compete; and for what purposes it should compete. Mintzberg (1987) defines strategy as a plan, a ploy, a pattern, a position, and a perspective.

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"Strategy is about trying to influence, where possible, the external environment in which the company operates; differentiating to add unique value to products and services; and thoroughly understanding the marketplace, its segmentation and the customers" (Capon 2008, pg 6). A well-formulated strategy helps to allocate an organization's 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.

1.1.2 Strategy Implementation Challenges

Strategy implementation is the process by which organization's chosen strategy is put into operation (Lynch, 2009 pg 487). Performance of a firm is dependent on how well it is able to convert a strategy into sound actions (Narayana, n.d. pg 2 para. 1). Great strategies are worth nothing if they cannot be implemented (Okumus and Roper, 1999).

According to Hrebiniak (2008), the road to effective strategy implementation is full of potholes and dangers. Poor performance of strategy implementation can be attributed to poor communication, unrealistic synergy expectations, structural problems, the missing master plan, lost momentum, lack of top management commitment, and unclear strategic fit (Wheelen and Hunger, 2008).

1.1.3   Non Governmental Organizations in Kenya

Non Governmental Organizations (NGOs) are voluntary initiatives that operate independently, devoid of government interference (Wikipedia). The NGOs in Kenya comprise of community based organizations (CBOs), socio enterprises and Voluntary and charitable organizations (VCOs). They are not-for profit organizations that pursue wider social and economic agenda. Their role is to mobilize resources for community development programs (Abdel-Kader and Billy, 2011).

The NGOs in Kenya have their genesis in the emergent and spread of Church-based and secular organizations, dating back to pre-independence period. These organizations were formed to address relief and welfare challenges (Sessional Paper 1, 2006). NGOs also draw much of their strength from the "Harambee" motto (pulling together for mutual support). The definition and scope of the NGOs in Kenya has in the recent past widened to include performance management systems, with emphasis being on measurement of achievement of objectives and use of logical framework with emphasis on output and financial measures and team based targets (Abdel-Kader and Billy, 2011). The Kenyan NGOs mostly.

1.1.4   Community Based Organizations in Kenya

Community Based Organizations (CBOs) are civil society non-profit groups that operate within a single local community to tackle issues that are pertinent to that community (Odindo, 2009). The CBOs include the activities of Faith-Based Organization (FBO) involved in development.

The CBOs are registered under the ministry of Gender, Children and Social Services and are often run on a voluntary basis by committees, implementing programs in health, education, agriculture, and environmental conservation. The CBOs play an important role in providing services to the disadvantaged and marginalized members of the society (Chechetto-Salles and Geyer, 2006). However, they face strategy implementation challenges which include financial strains, competition from profit sectors, impact of technological changes, poor leadership, structural and competency of the workforce.

1.2   The Research Problem

Challenges of strategy implementation are the operational obstacles to achievement of organization's overall goals. Strategy implementation still remains a neglected area of study by many scholars. Though organizations formulate good strategies, they fail to implement more than fifty percent of them. For an organization to run efficiently and optimally, careful execution of strategy is vital. The available writing on strategic management is focused on parading new ideas on strategy formulation while neglecting implementation.

Community Based Organizations in Kenya operate within a single local community environment to address unique social problems that are pertinent to that community. Empirical studies have pointed out to both internal and external strategy implementation challenges, in both small and big organizations, rendering them less efficient and ineffective.

Empirical studies on strategy implementation and the associated challenges have been conducted by many scholars in Kenya. They include Aosa (1992), Awino and Nkirote (2012), Alomba (2010), Adongo (2008), Joshua (2010) and Wangondu (2010). Aosa's study focused on aspects of strategy formulation and implementation within large, private manufacturing companies in Kenya; Awino and Nkirote studied the bottlenecks of execution of Kenya's Vision 2030; Alomba, Adongo, and Wangondu researched on strategy implementation challenges.

The findings of these studies suppose that strategic management augments attainment of efficiency in organizations and is thus a statutory requirement. Alomba (2010) recommended further study of strategy implementation challenges while Adongo (2008) recommended a review of employees reward system for effective and successful strategy implementation. However, there still remains a gap in the available pool of knowledge on strategy implementation Kenya. What are the strategy implementation challenges in Community Based Organizations in Nairobi?

1.3   Research Objective

The objective of this study was to determine the strategy implementation challenges in Community Based Organizations in Nairobi, Kenya.

1.4   Value of the Study

This study contributes to the body of knowledge on strategy implementation and forms a basis for finding solutions to strategy implementation challenges. The findings of the study are available, on request, to the managers of CBOs and other stakeholders involved in community development. The insights provided by the study are helpful in developing future strategy implementation plans that can be executed efficiently and effectively. The environment in which organizations operate is so dynamic and for small local organizations like CBOs to thrive, they need to be armed with survival coping mechanisms.

Lessons presented by this study are significant for CBOs and other stokeholds in managing their organizations. For example funding agencies such as USAID, European Union (EU), AuSAID, DANIDA, CIDA, World Bank and other International Non Governmental Organizations (INGOs) might find it easy do business with CBOs, FBOs and local organizations that they that occasionally fund.

The findings of this study also provide a basis for further research into the factors affecting strategy implementation for organizations. The coverage of the study only focused on registered CBOs operating in Nairobi. Future studies on the same subject can be expanded to include all organizations, local and international, working in Nairobi to give better results.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter sought to place the study within the context of other past studies by reviewing other scholars' perspective of strategy implementation process and the associated challenges in implementing the same. It has also looked at the efforts made to overcome identified strategy implementation challenges.

2.2 Strategy Implementation Process

Strategy is the direction and scope of an organization over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations (Johnson, Scholes, and Whittington, 2009). Mintzberg (1978) defines strategy as a plan, perspective, ploy, pattern, and a position. Strategy refers to all decisions related to business objectives and the course of actions to achieve them (Drucker, 1954).

A successful strategy depends on six dimensions of strategy implementation (Kargar and Blumenthal, 1994). They include appropriate organizational structure, well designed compensation programs, effective resource allocation, efficient information system, and a supportive corporate culture. Johnson et al. (2009), views strategic management in three facets - strategic position, strategic choices and as strategic action.

In highly competitive environment, organizations align and adapt themselves to the prevailing conditions by formulating and implementing new strategies to stay afloat (Grant, 2002). Strategy implementation is the most difficult and yet an important stage of strategic management (Aldehayyat and Anchor, 2009). No matter how superior the formulated strategy is, an organization will not benefit if it is not implemented effectively (Aaltonen and Ikavalko, 2002).

Overwhelming literature has given weight to strategy formulation while little attention is paid to strategy implementation (Alexander, 1985; Al-Ghamdi, 1998). Alexander (1991) provides four reasons why this happens: strategy implementation is less glamorous than strategy formulation; people overlook strategy implementation because of a belief that anyone can do it; people are not exactly sure what it includes and where it begins and ends; and there are a limited number of conceptual models of strategy implementation.

In strategy implementation process, there are four basic elements which include identification of general strategic objectives both quantitative and non quantitative; formulation of specific plans with clear tasks, datelines and responsibilities; resource allocation and budgeting; and monitoring and control procedures (Lynch, 2009). Johnson et al. (2009) have discussed strategy in action in three facets.

The three aspects discussed by Johnson et al (2009) include organizing for success. This is done by ensuring effective organizational structures, processes, and people management systems are in place. The second facet is enabling success factors that take into account the relationship between the overall organizational strategy and people, information, finance, and technology. Finally, managing strategic change by understanding different approaches of managing change, which include the styles and roles of management.

The success of any organization heavily relies on how well its mangers perform strategic tasks. In their attempt to explain managerial tasks that that must be performed by mangers during strategy implementation process, Thompson, Strickland, and Gamble (2008) have pointed out the following eight tasks: building an organization that is capable of good strategy implementation; effective management of internal operations to marshal resources behind a good strategy execution; well-conceived policies and procedures; adopting best practices and striving for continuous improvement; installing information and operating systems that effectively enable personnel to carry out strategic tasks; tying rewards and incentives to good strategy execution to mobilize organizational commitment; instilling a corporate culture that promotes work climate and personality; and exercising strong leadership to drive effective strategy execution process.

