STRATEGY IMPLEMENTATION, STRATEGIC ALIGNMENT AND PERFORMANCE OF CATHOLIC RELIEF SERVICES IN KENYA

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DECLARATION

I, the undersigned, declare that this research project is my original work and that it has not been presented in any other university or institution for academic credit.

Signature……. Date……..

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D61/67001/2011

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

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DEDICATION

I dedicate this project to my children Jewell Ruth Awino and Alex Gueth Mulla Konyango my inspiration to pursue excellence, that this work should inspire them to achieve more for themselves; and to my mother, Josephine Grace Eshikhaty for her altruistic investment in a good education for me.

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ABBREVIATIONS AND ACRONYMS

CRS Catholic Relief Services

GDP Gross Development Product

HR Human Resources

KPIs Key Performance Indicators

INGO International Non-Governmental Organization

MEAL Monitoring Evaluation Accountability and Learning

NGO Non-Governmental Organization

RBV Resource Based View

TQM Total Quality Management

ABSTRACT

Strategy implementation involves organization of the firm's resources and the motivation of staff to achieve objectives. Organisation's performance is the measure of standard or prescribed indicators of effectiveness, efficiency, and environmental responsibility such as, cycle time, productivity, waste reduction, and regulatory compliance. The objective of this study was to assess the relationship between strategy implementation, strategic alignment and performance at Catholic Relief Services, Kenya. The study was conducted through a case study, focussing on strategy implementation and strategic alignment on performance of Catholic Relief Services. The researcher used interview guides with both closed and open ended questions to collect data. Primary and secondary data were collected for the purpose of this study and analysed using content analysis. From the study findings it was clear that strategy implementation and strategic alignment influence organisation performance in a case where the organization uses various measures such as projected performance of competitors, organization goals, past performance of the organisation and projected performance of organisation in the same industry to assess its performance. The study established that implementation of the new strategy had influenced organization and individual performance positively including organisation growth to a great extent with strategic program areas influencing opportunities that would be pursued in the market.. The study concluded that alignment of core resources and the assessment of capabilities were critical towards improving performance. The study contributes to theory by providing the relevance of direct linkages proposed by McKinsey 7-S framework in effective implementation and steering of resources dedicated for strategy. This study provides several implications for practice as it presents management with an insight on the role of structure, capabilities, and functional competencies in the business strategy and performance nexus. Managers must simultaneously implement the right strategy with the right capabilities and functional activity as mediating factors. The study recommended a review of core competencies, clear articulation of the goals and objectives of the strategy, increased resource allocation to strategic areas of operation and staffing the organisation with requisite skills to support the strategy implementation efforts to realise an improvement in organizational performance. The study recommends further research on the success of the "One Agency Approach" across other regions where Catholic Relief Services has its operations.

CHAPTER ONE

INTRODUCTION

1.1 Background

Strategy implementation is the process of allocating resources to support the chosen strategies (Barnat, 2007).According to Steiner (1979); the implementation process covers the entire managerial activities including such matters as motivation, compensation, management appraisal, and control processes. Strategic alignment is the link between an organization's overall goals and the goals of each of the units that contribute to the success of those overall goals (Andolsen, 2007).The use of strategic alignment allows an organization to contemplate its longevity and how achievable its vision for the future is designed (Morrison, Ghose, Dam, Hinge, & Klohe, 2011).

The case for making the resources and capabilities of the organisation the foundation for its long-term strategy rests upon two premises: first, internal resources and capabilities provide the basic direction for a firms' strategy, second, resources and capabilities are the primary source of returns for the organisation (Grant, 1991). According to this view, a firm is equivalent to a broad set of resources that it owns.

Wernerfelt (1984: p.172) defines resources as "those (tangible and intangible) assets which are tied semi-permanently to the firm." Many resources are firm-specific and not perfectly mobile or imitable; hence firms are continuously heterogeneous in terms of their resource base. Sustained firm resource heterogeneity, thus, becomes a possible source of competitive advantage, which then leads to economic rents, or above-normal returns.

Organisations have an agreed-upon strategy intended to gain or sustain competitive advantage, some employees have an understanding of the organisation's strategy. However, few of these organisations successfully execute the strategy (Myler, 2012). Executing strategy effectively is important but it is increasingly difficult in a business environment characterized by turbulence, rapid technological change and evolving socio-political backgrounds. As a result, many organisations find it a challenge to successfully implement the strategies they set out (Bunda, 2012).

The market for donor funding has become competitive and dynamic to most players in the not –for –profit sector. This is attributed to shrinking donor budgets, civil crisis in previously developed countries, the entry of corporate organisations through their corporate social responsibility initiatives and a competitive grant award disbursement model adopted by donors. This therefore requires the traditional Non-Governmental Organisation (NGO) to change tact in the execution of its resource mobilisation activities and management of operations. Catholic Relief Services (CRS) is a faith-based NGO that operates in Kenya and runs projects in various thematic areas implemented through partners in Kenya. Indirect project implementation calls for creation of a balance between the interests of the institution's donors, those of the organisation and those of the implementing partners. Therefore the study on organisation performance against strategic alignment, strategy implementation is imperative for Catholic Relief Services to assess the achievement of its corporate goals and survival.

1.1.1 Strategy Implementation

Strategy implementation is defined as the way in which an organisation creates the organisational arrangements that allow it to pursue its strategy more effectively (Barnat, 2007). Strategy is implemented through organisational design (Hill & Jones, 2001). Strategy implementation is a key process of the strategic management cycle. It is through the implementation of a selected strategy that; an organisation is able to achieve its desirable objectives, justify the resources invested to craft the strategy and the strategic plan is translated to reality.

Strategic intent may not be achieved if the implementation process is not well executed. For strategy to be successfully implemented, it requires operationalisation and institutionalisation. Operationalisation of strategy refers to developing operational plans and tactics through which an otherwise abstract strategy will be implemented (Barnat, 2007). This ensures that the organisation's daily activities and work efforts directly relate to the strategy as these are set out within short term periods. Institutionalisation on the other hand entails matching strategy to the institutions of the organisation such as the structure, leadership, culture, support systems, processes and policies (Barnat, 2007).

Implementation is concerned with the translation of strategy into organisational action through organisational structure and design, resource planning and the management of strategic change (Johnson & Scholes, 2002). Successful implementation of strategy is likely to be dependent on the extent to which these various components are effectively integrated to provide, in themselves competencies which other organisations find difficult to match (Lynch, 2002).

Operationalisation of strategies is critical for effective implementation process by modern competitive firms operating in turbulent business environment (Allio,2005).To ensure effective implementation, strategy developers have to consider the “how to ” in tandem with “what to do” .Effective implementation results when organisations resources and actions are tied to strategic priorities, and when key success factors are identified, performance measured and reporting aligned (www.deloite and touche).

1.1.2 Strategic Alignment

Strategic alignment is a method for understanding the nature of a business through the correlation of business processes and strategies. While strategy implementation is important, it is not easy (Johnson &Scholes, 2008). Objectives, strategic plans and policies set out the implementation roadmap for an organisation’s overall strategy. Through detailing out the long – term objectives into short-term objectives with specific performance indicators, the strategy is set out to be operational.

The overall strategy must be institutionalized and must permeate the systems in the organisation to be effectively implemented (Pearce II & Robinson Jr., 1991), resulting in improved organisational performance. Boggis & Trafford (2014) argue that there is often more to operationalising strategy than making structural changes, redesigning processes and training staff. They assert that for strategies to be successful, organisational leaders need to create an enabling environment to facilitate the reflection of strategic intent, hence the requirement for institutionalisation.

Institutionalisation entails making a strategy consistent with the organisation structure, leadership and culture. This is supported by Pearce II & Robinson Jr., 1991 who suggest that successful implementation requires effective management and integration of these elements to ensure that the strategy "takes hold" in the daily life of the firm hence provide sustainability of performance results. Strategy institutionalization entails collaborative culture of an organisation where each employee works towards a common goal (Charles &Gareth, 2007).

It is critical to directly link the company's daily activities and work efforts so as to accomplish the realisation for the strategic intent (Warugongo, 2014). Galbraith (1977) suggests that several major internal aspect of the organisation may need to be synchronised to put a chosen strategy into action. The aspects tend to be interconnected, such that a change in one may necessitate change in one or more others.