According to Lynch (2009), there are three basic strategy implementation programs which include. comprehensive approach that is used when a firm has made a clear-cut major change in strategic direction. The second strategy implementation program is the incremental approach, which may be used where there are great uncertainty conditions in the external environment. Finally, selective approach is used where none of the above two approaches offers the optimal way forward and presents a compromise where a program is developed in selective areas only.

2.3 Strategy Implementation Challenges

Challenges of strategy implementation are the operational obstacles, to achievement of an organization's goals, which either existed before implementation began and were not recognized or arise as a result of systemic reactions to conditions of strategy implementation efforts. Implementation process is governed by two principles – bounded rationality and minimum intervention (Hrebiniak and Joyce, 2001). The two argue that managers have difficulty in considering every conceivable option.

Empirical studies by scholars have pointed out potential internal and external challenges to strategy implementation (Alexander, 1985; Kargar and Blumenthal. 1994; Al-Ghamdi, 1998; Beer and Eisenstat, 2000; Heide, Gronhaug and Johannessen, 2002; Taslak. 2004; O'Regan and Ghobadian, 2007; Ungerer, Pretorius and Hernholdt, 2007; Downes, 2001; DeLisi, 2001).

Studies by Alexander (1985) on the problems of strategy implementation in medium and large firms in the US found that the most commonly occurring strategy implementation challenges were: implementation took more time than originally planned; major problems which surfaced had not been identified earlier; crises distracted attention from implementing strategy; uncontrollable external factors impacted on implementation; inadequate leadership and direction from senior managers; insufficient definitions of key implementation tasks and activities; inadequate information systems used to monitor implementation activities; ineffective co-ordination of implementation; insufficient capabilities of employees involved with implementation; and inadequate training and instruction to lower level employees.

For better understanding of the challenges, Alexander (1985) divided the firms into high and low success depending on the degree of success in strategy implementation. He established that high-success firms experienced eleven problems (the first six of the problems listed above, along with five new problems to a lesser extent than low-success firms). Alexander found the five new problems to be: top management's inadequate communication; the inactive role of strategy formulators in implementation; unclearly defined changes in roles and responsibilities of key employees; overall goals of strategic decisions not understood well enough by employees; and supporters of the strategic decision having left the company during implementation.

In their study of strategy implementation problems in small banks in North Carolina, Kargar and Blumenthal (1994) found that the ten problems identified by Alexander (1985), and which occurred frequently during the strategy implementation process in large firms, were also experienced by small banks, but moderately. On the other hand, they found that high-success firms experienced just four problems less significantly than low-success firms.

Similar studies of small and medium-sized firms in the UK were carried out by O'Regan and Ghobadian (2007), and eight major barriers to strategy implementation were enlisted, five of them being internal in orientation and included, inadequate communication; implementation took longer than anticipated; a shortfall in employee capabilities; overall goals of strategy not well enough understood by staff; and co-ordination of implementation was not effective. The other three, which were external, include: crises distracted attention from implementation; unanticipated external problems arose; and external factors impacted on implementation.

In his study of firms in the Bradford in the UK, Al-Ghamdi (1998) extended Alexander's (1985) research to identify strategy implementation challenges. He found that six of the strategy implementation problems occurred in at least 70 per cent of these firms and included: implementation took more time than originally planned; major problems surfaced which had not been identified earlier; and coordination of implementation activities was not effective.

The other challenges determined by Al-Ghamdi (1998) are competing activities distracted attention from strategy implementation; key implementation tasks and activities were not sufficiently defined; and information systems used to monitor implementation were inadequate. Al-Ghamdi also found that high-success firms experienced all the potential problems to a lesser extent than low-success firms.

In their study of senior US mangers (Beer and Eisenstat, 2000) identified six silent killers of strategy implementation, which they enlisted as being: laissez-faire senior management; unclear strategy and conflicting priorities; ineffective management team whose managers operate within their own silos; poor vertical communication; poor coordination across functions and businesses boarders; and the inadequate down-the-line leadership skills and development.

On their part Heide et al. (2002) conducted a case study on a Norwegian ferry-cruise company to establish strategy implementation problems. They identified various types of communication problem, believed to be influenced by the organizational structure, as the main barriers to strategy implementation. 70 per cent of the 174 strategy implementation problems identified were found to be in this category.

In Turkish textile industry, Taslak (2004) studied strategy implementation problems and established six problems to be occurring frequently: implementation was taking more time than originally planned; and uncontrollable forces in the external environment.

Taslak (2004) also established that competing activities distracting attention from the implementing decision; problems not communicated to top management early enough; problems surfaced that were not identified earlier; and key formulators of the strategic decisions not playing a key role during the implementation process. He also found low-success firms experienced all the suggested problems more than high-success firms during the implementation process.

In their contribution to the knowledge about strategy implementation challenges Ungerer et al. (2007) identified the following difficulties: "the desired strategy direction is not clear and lacks an actionable position; mobilization of resources takes time, energy, commitment, courage and leadership; strategies are seen as fixed, not open to creative adaptation, and closed feedback from reality; intellectual talk is seen as more important than the actual doing; it is a mistake to want to plan everything before moving; strategy is only a reality for a select few; wanting to implement it all at once; and fear of taking risks and making mistakes; destructive internal competition; competitors have an increasing ability to catch up with the company's current best innovations; the life-span of new ideas is getting shorter; and information is easily and freely available and accessible".

Most firms fall into two categories of strategy implementation obstacles (Downes, 2001), internal and external forces. These forces are affected by the extent of flexibility the firms have to launch successful strategy implementation.

DeLisi (2001) assessed the six silent killers of strategy implementation, pointed out by Beer and Eisenstat (2000) and found out four of them being particular killers of strategy execution. These were ineffective senior management; top-down-laissez-faire senior management style; unclear strategies and conflicting priorities; and poor coordination across functional boundaries.

2.4 Overcoming Strategy Implementation Challenges

The empirical research of Pettigrew and Whipp (1991) suggests that strategic change can be seen as a continuous process rather than as one that has distinct stages. It is not a linear movement with discrete stages but an experimental.

A first small step might be taken and then the strategy itself adjusted, depending on the outcome of the actions. Ungerer *et al.* (2007) proposed the following steps to facilitate effective and successful strategy implementation: evaluation of current position and an understanding of potential futures; development of various options and choices; formulation of a robust strategy architecture; and strategy implementation.

Strategy implementation requires more energy and time than mere formulation (Raps, 2005). Raps assembled a ten-point checklist to improve and overcome strategy implementation obstacles. The ten point check-list entailed: commitment of top management; involvement of middle manager's valuable knowledge; development of a comprehensive communication plan; taking an integrative view point; and clear assignment of responsibilities to ensure a cross-functional effort.

The others are, putting in place preventative measures against change barriers; emphasizing teamwork activities; respecting individuals' different characteristics; taking advantage of supportive implementation instruments; and finally, calculating the buffer time for the unexpected incidents.

Organizational fitness profiling (OFP) is an intervention method of unearthing the root causes of strategy implementation bottlenecks (Beer and Eisenstat, 2000). OFP promotes an open fact-based dialogue among senior management team as well as between the top team and lower organizational levels. The OFP entailed the following five steps: creating a statement about strategic and organizational direction; collecting data on barriers and strengths; developing an integrated plan for change; refining the plan; and implementing the plan.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents research methods, approaches and techniques that were appropriate for gathering valid empirical evidence on challenges of strategy implementation in Community Based Organizations in Nairobi. The research methodology was guided by the research objective and the research question. The chapter looked at five main methodological areas which include research design, population of the study, the sample design, data collection methods, and how the collected data was analyzed.