Barnat (2007) on McKinsey 7-S Framework suggests that managers should focus on seven components to ensure effective strategy execution: strategy, structure, systems, shared values (culture), skills, style and staff. Alignment therefore entails management's fine-tuning of the components identified to ensure an organisation's activities are directed towards achievement of the strategic goals. This framework highlights the integration of implementation with other strategic management components. The underlying concept of the model is that all seven of these components must "fit" with one another in order for strategy to be successfully implemented (Barnat, 2007).

1.1.3 Organisational Performance

Performance is the end result of activity (Wheelen & Hunger, 2008). It is the outcome of all of the organisations' operations and strategies (Ventkatraman & Ramanjun, 2001). The concept of organisational performance is based upon the premise that an organisation is the voluntary association of productive assets including human, physical and capital resources, for the purpose of achieving a shared purpose (Carton, 2004).

According to Richard, Devinney, Yip & Johnson (2009) organizational performance encompasses three specific areas of firm outcomes: financial performance such as profits, return on assets, return on investment; product market performance such as sales, market share; and shareholder return like the total shareholder return, economic value added. In the context of the non –governmental organisations sector, financial performance and stakeholder (beneficiary) returns will be of interest. Barnett & McKendrick (2004) argue that differences in performance within an industry can be attributed to organisational attributes, hence the focus of this study on CRS's inimitableness.

Performance measurement systems provide the foundation to develop strategic plans, assess an organisation's completion of objectives and remunerate managers (Alderfer, 2003).Atkinson et al. (1997) suggest that performance measurement should help the organisation to understand and evaluate the value received from suppliers and employees, the value provided to the stakeholders, the efficiency of organization's processes and organization's strategic properties. For these issues performance measurement plays coordinating, monitoring and diagnostic role.

Enderle & Tavis (1998) relate performance measurement to three steps in which organizational responsibilities should be translated into action – strategic positioning, resource commitments, and assessment. Empirical researches prove these statements evidently (Marr , 2006; Tapinos ,Dyson& Meadows., 2005; Wagner , Šoljaková,. & Matyáš., 2007).This is through linkage to strategic dimension of managerial issues (strategic positioning, strategic properties, strategic decision-making).;combination of routine as well as on-demand performance information (monitoring versus signalling, diagnostic role);alignment of people's behaviour with organizational goals (control people's behaviour, coordinating, resource commitment and assessment);and focus on continual improvement (education and organizational learning).

A few key measures owned by more than one function are more effective than a multiplicity of measures (Armstrong, 2006); the key measures are likely to include those concerned with financial performance and operational performance measures relating to critical success factors affecting stakeholders. In recent years, organisations have attempted to manage organisational performance using the balanced scorecard methodology.

The Balanced Scorecard method by Kaplan & Norton (1996) is a framework for measuring organisational performance and is defined as a strategic approach and performance management system that enables organisations to translate its vision and strategy into action. It complements financial measures of past performance with measures of the drivers of future performance; performance is viewed from four perspectives, tracked and measured in multiple dimensions. This paper sought to establish the influence of strategic alignment, strategic implementation impact organisational performance at CRS.

1.1.4 Strategy Implementation, Strategic Alignment and Organisational Performance

The first step in strategy implementation is identifying the activities, decisions, and relationships critical to accomplishing the activities. There are six principal administrative tasks that shape a manager's action agenda for implementing strategy: building an organization capable of executing the strategy; establishing a strategy-supportive budget; installing internal administrative support systems; devising rewards and incentives that are tightly linked to objectives and strategy; shaping the corporate culture to fit the strategy; and exercising strategic leadership (Barnat, 2007). Chan & Huff (1993) suggest that organisations typically achieve strategic alignment by passing through three levels: awareness, integration and alignment.

This is achieved through communication of the set out plans and reorganisation of existing systems and processes in line with the strategic plan. The organization must have the structure necessary to turn the strategy into reality with personnel who possess the skill needed to execute the strategy successfully. Internal systems are policies and procedures to establish desired types of behaviour, information systems to provide strategy-critical information on a timely basis.

These internal systems must support the management process, the way the managers in an organization work together, as well as monitor strategic progress (Barnat, 2007).A strategy-supportive corporate culture causes the organization to work hard toward the accomplishment of the strategy whilst strategic leadership consists of obtaining commitment to the strategy and its accomplishment. It also involves the constructive use of power and politics in building a consensus to support the strategy (Barnat, 2007).

Performance itself is likely to be somewhat organisation specific, as the strategic choices an organisation makes will dictate which performance measures will reflect the latent performance construct (Steers, 1975).The relationship between implementation and performance is also influenced by which measures the firm uses internally and how these are embedded into incentive and control systems within the firm—for example, the firm's own key performance indicators (KPIs);thus the internal measurement systems used will influence performance at the individual and organizational levels (Levenson, Van der Stede, & Cohen, 2006). This reveals a gap in academic publications, as few, if any; empirical papers using firm performance as a dependent variable account for the internal incentive systems operating in the firms they are studying.

1.1.5 Non-Governmental Organisations in Kenya

Kenya's Sessional Paper No. 10 of 1965 and subsequent development plans and policies by the Government of Kenya (GOK) have set out objectives and plans with intent to promote social development. The Kenya Government has collaborated with development partners and NGOs in promoting socio-economic development since independence.

Non – Governmental organisations (NGOs) are increasingly being recognised by governments as potent forces for social and economic development; important partners in national building and national development; valuable forces in promoting the qualitative and quantitative development of democracy and important contributors to the Gross Development Product (GDP).Non-profits have become a major economic force (Salamon et al, 1999), and non-governmental organisations have turned into important political actors (Meyer et al, 1997; and Lewis, 1999).

Kameri-Mbote (2002) reported that NGOs agenda and existence has been multifaceted and the following societal changes have spurred the formation, growth and development of NGOs; worldwide economic recessions, emergence of new diseases, recurrent armed conflict, climate change and population growth. Jillo & Kissinga (2009) concur that NGOs have experienced economic importance as providers of social services.

There has been increasing competition between NGOs, public and private sector organisations for shrinking aid budgets. This has resulted in a paradigm shift in project implementation from direct implementation towards advocacy and capacity building of implementation partners.

At the turn of the 21st century many NGOs have faced significant levels of organisation change requiring management to intentionally engage in strategic planning or face extinction. Changes in legislation including the promulgation of the Constitution of Kenya (2010) and the enactment of the Public Benefit Organisation Act (2013) imply a change in the regulatory operations that NGO's previously thrived in. Presently NGOs in Kenya are regulated by the NGO Co-ordination Board.

1.1.6 Catholic Relief Services in Kenya

Catholic Relief Services was founded in 1943 by the Catholic Bishops of the United States to serve World War II survivors in Europe. It is the Overseas Relief and Development Agency of the United States Conference of Catholic Bishops. Its activities are spread across 101 countries of the world with its global headquarters located in Baltimore, Maryland; USA (www.crs.org).

CRS has operated in Kenya for 50 years. It has a strategic plan developed during the 2012 calendar year that included extensive consultation, reflection and analysis .At a time of rapid change around the world, CRS continues to build on a strong foundation of Catholic teachings and values while leveraging deep experience, a breadth of relationships across the globe and a deeply committed staff. (www.crs.org).

The CRS Kenya 2013-2015 strategy lays out the steps to achieve its value proposition and fits within the global agency strategy: From Hope to Harvest: Agency Strategy 2014-2018, with the purpose of the being able to provide higher quality support to the country programs as they serve beneficiaries. The strategy's four key strategic objectives being; business development and marketing; improved technical assistance; increased learning and operational excellence (www.crs.org). This study focuses on strategic alignment of internal components to facilitate the implementation of the 2013-2015 and the impact on the organisation's performance.

1.2 Research Problem

Strategy implementation cannot be undertaken as a single event, the transition from the old strategy to executing the new strategy takes time depending on the magnitude of change for the new methods of implementation to take hold; excellently formulated strategies fail if they are not properly implemented (Hrebinak, 2006).

Strategy implementation is important but difficult because implementation activities take a longer time frame than formulation. It also involves more people and greater task complexity and has a need for sequential and simultaneous thinking on the part of implementation managers (Hrebinak &Joyce, 2001).

Strategic decisions are therefore made over a period of time, including being modified and decisions to initiate new strategic moves mooted. In some instances this could be managed in an orderly manner whilst in other instances crisis driven. Therefore strategy implementation is the product of incremental improvements including the fine tuning the pooling effect of many administrative decisions and making adjustments in the actions of those in the organisation.

According to Wheelan & Hunger (2008), the pattern of influence on an organisation's strategic decision making derives from its sources of revenue; key to understanding the management of not-for –profit organisation is thus learning who pays for the delivered services. Therefore this study on Catholic Relief Services focused on determining the organisational improvements made in the implementation of its strategic plans and the resulting performance in the context of a competitive model adopted by its key institutional donors for funding.

Literature on strategy implementation, strategic alignment and organisational performance include: Chan (2002) demonstrated the way in which informal organisational structures affect alignment; (Luftman,2000) focused on how organisations can improve and assess their alignment maturity, Sabherwal & Chan (2001) emphasise the need to understand the need for alignment in specific organisations; Weiss, Thorogood et al. 2006 concur with Sabherwal & Chan (2001) with emphasis on business type or the organisation's use of technology.

Locally studies on strategy alignment and strategy implementation include (Gichema, 2012; Muriithi, (2012);Wambugu (2012); Muema,(2012). Gichema (2012) focused on strategy implementation at World Vision and found out that organisation culture, communication practices and diverse funding mechanisms influenced strategy implementation at the organisation. Muriithi (2012) focused on the challenges of strategy implementation at World Health Organisation and concluded that contextualisation of a global strategy to be a key factor influencing implementation. Wambugu (2012) focused on competitive strategies and performance of INGOs in Nairobi and found focus strategy to be preferred in service delivery.

Muema (2012) focused on factors influencing strategy implementation among local non-governmental organisations in Nairobi, Kenya and found out that commitment by top management, communication as factors influencing strategy implementation with poor leadership styles and lack of management understanding of the strategy impeding implementation.

Most literature is focused on strategic planning, with little literature discussing strategic alignment, strategic implementation, or process alignment (McIlrath & Kotnour (2001). Labovitz & Rosansky (1997) suggest that growth and returns are the result of alignment between people, customers, strategy, and processes. Yet, there is still little information in the body of knowledge regarding strategy implementation, strategic alignment on organisation performance.The studies highlighted shed light on a couple of international and local studies of INGO strategic practices.

Studies on strategy implementation and strategic alignment in other organizations have been conducted with the understanding that individual organizations are unique and hence the conclusions of the various studies cannot be generalized. Therefore, this research sought to determine factors that have been aligned in the implementation of strategic plans at Catholic Relief Services Kenya and their contribution to organizational performance .Is CRS Kenya aligned to implement its strategy?

1.3 Research Objective

The objective of this study was to determine the impact of strategy implementation, strategic alignment on performance of Catholic Relief Services, Kenya. The researcher sought to achieve this through identifying the applicability of McKinsey's 7-S model, identifying the challenges of implementation and exploring on the mechanisms used to cope with them.

1.4 Value of the study

The study contributes to the advancement of research on strategic alignment. The findings of the study provide evidence in support of the concept of "strategic fit" in strategy formulation and implementation. The McKinsey's 7s model focuses on the internal elements of strategic fit that require continuous balance for successful implementation.

The study sets out recommendations to management teams on the importance of the internal rationalisation of processes and strengths to build ownership of plans by implementation teams. The results of the study give an insight on the extent to which the various competing forces in the organisation impact strategy implementation. Therefore it should enable management teams engage in implementation for better results and develop strategy to ensure cohesion of forces impacting implementation.

1.5 Chapter Summary

This chapter provides the background to the research study highlighting the linkage between strategy implementation, strategic alignment and organisational performance in the context of the operating environment with a brief on the organisation of reference.

The research problem sets out the research gap in previous research findings and provides the link between strategic alignment, strategy implementation and organisation performance. This study is considered to be of value to academia, policy and management teams in practice.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter is presents review of related literature to the study. It summarises the view of other scholars in regard to strategic alignment and strategy implementation, it also reviews approaches to strategic alignment and implementations.

2.2 Theoretical Foundation

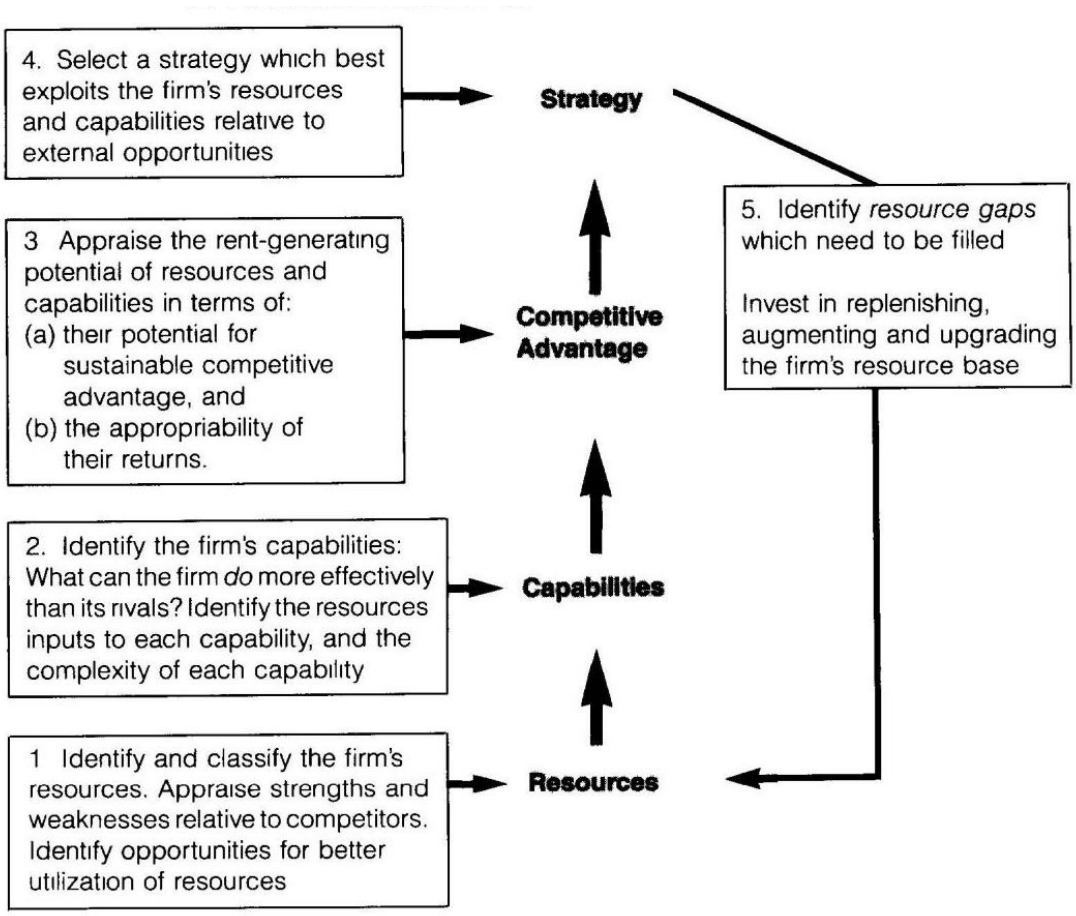
A theoretical framework is a collection of interrelated concepts like a theory but not necessarily so well worked out. A theoretical framework provides a particular perspective, or lens, through which to examine a subject.

2.2.1 Resource-Based View (RBV) Theory

The Resource-Based View (RBV) is a method of analysing and identifying a firm's strategic advantages based on examining its distinct combination of assets, skills capabilities ad intangibles as an organisation(Pearce II ,Robinson &Mittal,2008).This theory posits that in strategic management the fundamental sources and drivers to the firm's competitive advantage and superior performance are mainly associated with the attributes off their resources and capabilities which are vulnerable and costly-to -copy (Mills, Platts & Bourne,2003;Peteraf&Bergen,2003).

The key concept in the RBV framework is the identification of the properties of resources that are necessary to create a competitive advantage that is sustainable to ensure effective strategy implementation, growth, sustainability and earn above average profits.