3.2   Research Design

This survey adopted a cross-sectional survey that sought to identify and describe challenges of strategy implementation in CBOs in Nairobi. The study, which was descriptive in nature, described the challenges of strategy implementation in the CBOs.

The research study employed quantitative research techniques. These techniques included an array of interpretive methods that described strategy implementation challenges as experienced by community based organizations. This design was appropriate to enlist and clearly bring out the real strategy implementation challenges in community based organizations. The design is also appropriate for a cross-sectional survey.

3.3   Population of Study

The population of the study included all Community Based Organizations and selected Faith Based Organizations implementing development programs in Nairobi county. The Community Based Organizations that formed the population of study were all those that are registered with Ministry of Gender and Children and are actively engaged in development.

The source of the active Community Based Organizations was the department of Gender and Children in Nairobi County. The Faith Based Organizations that were included in this study were deliberately selected. These included the Redeemed Gospel Church, The Catholic Church, Church of God and Deliverance churches of Kenya. The FBOs are involved in community development, besides the spiritual outreaches.

3.4   The Sample Design

A sample design is a method used to collect data from a section of the entire population from which inferences about the sample frame draw. The sample frame for this study was the registered 200 active CBOs registered with the Ministry of Gender and Children in Nairobi County. The sample frame also included four selected Faith Based Organizations providing community services in Nairobi.

To get a more representative from the population of study, fifteen percent (15%) of registered 200 CBOs were sampled out randomly. In research data collected from a sample size of 10% and above is acceptable as being representative of the total population. Thus 15% is sample size is well within the accepted range. The CBOs and FBOs were clustered into sectors like health, education, and economic empowerment, before they were randomly sampled out.

3.5 Data Collection

This study collected data from the randomly selected Community Based Organizations and selected Faith Based Organizations in Nairobi County. A detailed and semi structured questionnaire (see appendix 1) was used to collect data from 30 sampled out CBOs and FBOs in Nairobi.

The questionnaires were hand-delivered to CBO and FBO project managers who implement development programs. The questionnaire forms were collected back from the CBOs and FBOs after they were dully filled by the respondents.

3.6 Data Analysis

Data analysis entailed the process of screening the questionnaires, cleaning and storing collected data using the excel sheet. The collected data was edited and synthesized by tallying it with respect to particular questions.

Measures of central tendency, especially the mode, were used to present the study findings. Analyzed data was presented in tables, pie-charts, and bar charts to make the study findings simple and easy to comprehend.

Synthesized data was used to present research findings. Thus this project presented a summary of analyzed information, discussions, conclusions, recommendation for policy and practice, study limitations and suggestions for further study.

CHAPTER 4: DATA ANALYSIS, FINDINGS AND DISCUSION

4.1 Introduction

This chapter presents results and discussion of the study on strategy implementation challenges in Community Based Organizations in Nairobi. The results presented are guided by the objective of the study – to establish strategy implementation challenges in CBO in Nairobi.

The response of this study was positive as there were 26 responses out of the planned 30 of studied CBOs (including some FBOs). This represented 86.7% response rate. The mode as a measure of central tendency was used to scores the most frequent aspects of strategy implementation. To identify strategy implementation challenges and measures taken to alleviate them, a five-point likert scale was used. The scoring of questions ranged from "strongly disagree" (1) to "strongly agree" (5).

4.2 Organizational Demographics

The respondents in this study consisted mainly of CBO leaders (chairmen and or secretaries) and mangers charged with the responsibility of implementing long term plans for their respective organizations. The researcher delivered a structured questioned which they filled and was later collected.

Table 4.1: Duration of organizations existence

Years	Frequency	Percentage
< 1	3	11%
1 < 5	7	27%
5 < 10	9	35%
> 10	7	27%

From table 4.1 above, 62% of the organizations interviewed have been in existence for over five years and the remaining 38% for less than five years. Five years and above is sufficient enough period for a n organization to have formulated and implanted strategy. Thus these organizations are in a good position to give their experience of strategy implementation challenges.

Table 4.2: Number of years served by respondents

Years	Frequency	Percentage
< 1	2	8%
1 < 5	9	36%
5 < 10	9	36%
> 10	4	16%

52% of the respondents have served for over 5 years in their respective organizations. 8% have served for less than a year while 36% have served between one and five years. Thus the results showed that the mangers and CBO officials who responded to the questions were competent enough to respond to the broad issues raised about strategy implementation challenges. A number of them were directly involved in their organizations strategy formulation and implementation.

4.3 Strategic Planning in Community Based Organizations

The study established that most of the community based organizations had a strategy in place that they were implementing. The study shows that 76% of the CBOs in Nairobi have a strategic plan as shown in table 4.3 below. The study also showed that 92% of CBOs have core activities that they implement to realize their respective strategies. 4% of the CBOs disagreed that they do not have core activities while the remaining 4% were neutral. The study also established that the CBO strategy plans are clear and understood by 68% of the staff while 20% disagreed. 12% of the staff remained neutral.

Table 4.3: Existence of strategy in community based Organizations

Response	Rating (%)
Strongly disagree	12%
Somewhat disagree	0%
Neutral	0%
Somewhat agree	12%
Strongly agree	76%
	100%

Figure 4.1 below shows that only 40% of CBO staff members were involved in strategy formulation for their respective organizations. 28% are somewhat involved while 16% of those interviewed strongly disagreed and 8% somewhat disagreed. On the basis of this finding, it is clear that the CBO staff took part in strategy formulation process. Among the CBOs in Nairobi, only 40% of the staff also showed that there is clearly understood while the rest felt it was not clear and understood by them.
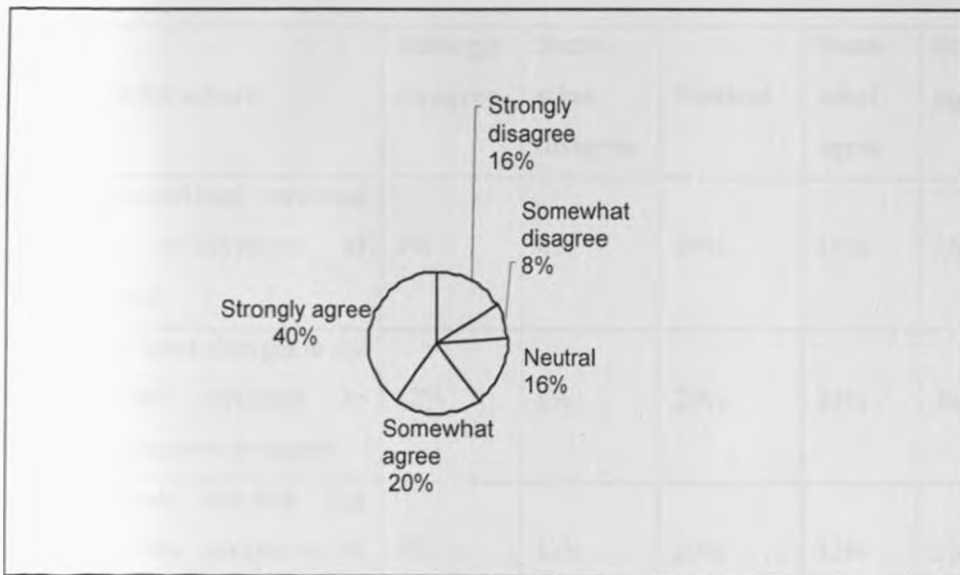
Figure 4.1: Staff involvement in strategy formulation

4.4 Strategy Implementation Challenges

Part II of the questionnaire that was used to collect data had questions which sought to establish key challenges in CBOs in Nairobi that hinder their strategy implementation. The study findings focus mainly on organizational structure, culture, resources, communication, leadership, employee rewards, and monitoring and evaluation of strategy implementation.

4.4.1 Organizational Structure

According to the study findings, shown in table 4.4 below, 56% of CBOs studied in Nairobi have aspects of organizational structure that support strategy implementation. Only 36% of the CBOs made structural changes and about 20% of the respondents decided to remain neutral while answering questions on the CBO structure.