A five –step procedure for strategy formulation :analysing the firm's resource –base appraising the firm's capabilities; analysing the earning potential of the firm's resources and capabilities; selecting a strategy; and extending and upgrading the firm's pool of resources and capabilities is outlined in Figure 2.1 below:



Source: Grant (2001): The Resource-Based Theory of Competitive Advantage: Implications for Strategy Formulation

Figure 2.1: A Resource-Based approach to Strategy Analysis: A Practical Framework

Peteraf, (1993) suggests that the organisation's strategic resources must be heterogeneously distributed and that these differences are stable over time (Munge, 2014). This theory focuses on the firm's distinctive competencies whether current or potential, which enable it to provide superior value in its offerings, whether across markets, industries, or multiple types of customers.

The “resource view”, contends with firm’s internal resources and capabilities are the best source of competitive advantage over other firms. The RBV applies a set of guidelines to determine which of those resources represent strengths or weaknesses- which resources generate core competencies that are sources of competitive advantage (Pearce II et al, 2008).These guidelines derive from the idea that resources are more valuable when they are; critical to fulfilling a customer’s need better than that of rivals; scarce hence in short supply, or without substitutes or are hard to imitate; appropriable hence all profits are retained by the organisation; and when they are durable or sustainable over time.

An approach to strategy with this view then seeks to find or develop distinctive competencies and resources, applying them to produce superior value. To the extent that these competencies can be kept unique, to the firm, they can be used to develop a competitive advantage (Munge, 2014).The resources and capabilities of a firm are the central considerations in formulating its strategy: they are the primary constants upon which a firm can establish its identity and frame its strategy, and they are the primary source of the organisation’s profitability. The key to a resource based approach to strategy formulation is an understanding of the mechanisms through which competitive advantage can be sustained over time. This requires the design of strategies which exploit to maximum effect the firm’s unique characteristics (Grant, 1991).

2.2.2 Dynamic Capabilities Theory

The capabilities theory is identified as a tenet that guides firms towards sustainable competitive advantage. It is based on the premise that resource deployments, not resources alone ,are the effective drivers of sustainable competitive advantage (Vorhies ,Morgan & Autry,2009).Foss (993) indicated that “the capabilities view” of the firm bears a distinct lineage to the production theory of classical economists.

Thus organisations are conceptualised in terms of their specialised knowledge-bases (their capabilities) and learning is placed centre stage. However modern capabilities theories diverge from the classical theory of production as they view firm specialisation not in terms of product, but rather in terms of activities and capabilities that underpin them; thus highly diversified frim may be specialised to the extent that diversification may have been supported by its specialised capabilities (Ong’ondo, 2013). In turn diversification may assist the accumulation of new capabilities (Foss, 1997).

Dynamic capabilities are the firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments.; this capability is dynamic because the firm must continually build, adapt, and reconfigure internal and external competences to achieve congruence with the changing business environment when time-to-market and product timing are critical, the rate of technological change is rapid, and the nature of future competition and markets are difficult to determine (Teece ,Pishano & Shuen 1997).Dynamic capabilities thus reflect an organization's ability to achieve new and innovative forms of competitive advantage given path dependencies and market positions (Leonard-Barton, 1992).

Dynamic capabilities are not in themselves a source of long-term competitive advantage. They are a means to achieving resource configurations that provide advantage, though possibly short term, in the marketplace based on Schumpeterian rents as market opportunities emerge, collide, evolve, and die (Wheeler, 2002). Dynamic capabilities are imitable, can be developed through multiple learning paths, and have commonalities across firms and industries. Thus the foundation of many capabilities lies in the unique skills and accumulated knowledge, exercised through organisational processes that enable the firm to coordinate activities and make the best use of its assets. Thus the foundation of dynamic capabilities lies in the unique skills and knowledge of organisation' employees and the functional expertise of those employees (Wheeler, 2002).

The development of dynamic capabilities reflects management's ability: to demonstrate timely responsiveness and rapid innovation and; effectively coordinate and redeploy internal and external resources or competencies based on managerial and organizational processes, market positions, and path dependencies (Teece et al. 1997, Leonard-Barton 1992). Dynamic capabilities create resource configurations that generate value-creating strategies. Their advantage lies in applying them sooner, more astutely, or more fortuitously than rivals (Eisenhardt and Martin 2000). The nature of dynamic capabilities, however, varies with market dynamism; knowledge- and learning-based mechanisms guide the evolution of dynamic capabilities and underlie path dependence in acquiring, reconfiguring, and integrating resources.

2.3 Overview of the strategic management process

A strategy is an action an organisation takes to attain one or more of its goals (Hill & Jones, 2011). David (1997), states that strategic management is the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organisation to achieve its objectives. He further states that the strategic management process consists of three stages: strategy formulation, strategy implementation and strategy evaluation.

Strategy formulation includes developing a business mission, identifying an organisations external opportunities and threats including determining internal strengths and weaknesses ,establishing long-term objectives ,generating alternative courses of action and selecting particular strategies to pursue (David,2007). This therefore implies, management are involved in setting the strategic intent, engaging in strategic analysis before settling on the set out strategic choice.

Strategy implementation entails mobilisation of resources to actualise the strategic intent. Successful strategy implementation is dependent upon managers' ability to coordinate and several multifaceted areas to pursue the selected course of action. The challenge of implementation is to stimulate managers and employees throughout an organisation to work with enthusiasm towards achieving the stated objectives (David, 2007).Strategy evaluation is the final stage in strategic management. Its key activities include: reviewing external and internal factors that are bases for current strategies; measuring performance and taking corrective action (David, 2007).

These three phases may not be distinctively managed for any strategic objective due to the dynamic business environment organisations operate in. the strategic management process entails making judgement on whether to alter the current course of action or proceed with existing plans (David, 2007).

Implementation is a dynamic process as all strategic decisions are subject to modification (Pearce II & Robinson Jr., 1991). Goal setting, strategy analysis and formulation provide direction to the organisation. These establish the direction for strategic management and in effect constitute a strategic plan.

Orchestrating the execution of strategy can be considered to be more complicated than formulating the strategic plan. They further continue to say evaluating strategic performance and making corrective adjustments make the strategic management process iterative as internal and external factors influence implementation necessitating revision. The revisions made can be minor or entail an overhaul of the strategic management process (Pearce II & Robinson Jr., 1991).

The components at play in the strategic management process entail interplay between them. Finite boundaries between the components can be difficult to distinguish .Thus formulating and implementing a strategy must be regarded as ongoing .Whereas long-term strategic objectives may remain stable over long periods of time, the implementation process evolves regularly in line with changes in the environment. The need to keep the strategy aligned with environmental conditions makes the strategic management process dynamic and implies that the prevailing strategy is rarely a result of a single analysis (Barnat, 2007).

2.4 Strategic Alignment and Organisational Performance

According to Lorsch, those organisations that were not high performers were experiencing a situation in which either structure of process did not fit with the degree of task uncertainty. Galbraith (1977) suggests that seven major internal aspects of the organisation may need to be synchronised to put a chosen strategy into action. These are: strategy; structure; style; systems; staff; skills and shared values.

A sound strategy is one that is well articulated, is long-term, helps achieve competitive advantage and is reinforced by a strong vision, mission and values (Jurevicius, 2013).This ensures that members of the organisation work towards set out organisational goals and insubordinate their interests towards achieving those of the organisation.

Changes in strategy often require changes in the way an organisation is structured as: structure dictates the establishment of objectives and policy; and the resource allocation formulae (David, 1997). Drazin & Howard (1984) point out strategy-structure as a precursor to the successful implementation of business strategies.

Alfred Chandler (1962) pointed out that structure follows strategy; he focused on the strategic and administrative roles of top management. When faced with the pressures of managing greater complexity, managers developed new structures and techniques including specialised staff units, systems of accounting and inventory control, mechanisms of coordination, decision support tools, and systems of communication and information management (Grant, 1998). While organisational structure provides the overall framework for strategy implementation, it is not in itself sufficient to ensure successful execution (Pearce II and Robinson Jr., 1991).

Implementation involves leading through coaching people to use their abilities and skills most effectively to achieve organisational objectives (Wheelen & Hunger, 2008).Leadership cannot be accomplished by a single individual ;others must want to follow the lead of the strategic leader. A strategic leader is required to bring about the needed integrated and coordinated group effort. This includes: providing vision; motivating others to think strategically; resource allocation, communication and delegation (Thompson Jr. etal, 1992).

Systems are the processes and procedures of the organisation, which reveals daily activities and how decisions are made. They are the area of the organisation that determines how operations are done and should be the main focus for managers during organisational change (Jurevicius, 2013).

The implementation of new strategies and polices often calls for new human resource management priorities and a different use of personnel. These include changes in the appraisal systems, pay scales, formal training programs morale, attitude motivation and behaviour. Selection and development ae important not only to ensure that people with the right mix of skills an experiences are initially hired, but also to help them grow on the job as they as are prepared for future promotions (Wheelen & Hunger,2008).The recruitment and selection of key human resources is not enough, retention is essential. Orientation and training systems can be useful mechanisms or levers of socialisation early in an employee’s career, (Thompson Jr. et al, 1992).

Shared values are the guiding concepts, often unwritten, that goes beyond the conventional formal statement of corporate objectives (Mintzberg &Quinn, 1991).Cultural alignment is a continuous process to ensure the organization's values or guiding principles are reflected in everyday decisions and actions.

Effective cultural alignment occurs when organizational members behave in a manner consistent with the organization's value or guiding principles. Thompson & Strickland (1999) and Koopman (1999) suggest that strategy-culture conflict weakens the successful execution of strategy. They support the idea that culture alignment is needed to make the chosen structures and processes come alive.

David (1999) supports the latter authors, saying that the structure should be designed to facilitate the strategic pursuit of the organisation, and to ensure that things are done in the right way. Managing the strategy-culture relationship requires sensitivity to the interaction between the changes necessary to implement the new strategy and the compatibility or fit between those changes and the firm’s culture (Pearce II and Robinson Jr. 1991).

Skills are the abilities that the organisations employees perform well. They also include capabilities and competences. With respect to alignment, consideration is made with regards to what skills the organisation requires to reinforce its new strategy or new structure (Jurevicius, 2013).

Studies have demonstrated how changes in organizational structures, systems and practices have altered the organizational climate- perceived properties or characteristics found in the work environment that result from actions taken consciously or unconsciously by an organization and that presumably affect subsequent behaviour (Steers & Lee. 1983: 82) - measures and hence individual performance (Pritchard & Karasick, 1973; Litwin & Stringer, 1968; Forshand & Gilmer, 1964).

Lawler et al. (1974) studied 117 research laboratories and demonstrated that both organizational structure (span of control, size, and levels) and organizational processes (performance reviews, budgeting, collaboration) were more closely associated with climate measures than with performance (both subjective and objective) measures, and that organizational climate was directly linked to performance. Other more clinical efforts have shown linkages between managerial practices and attributes or dimensions of organization climate and firm performance (Simmons and Mares, 1983; Likert, 1961).

2.5 Empirical Studies and Research Gap

Morrison et al, 2011 state that strategic alignment is a method for understanding the nature of a business through the correlation of business processes and strategies. They further suggest that the use of strategic alignment allows an organization to contemplate its longevity and to find how achievable its visions for the future are.

Organization strategy cannot be effectively implemented unless there is consistency between the strategy and each organizational dimension (Barnat, 2007).Leavitt(1965) researched on the degree to which task, structure, people, and processes form an integrated whole. According to Lorsch' findings, those organizations that were not high performers were experiencing a situation in which either structure or process did not fit with the degree of task uncertainty.

Miles & Snow (1984) consider fit as "a process as well as a state -a dynamic search that seeks to align the organization with its environment and to arrange resources internally in support of that alignment. In practical terms, the basic alignment mechanism is strategy, and the internal arrangements are organizational structure and management processes".

The resources and capabilities of an organisation are the main considerations in formulating its strategy: they are the primary constants, upon which an organisation can establish its identity and frame its strategy, (Grant, 2001). The Dynamic capabilities theory of strategy further emphasises on the ability of the organisation to integrate build and configure internal competencies and external opportunities to address a rapidly changing environment, Teece, Pisano & Shuen (1997). Strategy implementation activities are closely related and require continuous monitoring and re-evaluation of plans to assess their validity in the context.

2.6 Chapter Summary

This chapter provides an introduction to the theories that anchor this study, an overview of the strategic management process and the interrelation of the phases involved in strategic management, the linkage between alignment of McKinsey's 7s and organisational performance documented in empirical studies and providing the research gap to base this study

While Hambrick & Cannella (1989) stress the importance of coordinating managerial tasks of functions in an organization's activities in the implementation of a strategy, the *McKinsey 7-S Framework* highlights the integration of implementation with other strategic management components. The underlying concept of the framework is that all seven of these variables must "*fit*" with one another in order for strategy to be successfully implemented.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research design, data collection instruments and the techniques for data analysis. The chapter is organised into sub-headings which include research design, data collection procedures and data analysis.

3.2 Research Design

The research design is a case study approach. Its objective is to establish the degree of strategic alignment for strategy implementation and impact on performance at CRS. Case studies place more emphasis on a full contextual analysis of fewer events or conditions and their interrelations (Cooper& Schindler, 2003).

Case study is appropriate where detailed analysis of a single unit is desired, as it provides a focused and detailed insight to phenomenon that may otherwise be unclear. CRS is an INGO that has not been studied recently hence has not contributed to the build of knowledge on strategy in Kenya. The respondents of the study are program quality and operations management teams, selected from the senior management team at CRS.

3.3 Data Collection

The study relied on both primary and secondary information .Secondary information was obtained from internal publications, the self-administered interview guide was used to obtain primary information from the respondents. An interview guide is a set of questions that the interviewer asks when interviewing (Chandran, 2004).

The interview guide consists of both open ended questions designed to elicit specific responses for qualitative analysis.

The interviewees of this study were the Country Representative, Head of Operations, Head of Programs, Finance Manager, Human Resources Manager, Regional Technical Advisor-Risk, Regional Technical Advisor-Finance, Program Quality Strategic Initiatives Coordinator and the Program Manager-Health. The choice of the interviewees in this study is influenced by the role that these positions play in steering the strategic direction of the organisation.

3.4 Data Analysis

Data integrity checks precede final data analysis; the interview guide was edited for accuracy, consistency. Content analysis was used in analysing the qualitative data obtained. This is an overall approach and analytical strategy that enables systematic examination of forms of communication documents objectively (Marshall & Rossman, 1995).

Content analysis, as a class of methods at the intersection of the qualitative and quantitative traditions, is used for rigorous exploration of many but difficult –to study issues of interest to management researchers (Carley, 1993; Morris, 1994; Woodrum, 1984).The approach allows for categorization and for making valid and replicable inferences to their context. The technique was selected on the basis that most of the data collected would be in quantitative form. This allowed the researcher to learn more about underlying factors like culture, biases and repeating themes.

3.5 Chapter Summary

This chapter provides information on the research design, techniques adopted in data collection and analysis of the findings of this study. The research design is a case study approach. Its objective is to establish the degree of strategic alignment for strategy implementation and impact on performance at CRS.

The study relied on both primary and secondary information. Secondary information was obtained from internal publications, the self-administered interview guide was used to obtain primary information from the respondents

Content analysis was used in analysing the qualitative data obtained. The section provides basis and justification for the adoption of content analysis in analysing qualitative data.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter discusses the data analysis, interpretation and presentation of the findings. The chapter presents the background information of the respondents, findings of the analysis based on the objectives of the study. The purpose of the study was to investigate relationship between strategy implementation, strategic alignment and performance of Catholic Relief Service, Kenya. This study targeted 9 respondents; interview guides were used to collect data form the targeted respondents.

The interview guide was structured in three sections as follows: Section 1 of the question sought background information on the respondents; Section 2 presented information on strategy formulation and implementation; Section 3 presented information on strategic alignment; lastly Section 4 focussed on organisation performance and corrective action plans. Data composed was collated with qualitative analysis done in prose. A two stage data analysis procedure was followed, with qualitative and quantitative stages.

4.2 Background Information

The respondents who participated in the study were decision makers at the top and the middle management levels of Catholic Relief Services, Kenya. Analysis was on the characteristics of the respondents related to length of service in the organisation and the length of services on their current roles. The findings are distributed in table 4.1.