Table 4.4: Structure and how it influences strategy implementation in CBOs

Aspects of Structure	Strongly disagree	Some-what disagree	Neutral	Some-what agree	Strongly agree	Total
The organizational structure facilitates achievement of planned goals	4%	4%	20%	16%	56%	100%
There have been changes in the organizational structure to accommodate new strategies	12%	4%	24%	24%	36%	100%
The internal structure has influenced the realization of organizational strategy	4%	12%	20%	32%	32%	100%

According to the study findings most CBOs in Nairobi shy away from making internal structural changes in tandem with their formulated strategies. This is a problem area that must be addressed to accentuate efficient and effective strategy implementation.

4.4.2 Organizational Culture

Only 32% strongly feel that organizational culture is supportive and influences strategy implementation. The respondents insinuated that their organizations have not quite made a deliberate effort to align culture to strategy that they pursue.

Culture defines the way organizations conduct their business operations. From the findings it is clear those cultural aspects that support and influence strategy implementation, are not quite ingrained in Community Based Organizations operating in Nairobi.

4.4.3 Resource Allocation

20% of staff members of Community Based Organizations are competent and are able to handle their job tasks efficiently and effectively. 24% of the respondents believed otherwise – CBO staff members do not have relevant skills and experience to implement strategy. The rest of the respondents remained neutral and did not want to comment on whether the CBO staff members were competent or were incompetent.

Resource allocation for strategy implementation is inadequate. Only 4% of the respondents believed that resource allocation is sufficient to impalement their organizations' strategies. 56% disagreed that resource allocation was sufficient to implement strategy while the remaining 40% were either neutral or didn't quite know. Thus resource allocation among the CBOs working in Nairobi is not adequate to facilitate efficient and effective strategy implementation.

4.4.4 Organizational Communication

From the findings, 72% of community based organizations in Nairobi make effort to communicate to stakeholders about strategy implementation and its effect on operations of respective organizations. 68% of CBOs reported having open communication between the top management and the staff members. The findings also revealed that 64% of CBOs in Nairobi give their staff required information to implement strategy in a more efficient manner.

It can be argued, on the basis of the findings, that communication is not a major problem for CBOs working in Nairobi. They have put in place mechanisms that appear to facilitate communication that supports strategy implementation in the individual organizations.

4.4.5 Organizational Leadership

The study findings in figure 4.2 show that 32% of CBO leadership is committed to strategy implementation and the same percentage of leadership, creates conducive environment for strategy implementation. 44% of the CBOs leadership studied showed there is a mechanism in place for coordination and sharing of strategy implementation responsibilities. 60% of the respondents posit that they way the CBO middle and top management is appointed has a bearing on the way the CBOs are governed and hence strategy implementation.
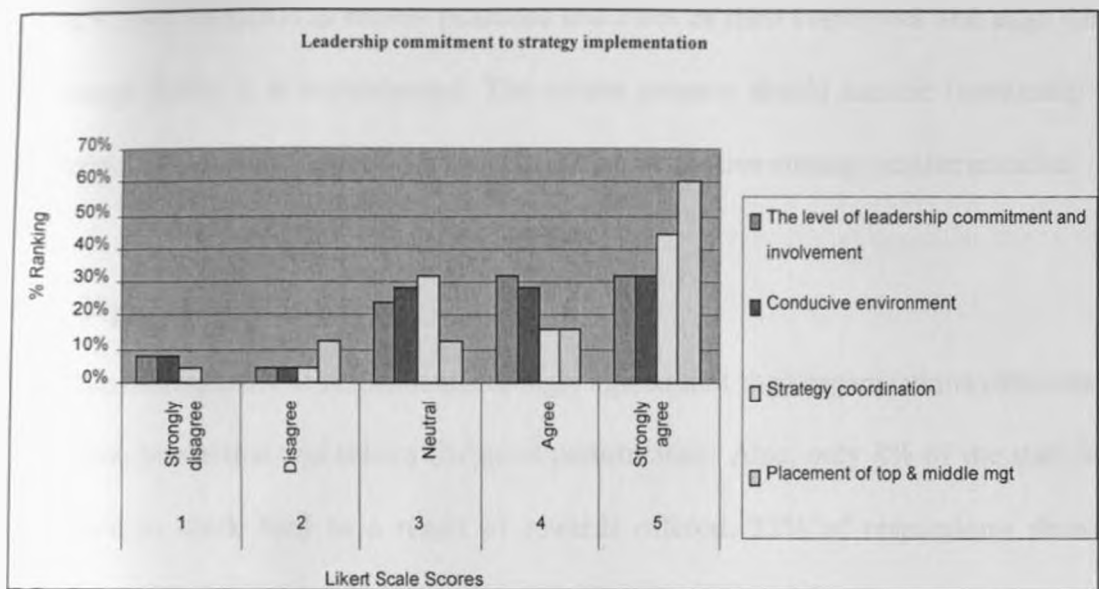
Figure 4.2: Organizational leadership commitment

Leadership aspects that influence and support strategy implementation in the CBOs working in Nairobi are low. Recruitment of top and middle managers in the organizations studied needs to be improved to ensure optimal performance.

4.4.6 Organizational Policies and Procedures

Policies and procedures enhance the achievement of strategy and the overall performance of organizations. 52% of CBOs studied strongly agree with this view. However, only 44% of them felt that employee roles are reviewed regularly to align them to their respective strategies. 24% remained neutral while the rest disagreed.

There is need for CBOs to review positions and roles of their employees and align them to strategy before it is implemented. The review process should include mentorship of employees in their new roles to ensure efficient and effective strategy implementation.

4.4.7 Organizational Rewards

From the findings, 8% of respondents strongly agreed that their organizations offer salary increment, promotion and tokens for good performance. Also, only 8% of the staff feel motivated to work hard as a result of rewards offered. 52% of respondents showed dissatisfaction with the way the organizations offer rewards and felt de-motivated.

According to the study organizational rewards (salary increment, promotion, recognition for good performance, etc) are low or absent in Community Based Organizations working in Nairobi. Even for CBOs that seem to offer rewards to their staff, the rewards don't motivate them to maintain or improve their performance.

4.4.8 Monitoring and Evaluation

From the findings, 36% of CBOs continuously monitored and evaluated strategy implementation to identify gaps and to draw lessons. 36% of those studied used adequate information systems to monitor strategy implementation progress.

Monitoring and evaluation are critical components for ensuring quality strategy implementation. These components were not well developed and utilized in CBOs in Nairobi. Most of the CBOs are small organizations that may not have adequate resources to establish elaborate monitoring and evaluation systems.

4.4.9 Other Strategy Implementation Challenges

This study also identified other strategy implementation challenges in CBOs in Nairobi. 72% of respondents indicated that strategy implementation took more time than was initially planned for; 72% of the feedback from CBOs showed that major obstacles that appeared during implementation process had not been anticipated; 68% of respondents also showed that competing activities and crises in CBOs interrupted strategy implementation while 52% of key CBO staff members implementing strategy did not receive adequate training.

Slow acceptance of strategy by CBO staff members and the uncontrollable factors in the external environment that hamper strategy implementation were also noted as major challenges by 48% of the respondents. 40% respondents reported that key persons involved in strategy formulation did not play active role in its implementation. Despite the fact that CBOs took good time and resources to formulate their strategies, no similar effort is put in strategy implementation.

4.5 Measures to Alleviate Strategy Implementation Challenges

Despite the fact that community based organizations are confronted with challenges in the pursuit of their strategies, a number of them have put in place measures to overcome these challenges. Staff motivation and rewards is one measure being taken to improve organizational performance. Only 16% of the CBOs reported that their staff are rewarded and motivated for good performance.

Staff development program can improve performance of strategy implementation. 60% of organizations studied don't have this program in place. For staff growth and effective strategy implementation, staff training was seen as a prerequisite. The respondents indicated that this could be done through adequate resource allocation, periodic workshops and training seminars on strategic management.