Table 4.1: Number of years with Catholic Relief Services

Item	Length of service at CRS		Number of years in the current role at CRS	
	Frequency	Percent	No.	Percent
0-2 years	2	29%	2	29%
3-5 years	2	29%	4	57%
6-10 years		0%	1	14%
Above 10 years	3	42%		
	7	100%	7	100%

Source: Primary Data, 2015

From the above findings, 29% (2) respondent had been working with Catholic Relief Services for between 0-1 years ,29% (2) of the respondents had been working with CRS for between 3-5 years and 42% of the respondents had been working at CRS for above 10 years.29% (2) respondent had been working on their current strategic role with Catholic Relief Services less than one year ,57% (4) of the respondents had been working on their current role with CRS for between 3-5 years and 14%(1) of the respondents had been working on their current role at CRS for between 6-10 years.

4.3 Strategy Formulation and Implementation

The respondents were interviewed on their understanding of their strategic management process and its implications on organisation performance, their roles in the CRS Kenya strategic leadership process and factors they considered imperative for the success when implementing the strategic plans.

4.3.1 Overview of the Strategic Management Process and its Implications on Organisation Performance

Respondents were aware of strategic management practices and described the strategic management process as management initiatives undertaken by the country program dependent on the global initiatives of the Agency and those contextualised to a region and Country Program. They also considered strategic management practices to be “a vehicle” that guides the organisation towards meeting its desired goals and mission.

Respondents stated the importance of setting out clarity of the strategic plans in setting the course of action for the organisation and influencing the quality of performance. Establishing clear milestones and review mechanisms to track progress and ensure that internal recognition and rewards reinforce desired behaviour (Mintzberg, Lampel, Quinn & Ghoshn, 2003)

4.3.2 Respondents role in the strategic leadership process

This research question was set to obtain information from the respondents on the role they played in developing the current strategy or implementing the same. The researcher also sought to establish the roles played by the respondents in the strategic leadership process.

All respondents acknowledged their input in the implementation of the strategy, this varied from defining clear goals to teams and providing support systems whilst improving these based on feedback to ensuring the congruence of objectives by cascading these to appropriate direct reports, whilst developing tracking metrics on the progress.

Some of the respondents provided input in the development of the current strategy, indicating an inclusive approach to strategy development by CRS; this supports the findings by Jeffrey (2009) that suggest stakeholder engagement as a vital management function with potential to influence project outcomes.

4.3.3 Factors considered imperative for success when implementing the strategic plans

On the question of factors considered important for success, respondents considered clarity on the goals and milestones to be achieved, their interrelation to support the overall vision was considered important. Effectively communicating the strategic vision down the line to lower-level managers and employees is as important as choosing strategically sound long-term direction (Thompson, Strickland &Gamble, 2008). People have a need to believe that senior management knows where they are trying to take the organisation and understand what changes lie ahead, frontline employees understanding the reason for the charted course; they are unlikely to rally behind managerial efforts to get the organisation moving in the intended direction.

The senior management of an organisation should clearly demonstrate that stakeholder engagement is regarded as a strong facilitator of business success. They should 'own' the concept so that when it is delegated to operational level staff a clear message is given that the work is valuable and necessary. Engagement should be embedded within the organisation, with nominated individuals who can transmit the appropriate skills and knowledge to those who need them (Jeffrey, 2009)

A high-quality project team is needed to manage the program with three senior executives in very different roles: a *diplomat* to mediate differences, a *fixer* to manage the operational details of the program, and an *enforcer* to ensure that everyone implements the program developed (Deloitte Research, 2002).

.Employee engagement to facilitate buy-in and ownership of the strategy was suggested as being imperative, Miller & Lee(2001) give evidence that collaboration among employees towards decisions results in improved firm performance. An organisation's strategy can be facilitated by employee involvement because knowledge and information relevant to strategy making is dispersed throughout the organisation (Miller & Monge, 1986). Cognitive model theorists (Anthony, 1978; Frost, Wakely & Ruh, 1974) confirm that when employees have more complete knowledge about their jobs and operations they can provide better information. Their involvement in strategy creates awareness on implementation decisions.

Respondents highlighted the need for leadership engagement and commitment to strategy execution. Strategic leadership consists of obtaining commitment to the strategy and its accomplishment.it also involves the constructive use of power and politics, in building a consensus to support the strategy; a successful strategic program has the full commitment of senior management, which can best be communicated by appointing a prominent senior executive to lead the effort (Pearce II &Robinson, 1991).

The study revealed that, the existence of feedback mechanisms and frequent monitoring reviews to track success with coordination of the same to assess relevance of long term plans and open communication of results to ensure different units are on track was important.

Rapa and Kauffman (2005), suggest that the way in which a change is presented to employees is of great influence to their acceptance of it; to deal with this situation, an integrated communication plan must be developed .Such a plan is an effective tool for focussing the employees' attention on the value of the selected strategy to be implemented (Ombogo, 2014).

Allocation of resources required to implement the strategy, was considered imperative, Thompson Jr.e t al, 2007, concur with this finding as they emphasise the need for allocation of ample resources to those activities considered critical for success. Managers need to determine what resources will be needed and then consider whether the current budgets of organisational units are suitable. Developing a strategy –driven budget requires top management analysis of funding requirements for new strategic initiatives and to strengthen or modify the organisation's competencies and capabilities.

The ability to marshal the resources needed to support new strategic initiatives and steer them to the appropriate organisational units has a major impact on the strategy execution process. Visible actions to reallocate operating funds and move people into new organisational units signal a determined commitment to strategic change and frequently are needed to catalyse the implementation process and give it credibility (Thompson Jr., et al, 2007).

The real value of any resources-allocation program lies in the resulting accomplishment of an organisation's objectives. Effective resource allocation does not guarantee successful strategy implementation because programs, staff, controls and commitment must breathe life into the resources provided (David, 1997).

Alignment of changes in different operating environments and contexts, given the global nature of CRS' operations and previously autonomous approaches towards strategy at country program level was considered a challenge in strategy implementation. There is no right 'formula' for the management of change. The success of any attempt at managing change will also be dependent on the wider context in which that change is taking place (Johnson &Scholes, 2002).

Flexibility and adaptability of the plans taking into account changes in the context is imperative. Strategies often fail because the market conditions they were intended to exploit change before the strategy takes hold. Products lifecycles are shorter, disruptive technologies emerge with greater frequency, and financial markets are often erratic (Sterling, 2003).

Respondents cited resource constraints as a contributor to the current ad hoc approach towards strategy implementation .Strategic capability is underpinned by the resources that are deployed into the activities of the organisation to create competences. Core competences are activities or processes that critically underpin an organisation's competitive advantage (Johnson & Scholes, 2002).

Respondents stated the lack of buy-in from the "shop-floor" of the strategic goals and plans as an impediment to implementation. Johnson & Scholes (2002) concur with this finding; they state that managers faced with effecting change typically underestimate substantially the extent to which members of the organisation understand the need for change, what it is intended to achieve, or what is involved in the changes.

4.3.4 Key performance indicators in the strategic plan

Respondents identified funding levels that the organisation attracts which translates to the revenue for project interventions, the capacity development of implementing partner organisations measured through working with partners that have strong internal controls systems in the role they play of stewardship of resources as integral in assessing performance.

The quality of program interventions that are measured through value for money initiatives (cost savings), efficiency of activities measured through cost per beneficiary and country specific efficiency comparisons provide management with information on the efficiency and effectiveness of their interventions.

4.4 Strategic Alignment

According to Peters & Waterman (2006), McKinsey 7-S framework is a management tool that provides seven key components that managers must consider in making strategies work in a holistic and effective way. This model is based on the theory that, for an organisation to perform well, seven elements need to be mutually aligned and reinforced; these are the responses elicited on McKinsey7-S with respect to CRS:

4.4.1 Strategy

Most of the respondents acknowledged that the country strategy planning process aligns the country program structure to the strategy ensuring relevant functions exist and are staffed to achieve the overall Global strategy. Divisional and departmental goals are aligned to the global goals of the Agency.

Respondents stated creation of multisector work groups and teams to ensure a holistic approach to implementation of specific areas of the strategy. Good strategy execution requires a team effort. The overriding aim in building a management team should be to assemble a *critical mass* of talented managers who can function as agents of change and further the cause of first-rate strategy execution (Thompson Jr. et al, 2007).