Adequate funds and time should be allocated to allow efficient and effective strategy implementation. 64% of the respondents held this view in common and suggested that CBOs should be allowed more access to government funding and facilitated to raise funds through winning development proposals.

The findings also showed that CBO leadership and or top management organs should be constituted democratically and in a more transparent process. 60% of respondents raised this concern and also suggested that CBOs, especially those that are small and with lean staff, should constitute technical advisory committees to advise on management decisions.

The CBOs and FBOs should also develop and put in place a communication policy that would ensure adequate information sharing, especially on organization's strategy. Besides, the CBOs' and FBO's top management should also come up with elaborate strategy implementation coordination and monitoring plans.

CHAPTER 5: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the study, conclusions and recommendations. It also points out limitations of the study on strategy implementation challenges in CBOs in Nairobi County and proposes areas for further research. The objective of this study was to determine strategy implementation challenges in Community Based Organizations in Nairobi.

5.2 Summary of Findings

Organizations invest heavily in strategy formulation but they forget to appreciate and focus their resources and energy on the process of implementation. The resulting outcome is that these organizations end up performing poorly. Community Based Organizations in Nairobi that are implementing their respective strategies have found themselves embroiled in this situation. Therefore strategy implementation requires a careful and well-thought-out approach that depends on key quality factors.

Quality factors that influence efficient and effective strategy implementation include organizational structure, culture, resource allocation, staff rewards and motivation, effective communication channels, prudent leadership, clear and well defined policies and procedures, and elaborate monitoring and evaluation system.

The research findings clearly showed that Community Based Organizations in Nairobi are struggling to have these factors put in place and fully operationalized. The most constraining factor is inadequate funding at their disposal and hence, the challenge efficiently and effectively implementing strategy.

5.3 Conclusion

The findings of this study make it possible to draw some conclusions about strategy implementation and the associated challenges in Community Based Organizations. The CBOs are vital civil society non-profit groups that address pertinent community development issues that would, otherwise be overlooked by the government of big organization. Therefore, we cannot override their usefulness and or wish them away.

The process of formulating and implementing strategies for CBOs is a critical aspect for the management to ponder about. From the findings, it was evident that CBOs develop and implement strategy, implementation challenges not withstanding. The management of CBOs need to develop simple and clear strategies that can be easily understood and implemented by staff within a given time-frame without overstretching the already meager organizations' resources. The findings showed that communication of strategy was a problem in CBOs because not all stakeholders, especially the employees, had adequate knowledge about new strategies.

The process of implementing strategy can be very successful if all and sundry are involved from the inception stage. CBOs management can avoid strategy implementation challenges discussed in the preceding chapter if they labour to enhance the capacity of their staff by having an elaborate and all-inclusive staff development and reward program. This would give the staff the necessary capacity and motivation to implement strategy. More skills are also needed in resource mobilization and utilization.

5.4 Recommendation for Policy and Practice

This study recommends that for the CBOs in Nairobi to operate more effectively, their respective management organs need to rethink the approach to strategy formulation and implementation. They need to overhaul their organizations' structure, culture and leadership systems and come up with those that facilitates successful strategy implementation. Both mangers and employees should be involved in all levels of decision-making on strategy formulation and implementation.

The CBO management should re-evaluate staff rewards and motivation aspects in their respective organization to improve commitment and performance. From the findings, these aspects were very low or unaddressed in the CBOs studied. CBOs' management teams needs to equip themselves with relevant management skills especially in the area of resource mobilization. There is need to mobilize more resources if their organizations are to implement winning strategies. It was very evident from the findings that these organizations are struggling to finance their operations. Some did not have permanent operation bases.

The study revealed that Community Based Organizations formulate and implement strategy despite the myriad challenges faced. There is need for concerted effort to coordinate CBO activities, especially in the area of strategy formulation and implementation. The National Council of Community Based Organizations, an umbrella body of CBOs, should champion the process of developing policies to guide their operations and build their capacities.

The findings of the study confirms the research work done on strategy implementation challenges by scholars like Alexander (1985), Kargar and Blumenthal (1994), and Beer and Eisenstat (2000). It confirmed that organizations face similar challenges in pursuit of their strategies. The magnitude of the challenges varies from one organization to the other depending on their size and resources at their disposal.

The lessons drawn from this study should guide CBO managers to put in place water-tight measures to curb strategy implementation challenges and steer their organizations towards efficiency and effectiveness, and hence organizations' long term performance. These measures should include staff capacity enhancement, resource mobilization, and effective communication systems.

5.5 Limitations of Study

The study of CBOs in Nairobi was conducted successfully but had some shortcomings. Getting the list of registered and active CBOs in Nairobi from the department of gender and Social development was a headache. It took a month for the concerned officer to

provide it. Most Community Based Organizations do not have operational offices as they are run by volunteers who are engage in other personal activities. Finding them to fill the questionnaires also took some effort.

The study was only limited to strategy implantation challenges, thus ignoring other important aspects of strategic management process. This would have provided a rich range of knowledge and information that would inform quality decision making in CBOs.

5.6 Suggestions for Further Study

Since this study focused only on registered CBOs in Nairobi, there is need to carry out an all-inclusive research on Non Governmental Organization (both local and international) operating in Nairobi to leverage better research outcomes. Majority of organizations implement a three-five year strategies. It would be wise to carry out new surveys to ascertain changing dynamics in strategy implementation and challenges faced.

Only 200 CBOs were studied yet we have other organizations, including faith-based organization involved in community development work. The coverage was only 15% but in future this can be expanded. Future research can examine levels of funding and the sources for these organizations

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APPENDICES

Appendix I: Semi Structured Study Questionnaire

This questionnaire seeks information on strategy implementation challenges in Community Based Organizations (CBOs) and Faith Based Organizations in Nairobi. The information you provide will be used for academic purpose only. Your response shall be treated as confidential. Kindly answer all the questions in the space provided.

Part I: General information:

1. (i) Name of the organization: ....

    (ii) Duration of the organization since it was first registered: .... years.

2. Type of organization (*Tick (✓) against your correct response)*:

    i. Community based organization ☐ ii. Faith based organization ☐

    iii. Self Help Group ☐   iv. Local NGO ☐

v. Other(specify):...

3. Position and duration of your service in the organization:

    i.   Position held: .... Department: ....

    ii.   Number of years served in this position: .... years

    iii.   Length of served in this organization: .... years

4. On a scale of 1 to 5 indicate the extent to which you agree or disagree where:

1= Strongly disagree   2= Somehow disagree

3= Neutral   4= Somewhat agree

5= Strongly agree

4.0 Existence of organizational strategy	Rating
4.1 Your organization has a strategic plan.	1☐ 2☐ 3☐ 4☐ 5☐
4.2 Your organization has core activities.	1☐ 2☐ 3☐ 4☐ 5☐
4.3 All staff were involved in the formulation of the Organization's strategic plan.	1☐ 2☐ 3☐ 4☐ 5☐
4.4 The organization strategic plan is clear and understood by all CBO/FBO/staff members	1☐ 2☐ 3☐ 4☐ 5☐

Part II: Strategy Implementation Challenges

Organizations have various strategy implementation challenges: On a scale of 1 to 5 indicate the extent to which you agree or disagree where:

1= Strongly disagree   2= Somehow disagree

3= Neutral   4= Somehow agree

5= Strongly agree

5.0 Organizational Structure	Rating
5.1 The organizational structure facilitates achievement of planned goals.	1☐ 2☐ 3☐ 4☐ 5☐
5.2 There have been changes in the organizational structure to accommodate new strategies.	1☐ 2☐ 3☐ 4☐ 5☐
5.3 The internal structure has influenced the realization of organizational strategy.	1☐ 2☐ 3☐ 4☐ 5☐

6.0 Organizational culture *(way of conducting business)*:	Rating
6.1 The organizational culture is supportive of the organization's strategy.	1□ 2□ 3□ 4□ 5□
6.2 The organization has made effort to align its culture to the strategy it is pursuing.	1□ 2□ 3□ 4□ 5□

7.0 Organizational resources	Rating
7.1 The CBO/FBO/staff members holding key positions are competent and qualified.	1□ 2□ 3□ 4□ 5□
7.2 Resource allocation is sufficient to implement organizations strategy.	1□ 2□ 3□ 4□ 5□

8.0 Organizational Communication	Rating
8.1 Good communication is made to all stakeholders regarding strategy implementation and its effect on operations.	1□ 2□ 3□ 4□ 5□
8.2 Communication between management and CBO/FBO/staff members is open.	1□ 2□ 3□ 4□ 5□
8.3 There is good feedback from CBO/FBO/staff members to management regarding issues arising from strategy implementation.	1□ 2□ 3□ 4□ 5□
8.4 Organization's employees get all required information to work efficiently.	1□ 2□ 3□ 4□ 5□

9.0 Organizational leadership	Rating
9.1 The level of leadership commitment and involvement in strategy implementation is high.	1□ 2□ 3□ 4□ 5□
9.2 Your organizations leadership creates an environment conducive for strategy implementation.	1□ 2□ 3□ 4□ 5□
9.3 Coordination of strategy implementation and sharing of responsibilities was well defined.	1□ 2□ 3□ 4□ 5□

9.4 The way top and middle mangers are chosen affect the way the organization is governed and hence strategy implementation.	1☐ 2☐ 3☐ 4☐ 5☐

10.0 Organizational Policies	Rating
10.1 Organizational policies and procedures enhance the achievement of strategy implementation.	1☐ 2☐ 3☐ 4☐ 5☐
10.2 Employees roles are regularly reviewed and aligned to organizational goals.	1☐ 2☐ 3☐ 4☐ 5☐

11.0 Organizational Rewards	Rating
11.1 Your organization offers salary increments, promotions, recognition and other rewards for good performance.	1☐ 2☐ 3☐ 4☐ 5☐
11.2 The offers made to employees motivate them to maintain and or enhance their performance.	1☐ 2☐ 3☐ 4☐ 5☐

12.0 Monitoring and Evaluation	Rating
12.1 Strategy implementation progress is continuously monitored and periodically evaluated to identify gaps and take corrective measures.	1☐ 2☐ 3☐ 4☐ 5☐
12.2 Information system(s) used to monitor strategy implementation were not adequate.	1☐ 2☐ 3☐ 4☐ 5☐

13.0 Others	Rating
13.1 Strategy implementation took more time than was originally planned.	1☐ 2☐ 3☐ 4☐ 5☐
13.2 Major obstacles that appeared during implementation had not been expected.	1☐ 2☐ 3☐ 4☐ 5☐
13.3 There was slow acceptance of strategy by CBO/FBO/staff members.	1☐ 2☐ 3☐ 4☐ 5☐

13.4 Competing activities and crises interrupted strategy implementation.	1□ 2□ 3□ 4□ 5□
13.5 Uncontrollable factors in the external environment had adverse impact on strategy implementation.	1□ 2□ 3□ 4□ 5□
13.6 Key CBO/FBO staff members in strategy implementation did not receive adequate training.	1□ 2□ 3□ 4□ 5□
13.7 Key persons involved in strategy formulation did not play active role in its implementation.	1□ 2□ 3□ 4□ 5□

Part III: Measures Employed to Overcome Strategy Implementation Challenges

These are the actions taken or put in place by your organization to minimize strategy implementation challenges.

Measures	Rating
14.1 The staff members are motivated and rewarded for good performance.	1□ 2□ 3□ 4□ 5□
14.2 The organization has staff development program in place for staff growth.	1□ 2□ 3□ 4□ 5□
14.3 Resources are adequately allocated for strategy implementation.	1□ 2□ 3□ 4□ 5□
14.4 The organization has a communication policy that ensures adequate information sharing.	1□ 2□ 3□ 4□ 5□
14.5 The management has put in place adequate mechanism to coordinate and monitor strategy implementation activities.	1□ 2□ 3□ 4□ 5□
14.6 Key strategy formulators also take active part in strategy implementation.	1□ 2□ 3□ 4□ 5□
14.7 Annual plans support strategy implementation.	1□ 2□ 3□ 4□ 5□

15. What other ways does your organization use to overcome strategy implementation challenges (*give as many as possible*)?

i. ....
....

ii. ....
....

iii. ....
....

iv. ....
....

v. ....
....

vi. ....

Thank you for your time and the information provided!

#

Appendix II: University Letter of Introduction

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAMME

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
Telex: 17095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE...... 9/9/2012

TO WHOM IT MAY CONCERN

The bearer of this letter...... Mr. Emmanuel L. Mursanhayi

Registration No...... D61/60052/2010

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

[University of Nairobi stamp: SEP 2012]

IMMACULATE OMANO
MBA ADMINISTRATOR
MBA OFFICE, AMBANK HOUSE

Appendix III: List of Registered Community Based Organizations

LIST OF REGISTERED COMMUNITY BASED ORGANIZATIONS

NAIROBI COUNTY

Name Of Group	Registration Number	Date of Registration
A Bib Joy Winner Women Group	DGSD/MAK/5/4/09/52	16-Dec-09
Abigael self help group	DGSD/MAK/5/4/2010/356	14-Oct-10
Africa for Africa/Mukuru youth transition centre	DGSD/MAK/5/4/2010/267	25-Aug-10
African Community Development Resource Centre	DGSD/MAK/5/4/2010/20	20-Aug-96
Ambitious Youth Group	DGSD/MAK/5/4/09/29	26-Nov-09
Amegi Welfare Association	DGSD/MAK/5/4/09/33	26-Nov-09
Amere community based organization (Nairobi	DGSD/MAK/5/4/2010/338	24-Sep-10
Aredo youth and friends	DGSD/MAK/5/4/2010/372	15-Oct-10
Arusha Akamba Association	DGSD/MAK/5/4/2010/121	06-May-10
Bahati njema welfare association	DGSD/MAK/5/4/2010/284	30-Aug-10
Baraka womens group	DGSD/MAK/5/4/2010/426	16-Nov-10
Benpal Intergrated Education Center	DGSD/MAK/5/4/09/23	20-Nov-09
Best ladies development group C.B.O	DGSD/MAK/5/4/2011/1100	14-Sep-11
Best ladies women group	DGSD/MAK/5/4/2010/435	19-Nov-10
Bidii Stars Self Help Group	DGSD/MAK/5/4/2010/166	31-May-10
Bidii welfare association	DGSD/MAK/5/4/2010/451	08-Dec-10
Bidii Women Group donholm	DGSD/MAK/5/4/2010/162	31-May-10
Bidii Yangu self help group	DGSD/MAK/5/4/2010/347	28-Sep-10
Bidii Yetu Youth Group	DGSD/MAK/5/4/09/47	16-Dec-09
Blessed Assurance Community Based group	DGSD/MAK/5/4/2010/266	25-Aug-10