Global linkages were cited to exist though online platforms such as Gateway and Adaptive learning, these provide interactive platforms for the program quality and management quality teams to share information and facilitate cohesion of plans. Some respondents highlighted the need to have more coordinated efforts in place that promote linkages and these should direct in developing/aligning business units goals, it was suggested that senior leadership engagement in actualising these linkages was paramount.

Mystification and simplification of the strategy to tactical approaches to facilitate clarity at lower levels of the structure was considered a challenge by some respondents, the importance of involving employees throughout and organisation in the strategy making process has been recognised by Burgelman, 1991 ,Floyd & Wooldridge,2000;Hart ,1992.

The rationale behind the use of multi-level strategy process is to provide employees with a better understanding of the organisation's strategy and build a stronger commitment to achieving the goals in the implementation of the strategy (Floyd &Wooldridge, 2000; Hamel & Prahalad, 1994; Kaplan& Norton, 1996).

Knowledge on the strategy and its execution was considered to be concentrated at senior management levels at the Country Program level and in the Regional Office by some respondents, David (2003), suggests that both managers and employees should be involved in the implementation decision and adequate communication enhanced between all parties is important for successful implementation.

4.4.2 Leadership style

Pearce & Robinson (2002) noted that the chief executive together with key managers must have skills, personalities, education and experience to execute the strategy. This may mean utilizing current executives, hire or outsource new competent personnel to implement the strategy.

Prominent support and promotion of the strategy is applied in different modes and media including display in common areas, emphasis of the same during meetings. Frequent updates are received on email on the Global Strategy by the Global C.E.O and the East Africa regional strategy; however this is not should be replicated for the country specific areas. There is requirement by leadership to align individual performance objectives to those of the departments, country and global Agency to ensure individuals are working towards the overall organisation goals, with reviews by leadership on achievements against targets, benchmarking with peer organisations are not shared at the country level.

According to some respondents, the priorities of the strategy and targets have been explained, however, this tends to be at high level management and an all-inclusive engagement of staff would help build ownership at lower levels of staff. It was suggested that refined measures of evaluating progress by leadership need to be introduced.

Setting stretch objectives would drive improvement of individual performance and the overall output by the teams. The leadership challenge of making corrective adjustment is twofold; deciding when adjustments are needed and deciding which adjustments to make.

The length of time some initiatives take to yield results was considered an impediment in strategy implementation. Strategy may be conceived of as having to do with long-term direction and major decisions. However the implementation of strategy within a change programme requires quite detailed actions and tasks .It is important that some of these tasks are seen to be put into place and to be successful quickly.; these may not be especially significant aspects to a new strategy, but they may be visible indicators of a new approach associated with that strategy; the demonstration of such wins will therefore galvanise commitment to the strategy (Johnson G, Whittington R& Scholes K, 2011).

Some respondents considered the strategy not to have taken full shape as envisioned due to changing donor priorities to which strategic program areas should align to. Each instance of executing strategy occurs under different organisational circumstances, the managerial agenda for executing strategy needs to be situation specific (Thompson Jr, et al, 2007).Balogun & Hailey (1999) ,build on this point to highlight the need to consider time horizon for the change, scope of the change, need for preservation of organisational resources or characteristics, diversity and capability of human resources, capacity of resources, readiness of the workforce towards change and power to impose the change.

4.4.3 Shared Values

Shared values which are the core or fundamental set of values that are widely shared in the organization and serve as guiding principles of what is important; vision, mission, and values statements that provide a broad sense of purpose for all employees (Kaplan, 2005).

CRS mission statement and guiding principles are focused on ideological goals for serving the poor through the Catholic Church .with less emphasis on traditional business models of strategic management and performance impact.While there is very little applied research on the subject of managing church affiliated organisations, there does appear to be unique issues that pertain to such organisations. Jeavons (1993) refers to church organisations as "value expressive". Unlike the social or political values espoused by non-profit or public organisations, church organisations base their values on "the Ultimate". As such, effectiveness and efficiency can be seen in another light, that of a *calling to faithfully witness to such values*. This is the differentiating quality of church-based non-profit organisations (Steane, 1995).

While revenue is important, the rhetoric concerns itself in a conscious focus on the people involved. The motives of employees are not presumed to be monetary. Organisation strategy is understood within the perspective of the spiritual foundations. In essence, the "bottom line" of such organisations is faithfulness (Steane, 1995).A strong culture exists with work specific principles embedded in the implementation of projects and overall work plans; these however have been fairly static. Insular thinking, internally driven solutions, and a must –be-invented-here mind-set come to permeate the corporate culture.

An inwardly focused corporate culture gives rise to managerial inbreeding and failure to recruit people who can offer fresh thinking and outside perspectives. The risk with insular thinking is that the organisation can underestimate the competencies and accomplishments of the competition with a resulting loss of competitive advantage over time (Thompson Jr., et al, 2007).

Shared values were considered to be a critical part of the organisation, and the organisation's values as set out in the mission are included in the orientation of staff. Value driven competencies are included in employee job descriptions and in the CRS performance management system.

Embedding broader strategic objectives in individual performance reviews helps employees to feel engaged and part of the broader achievement. This also serves as a way to reinforce the principles on a day-to-day basis. Organisations with weak values and common goals often find their employees following their own personal goals that may be different or even in conflict with those of the organization or their fellow colleagues (Martins & Terblanche, 2003).

4.4.4 Structure

The study revealed that a certain extent, the current structure supports the strategy; however this has not evolved to align with the strategy and effectively support execution even though new positions have been created to ensure that the appropriate support is available with cross-functional teams to support the nature of the current "One Agency" strategy. Within the Program Quality unit, there have been efforts to ensure that the structure in place is designed to support technical areas; however some of the important strategy areas were not covered by the structure.

Management therefore have to build the organisation structure around proficient performance of core activities, in this case Program Quality, making them the centrepieces or main building blocks on the organisation chart.

The rationale for making strategy –critical activities the main building blocks in structuring any business if compelling; If activities crucial to strategic success are to have the resources, decision-making influence, and organisational impact they need, they have to be the centrepieces in the organisational scheme.

Some respondent considered The Global Agency structure not being clearly linked to support programs in the field yet there was increasing requirement for participation from field programs to promote alignment of the strategy with performance. Considerable management attention is being devoted to building an organisation that is capable of outcompeting rivals on the basis of superior resource strengths and competitive capabilities-capabilities that are increasingly based on intellectual capital and cross-unit collaborations (Thompson Jr, et al, 2007).

Existence of role clarity and reporting lines to facilitate segregation of duties and clear supervision exists in the organisation. Adequate organisational control over empowered employees is generally accomplished by placing limits on the authority that these personnel can exercise, holding staff accountable for their decisions. This includes instituting compensation incentives that reward staff for doing their work in a manner that contributes to good company performance and creating a corporate culture where there's strong peer pressure on individuals to act responsibly (Thompson Jr, et al, 2007).

The findings revealed need for greater/faster uptake of technology to support the strategy by the organisation; the practice of webinars was lauded. CRS should consider adoption of e-commerce business practices and greater reliance on online systems for transacting operations (Thompson Jr, et, al, 2007).

4.4.5 Staff and skills

Staff refers to the people, their backgrounds and competencies; how the organization recruits, selects, trains, socializes, manages the careers, and promotes employees. (Kaplan, 2005). Most respondents emphasised the need for the organisation to match staff to jobs for which they possess requisite skills to perform and an existing gap in staff with strategic management skills and with a clear definition of how the current strategy impacts performance. There is need to consider the recruitment process beyond projects, appropriate skills and talents where they exist need to be directed and harnessed towards the common direction of the strategy.

The implementation of new strategies and policies often calls for new human resources management priorities and a different use of personnel. Such staffing issues can involve hiring new people with new skills, firing people with inappropriate or substandard skills, and/or training existing employees to learn new skills. As in the case of structure, staffing requirements follow a change in strategy including promotions being done based on current performance and the skills and abilities of the individuals to implement the new strategy (Wheelen & Hunger, 2008).Respondents commented the organisational efforts toward investment in staff training though indirectly linked towards implementing the strategy.

Selection and talent management development are important not only to ensure that people with the right mix of skills and experiences are initially hired but also to help them grow on the job so that they might be prepared for future promotions. This could be realised through executive succession plan for key roles and formal mentorship for the selected candidates.

Organisations identify and prepare its people for key positions through managing a sound performance appraisal system, assessment centers and job rotation (Wheelen & Hunger, 2008).