Source: Ministry of Gender and Children, 2011

Blessed Soul Group	DGSD/MAK/5/4/2010/202	21-Jun-10
Blessed Youth group community based organization	DGSD/MAK/5/4/2011/1114	20-Sep-11
Blessing brothers & sisters welfare group	DGSD/MAK/5/4/2011/616	17-Mar-11
Bondo Women Group	DGSD/MAK/5/4/09/32	26-Nov-09
Brightstar Women Group	DGSD/MAK/5/4/2010/02	19-Jan-10
Brothers Keeper Self Help Group	DGSD/MAK/5/4/2010/87	30-Mar-10
Bukavi Self Help Group And HIV/AIDS awareness	DGSD/MAK/5/4/09/51	16-Dec-09
Buruburu Institute of fine arts staff welfare group (A2030	DGSD/MAK/5/4/2011/010	07-Nov-11
Buruburu Waingo Self Help Group	DGSD/MAK/5/4/2010/108	04-May-10
BuruBuru women of faith cbo	DGSD/MAK/5/4/2011/911	06-Jun-11
Busia Women Group	DGSD/MAK/5/4/09/19	02-Sep-97
Buyanzi Ladies self help group	DGSD/MAK/5/4/2010/286	30-Aug-10
C.F.C.A. Neema Women's Group	DGSD/MAK/5/4/2010/146	13-May-10
Camaja Self Help Women Group	DGSD/MAK/5/4/09/36	26-Nov-09
Capsa Community based organization	DGSD/MAK/5/4/2011/559	02-Mar-11
Changing Sense Approach Youth Group	DGSD/MAK/5/4/2010/47	25-Feb-10
Chanuka HIV/AIDS support CBO	DGSD/MAK/5/4/2010/351	12-Oct-10
City Stadium Welfare Association	DGSD/MAK/5/4/2010/133	10-May-10
Comma self help youth group	DGSD/MAK/5/4/2010/325	13-Sep-10
Commercial community development projects (COCODEP)	DGSD/MAK/5/4/2010/440	26-Nov-10
Community Development Initiative	DGSD/MAK/5/4/09/43	09-Dec-09
community Integrated Development initiative	DGSD/MAK/5/4/2011/947	16-Jun-10
Comprehensive Diverse Initiative	DGSD/MAK/5/4/2011/818	15-Apr-11
Deborah Women Group	DGSD/MAK/5/4/09/21	16-Nov-09

Source: Ministry of Gender and Children, 2011

Dechwa Women Group	DGSD/MAK/5/4/2010/232	15-Jul-10
Demavi women group	DGSD/MAK/5/4/2010/420	11-Nov-10
Down town youth group	DGSD/MAK/5/4/2012/1312	06-Mar-12
Hold Hands Heart Cake CBO	DGSD/KAS/5/4/2011/537	17-May-10
Huruma Volunteer and community health work group	DGSD/KAS/5/4/2010/307	07-Sep-10
Humble Youth Group	DGSD/KAS/5/4/2010/88	30-Mar-08
Kama leo women group	DGSD/MAK/5/4/2010/357	14-Oct-10
Kamai Development Organization	DGSD/DAG/5/4/2010/168	02-Jun-01
Kameno women's group	DGSD/MAK/5/4/2010/331	17-Sep-10
Kandusat Development Organization	DGSD/DAG/5/4/2010/46	25-Feb-01
Kangemi Child Development Centre	DGSD/KAN/5/4/2010/392	28-Oct-89
Kariobangi Marura Self Help Group	DGSD/KAS/5/4/2010/123	10-May-10
Kanyumba women group	DGSD/MAK/5/4/2011/874	25-May-11
Kawagiki Community Based Organization	DGSD/DAG/5/4/2010/119	04-May-01
Korogocho Co-operative Youth Group	DGSD/KAS/5/4/2011/777	11-Apr-05
Korogocho Gender Defenders	DGSD/KAS/5/4/2010/227	09-Jul-07
Koch Hope Youth Group	DGSD/KAS/5/4/2011/1228	08-Dec-06
Korogocho Poverty Eradication & Development Group	DGSD/KAS/5/4/2010/78	23-Mar-07
LifeLink Social Development Group	DGSD/DAG/5/4/2010/322	01-Feb-05
Limelight Self Help Group	DGSD/KAS/5/4/09/14	11-Nov-05
Light and Hope For Disabled Children	DGSD/MAK/5/4/2011/746	04-Apr-11
Little Angels Nursery C.B.O	DGSD/MAK/5/4/2010/424	12-Nov-10
Loco Community Based Organisation	DGSD/MAK/5/4/2010/204	23-Jun-10
Loco Staff Welfare	DGSD/MAK/5/4/2010/27	28-Jan-10
Londiani road shg	DGSD/MAK/5/4/2012/1272	01-Feb-12
Lost	DGSD/MAK/5/4/2011/915	06-Jun-11

Source: Ministry of Gender and Children, 2011

Love basket	DGSD/MAK/5/4/2010/335	22-Sep-10
Lucina school	DGSD/MAK/5/4/2010/388	21-Oct-10
Luhyia sisters shg	DGSD/MAK/5/4/2011/705	29-Mar-11
Lukawe self help group	DGSD/MAK/5/4/2011/899	31-May-11
Lukundo shg	DGSD/MAK/5/4/2011/697	28-Mar-11
Lulukika self help group	DGSD/MAK/5/4/2011/536	11-Feb-11
Maasa ladies self help group	DGSD/MAK/5/4/2010/456	15-Dec-10
Maasai Balozi	DGSD/MAK/5/4/2010/470	28-Dec-10
Maasai hazina shg	DGSD/MAK/5/4/2012/1265	27-Jan-12
Maba self help group	DGSD/MAK/5/4/2011/909	02-Jun-11
Machakos Central (NBI) Branch Women Self Help Group	DGSD/MAK/5/4/2010/04	09-May-97
Maeris shg	DGSD/MAK/5/4/2011/1184	10-Nov-11
Mairuguini central self help development group	DGSD/MAK/5/4/2011/949	23-Jun-11
Majasho self help group	DGSD/MAK/5/4/2010/315	13-Sep-10
Majestic welfare group	DGSD/MAK/5/4/2011/1052	22-Aug-11
Maji safi shg	DGSD/MAK/5/4/2011/838	27-Apr-11
Majirani shg	DGSD/MAK/5/4/2011/1196	16-Nov-11
Majirani shg mukuru	DGSD/MAK/5/4/2012/1291	14-Feb-12
Makadara bridge team shg	DGSD/MAK/5/4/2011/757	05-Apr-11
Makadara brotherhood shg	DGSD/MAK/5/4/2010/293	01-Sep-10
Makadara community development organization – A2038	MAK/CBO/5/4/2012/018	03-Jan-12
Makadara education staff welfare association	DGSD/MAK/5/4/2011/1183	10-Nov-11
Makadara friends self help group	DGSD/MAK/5/4/2010/259	09-Aug-10
Makadara hekima self help group	DGSD/MAK/5/4/2011/626	18-Mar-11
Makadara Imani Self Women (CFCA)	DGSD/MAK/5/4/2010/130	10-May-10

Source: Ministry of Gender and Children, 2011

Makadara Junior League	DGSD/MAK/5/4/2010/264	18-Aug-10
Makadara Karima Self Help Investment Group	DGSD/MAK/5/4/2010/215	06-Jul-10
Makadara Luo Welfare -2009	DGSD/MAK/5/4/09/40	03-Dec-09
Makadara solidarity support group	DGSD/MAK/5/4/2010/464	23-Dec-10
Makadara Tushikane Welfare Association	DGSD/MAK/5/4/2011/928	10-Jun-11
Makadara Youth Association	DGSD/MAK/5/4/2010/80	24-Mar-10
Makadara youth network	DGSD/MAK/5/4/2010/466	06-Mar-07
Makai self help group	DGSD/MAK/5/4/2011/694	28-Mar-11
Masters Men Africa group	DGSD/KAS/5/4/2011/1021	03-Aug-11
Mission Of Hope	DGSD/KAS/5/4/2011/634	21-Mar-06
Mukuru CBO Alliance	DGSD/MAK/5/4/2010/389	21-Oct-04
Nairobi Athi River Self Help Group	DGSD/MAK/5/4/2010/71	09-Mar-10
Nairobi Integrated Program	DGSD/KAS/5/4/2011/1126	29-Sep-98
Nairobi Machakos Mbooni (NMM) Self Help Group	DGSD/MAK/5/4/2010/156	31-May-10
Nairobi Onchoke Youth Group	DGSD/MAK/5/4/2010/244	23-Jul-10
Nairobi peace ambassadors community based organization	DGSD/MAK/5/4/2011/1071	29-Aug-11
Nairobi Slums Boda Boda Self Help Group	DGSD/MAK/5/4/2010/23	21-Jan-10
Nairobi south vineyard youths group C.B.O	DGSD/MAK/5/4/2011/931	15-Jun-11
Naisot welfare group	DGSD/MAK/5/4/2011/824	18-Apr-11
Naitiri-Nairobi women group	DGSD/MAK/5/4/2010/391	22-Oct-10
Nakuwa welfare society	DGSD/MAK/5/4/2011/1007	19-Jul-11
Nalira Women Group – Kaloleni	DGSD/MAK/5/4/09/57	03-Jun-97
Na-mamu self help group	DGSD/MAK/5/4/2010/443	06-Dec-10
Namiru gals self help group Maringo	DGSD/MAK/5/4/2011/597	14-Mar-11
Naps Jijenge Group	DGSD/MAK/5/4/2010/203	23-Jun-10
Nasikwao sisilaka self help group	DGSD/MAK/5/4/2011/1132	06-Oct-11

Source: Ministry of Gender and Children, 2011

Nasuba welfare association	DGSD/MAK/5/4/2010/282	30-Aug-10
Nature Kenya Volunteers & CHWs	DGSD/MAK/5/4/2010/199	21-Jun-10
Neck Friends Self help Group	DGSD/MAK/5/4/09/35	26-Nov-09
Ndethya Ngutethye Self Help Group	DGSD/MAK/5/4/2010/177	08-Jun-10
New Light Angaza	DGSD/KAS/5/4/2011/668	23-Mar-09
Peak Point	DGSD/MAK/5/4/2010/30	28-Jan-10
Pendo Letu Organization	DGSD/KAS/5/4/2010/179	08-Jun-05
Pentagon Women Group	DGSD/MAK/5/4/2010/221	08-Jul-10
Pewa investment welfare association	DGSD/MAK/5/4/2011/1240	20-Dec-11
Phase ii ladies self help group	DGSD/MAK/5/4/2011/925	10-Jun-11
Pink cardilark self help group	DGSD/MAK/5/4/2011/580	09-Mar-11
Pizka shg	DGSD/MAK/5/4/2011/790	11-Apr-11
Plant of inform. & behavior change	MAK/CBO/5/4/2012/030	24-Jan-12
Posta Umoja Self Help Group (PUSHG)	DGSD/MAK/5/4/09/48	16-Dec-09
Potters house home based centre	DGSD/MAK/5/4/2011/1101	14-Sep-11
Poverty fighters youth group	DGSD/MAK/5/4/2012/1285	09-Feb-12
Precious pearls foundation (A2028)	MAK/CBO/5/4/2011/008	28-Oct-11
Precious shg	DGSD/MAK/5/4/2011/709	29-Mar-11
Prime progresssive self help group	DGSD/MAK/5/4/2011/1002	19-Jul-11
Print group welfare association	DGSD/MAK/5/4/2011/837	19-Apr-11
Prisma youth shg	DGSD/MAK/5/4/2011/1121	27-Sep-11
Pro Labore Dei Ministry Com school	DGSD/MAK/5/4/2011/547	25-Feb-11
Progressive disaster response community based organization	DGSD/MAK/5/4/2011/743	04-Apr-11
Promise shg	DGSD/MAK/5/4/2011/662	23-Mar-11
Purajo shg	DGSD/MAK/5/4/2011/1137	08-Oct-07
Rabai Elite Self Help Group	DGSD/MAK/5/4/09/8	11-Nov-09
Rabai road jua kali youth (r.j.y.g)	DGSD/MAK/5/4/2011/921	09-Jun-11

Source: Ministry of Gender and Children, 2011

Rabai road self help group	DGSD/MAK/5/4/2011/942	15-Jun-11
Rabai Timber and Allied Workers Welfare	DGSD/MAK/5/4/2010/154	31-May-10
Rafiki C.F.C.A women group2	DGSD/MAK/5/4/2010/314	13-Sep-10
Raja self help group	DGSD/MAK/5/4/2011/540	17-Feb-11
Ramogi Self Help Group	DGSD/MAK/5/4/2010/159	31-May-10
Rashelp group	DGSD/MAK/5/4/2010/399	29-Oct-10
Real Trusted Friends Group	DGSD/MAK/5/4/2010/69	08-Mar-10
Recall self help group	DGSD/MAK/5/4/2011/620	17-Mar-11
Redeemed Development Program	DGSD/STA/5/4/2011/819	15-Apr-74
Refaco garden learning centre	DGSD/MAK/5/4/2011/866	24-May-11
Relli sons self help group	DGSD/MAK/5/4/2011/973	07-Jul-11
Reminants of Minto Self Help Group	DGSD/MAK/5/4/2010/08	13-Jan-10
Repak youth group	DGSD/MAK/5/4/2010/405	29-Oct-10
Revelation self help group	DGSD/MAK/5/4/2010/486	30-Dec-10
Revival self help group Maringo	DGSD/MAK/5/4/2011/595	14-Mar-11
Ridon Community unit (A2025)	DGSD/MAK/5/4/2011/005	25-Oct-11
Rift vision youth group	DGSD/MAK/5/4/2011/1040	15-Aug-11
Right Choice Women Group	DGSD/MAK/5/4/2010/216	06-Jul-10
Ubudaso Welfare Association	DGSD/MAK/5/4/09/2	11-Nov-09
Uchumi road hawker self help group	DGSD/MAK/5/4/2011/649	22-Mar-11
uchumi women shg	DGSD/MAK/5/4/2011/652	22-Mar-11
Uchumi youth Group	DGSD/MAK/5/4/2011/916	09-Jun-11
Ufanisi Wa Maendeleo Self Help Group	DGSD/MAK/5/4/2010/218	06-Jul-10
Ufanisi women group	DGSD/MAK/5/4/2011/869	25-May-11
Uholo north youth group	DGSD/MAK/5/4/2010/306	07-Sep-10
Uhuru Harvesters	DGSD/MAK/5/4/2010/54	02-Mar-10
Uhuru katikati self help group	DGSD/MAK/5/4/2011/592	14-Mar-11
Uhuru market fire victims	DGSD/MAK/5/4/2011/691	25-Mar-11

Source: Ministry of Gender and Children, 2011

Uhuru shg	DGSD/MAK/5/4/2010/299	02-Sep-10
Ukai self help group	DGSD/MAK/5/4/2012/1251	13-Jan-12
Umbrella self help group	DGSD/MAK/5/4/2010/321	13-Sep-10
Umbria shg	DGSD/MAK/5/4/2011/687	25-Mar-11
Umeme self help group	DGSD/MAK/5/4/2011/995	14-Jul-11
Umisyo Wa Aka Family Women SHG	DGSD/MAK/5/4/2010/18	19-Jan-10
Umoja Fellowship group C.B.O	DGSD/MAK/5/4/2011/913	06-Jun-11
Umoja hazina self help group	DGSD/MAK/5/4/2011/1016	29-Jul-11
Umoja moja self help group	DGSD/MAK/5/4/2010/417	08-Nov-10
Umoja self help group	DGSD/MAK/5/4/2011/635	21-Mar-11
Umoja youth group	DGSD/MAK/5/4/2011/541	17-Feb-08
Y unity women group	DGSD/MAK/5/4/2010/324	13-Sep-10
Yes we can (do) youth group	DGSD/MAK/5/4/2011/1224	07-Dec-11
Yes We Can Divas Women Group	DGSD/MAK/5/4/2010/210	01-Jul-10
Yes we can friends	DGSD/MAK/5/4/2010/323	13-Sep-10
Yes we can shg	DGSD/MAK/5/4/2011/665	23-Mar-11
Young couples self help group	DGSD/MAK/5/4/2011/569	07-Mar-11
Young generations youth group	DGSD/MAK/5/4/2011/1022	03-Aug-11
Young help group	DGSD/MAK/5/4/2011/681	25-Mar-11
Young Kenyan ladies welfare group	DGSD/MAK/5/4/2011/	
Young Kenyan ladies welfare group	DGSD/MAK/5/4/2011/1189	15-Nov-11
Youth Economic Empowerment	DGSD/DAG/5/4/2011/1159	25-Oct-06
Young Mbotela Sefl Help Group	DGSD/MAK/5/4/2010/209	01-Jul-10

Source: Ministry of Gender and Children, 2011