Skills and competencies gaps with staff charged with responsibility for implementation was cited as a challenge for effective implementation. As proposed by the Dynamic Capabilities theorist, and by Johnson and Scholes (2002), possession of resources including people does not guarantee strategic success. Strategic capability is essentially concerned with how these resources are deployed, managed, controlled and ,in the case of people ,motivated to create competences in those activities and business processes needed to run the organisation (Huang, 2001). The starting point therefore is in acquiring, retaining and developing resources of at least a threshold standard it applies to people as a resource.

This therefore calls for a closer integration of managers and HR professionals to familiarise themselves with the organisation's strategies in light of the paradigm shifts where strategies are transformed by stretching HR capabilities of the organisation better than the competition(Huang, 2001).

4.4.6 Systems

Systems exist to promote strategy actualisation. The challenge lies in their optimisation Lack of integration of the multiple systems used by various functional areas such as Financial Accounting, Financial Planning; Program Quality robs the organisation of benefits of cross-functional analytics. Currently systems are in place with emphasis on supporting Program Quality; however their use is limited to the requirement for reporting as opposed to harmonisation with organisational strategy.

Increasingly, organisations are simplifying and modernizing their process by innovation and use of new technology to make the decision-making process to enhance and expedite decision making process for better organisational performance. Special emphasis is on the beneficiaries and organisation serves with the intention to make the processes that involve beneficiaries as user friendly as possible (Lynch, 2005).

The organisation is a learning organisation with dynamic systems in place, with room for improvement. Some initiatives –particularly in information technology-are embraced when initially proposed .However once the true costs of those initiatives are fully understood-in time ,capital, integration or lack of with other resources, support for the initiatives cease, and this impacts execution (Sterling,2003).

4.5 Organisation Performance, Evaluation and Control

Performance is the end result of activity. The measures selected to assess organisation performance in the case of Catholic Relief Services are the success rates business development translating to annual program revenues and program budget spend rates.

Strategy evaluation and control process serves to ensure that the organisation is achieving what it set out to accomplish. It compares performance with desired results and provides feedback necessary for management to evaluate and take corrective action, as needed (Wheelen & Hunger, 2008).

4.5.1 Formal evaluation of the strategic plan

The study findings reveal knowledge by some respondents on the existence of a formal evaluation of the strategic plan that done by executive leadership at the Global Agency level, the results and how that impacts the country program level was not always shared at the country level, yet some of the respondents were not aware that a formal process is in place to evaluate the strategy. Top managers and operational managers need to specify what implementation processes and results will be monitored and evaluated (Wheelen & Hunger, 2008).

The study revealed that, the existence of feedback mechanisms and frequent monitoring reviews to track success with coordination of the same to assess relevance of long term plans and open communication of results to ensure different units are on track was important. Rapa and Kauffman (2005), suggest that the way in which a change is presented to employees is of great influence to their acceptance of it; to deal with this situation, an integrated communication plan must be developed .Such a plan is an effective tool for focussing the employees' attention on the value of the selected strategy to be implemented (Ombogo, 2014).

4.5.2 Communication of the evaluation results

Similar to responses on 4.5.1, feedback on performance is provided in different ways through visible support from leaders at regional and country level and by regular communication to employees through email and webinars; this is used to improve the quality of initiatives. However, some respondents were not aware of a systematic process in the communication of feedback, if this was done within the country program, then it was not widely shared with staff.

Respondents attested to facing challenges in the adopted communication strategy on the state of implementation. Face to face, interactive, personal 'memoing' and general bulletins are the choices of media available to communicate the strategy and the elements of the strategic change programme (Johnson &Scholes, 2002).The extent to which these different forms of media are likely to be effective depends on the extent to which the nature of the change is routine or complex (Johnson &Scholes, 2002).

4.5.3 Enactment of corrective action plans

The strategic plans have been fairly static, possibly due to the fact that the organisation is implementing a new strategy (about 2 years) ,little feedback is provided on this, some scale up decisions are also made based on the evaluation of feedback. If actual results fall outside the desired tolerance range, action must be taken to correct the deviation.

Management need to address whether (1) Is the deviation only a chance fluctuation? (2) Are the processes being carried out incorrectly? (3) Are the processes appropriate to the achievement of the desired standard? (4) Who is the best person to take corrective action? Top management could address 1&2, however the tendency to establish control systems and then delegate the implementation to others can have unfortunate results (Wheelen & Hunger, 2008).

Respondents were not aware of the enactment of corrective action plans, if this was done within the country program or considered these as widely shared with staff. This calls for open communication of results or a deviation in the mode of the communication to ensure full engagement of teams in the course of strategy implementation.

4.5.4 Forecast future performance

Strategic planning at the country program level is based on past performance results, these being consolidated to the Board Approved Budgets at the Agency level .Actual spending against Board approved budgets. Consideration to opportunities in the market biased towards donor focus and areas of interest and the strategic program areas of the organisation influence the projections.

Some respondents proposed for considerations towards projecting performance (or lack of it) of competitors, specifically for hard –to –reach areas where CRS has presence from its networks. This implied benchmarking efforts which are individual driven as opposed to a coordinated country program level or Agency effort.

Johnson & Scholes (2002) suggest that the importance of benchmarking is not in the detailed ‘mechanics of comparison but the impact that these comparisons might have on behaviour. It can be usefully regarded as a process for gaining momentum for improvement and change.

CRS has a monitoring and evaluation policy that provides for the documentation of lessons learnt in project implementation, respondents stated there need for a more coordinated effort to have the same policy replicated in Management Quality activities to minimise leakages in the system. The policy if applied pervasively in the organisation would improve efforts towards organisational learning. The learning organisation is, then one capable of continual regeneration from the variety of knowledge, experience and skills of individuals within a culture which encourages mutual questioning and challenge around a shared purpose of vision (Johnson &Scholes, 2002).

4.6 Influence of Strategy Implementation on:

Respondents indicated the following as influence of strategy implementation on some aspects of organization performance:

4.6.1 Business Excellence

Respondents referred to a renewed focus towards on operational excellence, value for money, reduction and elimination of leakages and implementation of a customer-service approach in execution of work. The strategy emphasises on improvement of efficiency in operations and enactment of systems to promote these.

Respondents acknowledged the emphasis for efficient use of resources to ensure more is achieved at lower cost and less time and effort. This supports strategy through operational excellence Risk management a key component of the strategy implementation, including reviews of internal policy against practice were areas suggested for emphasis, including consistency sought as emphasis is on meeting donor requirements.

Operational effectiveness and strategy are both essential to superior performance, which after all, is the primary goal of any enterprise; Operational effectiveness means performing similar activities better than rivals perform them. It includes but is not limited to efficiency .It refers to any number of practices that allow an organisation to better utilise its inputs (Mintzberg, Lampel, Quinn & Ghoshn, 2003).

4.6.2 Performance Management

Staff are required to set at least two individual goals in their annual performance management aligned to the strategy; as a result, teams and individual performance plans are linked to the Agency strategic goals and objectives; this ensures accountability of work done to support the strategy.

However, some respondents considered the approach to focus more emphasis on individual performance management, yet a stronger link is needed to the organisational objectives was key to ensure individual insubordination of goals to those of the organisation.

4.6.3 Program Quality Management

The strategy places emphasis on high quality programming in strategic program areas which enhances visibility and supports fundraising focus of the strategy. A clear linkage of performance indicators to results and impact is assessed on this by MEAL for future program development. Most respondents alluded to the organisation's shared values presenting a constraint in strategy implementation specific to designing comprehensive programs.

On the other hand, specificity on strategic/signature areas was seen to impact negatively on revenue growth for the Kenya country program, therefore calling for the harnessing of unique resources to the organisation to ensure first survival with the anticipation for growth.

Respondents stated that lack of a transparent and realistic capacity assessment through contextualisation of the Agency strategy had been an impediment in the execution of strategy, resulting in focus towards external environment alignment such as donor requirements as opposed to building on the Agency's strategy in a market that requires agility adoption for survival. A critical step – often overlooked – is ensuring that organizational capabilities align with the strategy.

A basic assessment of organizational capabilities and the capability gaps created by a change in strategy is a very direct means of improving alignment (Sterling, 2002).Eric Beaudan, Director of Organization Effectiveness at the Bank of Montreal, suggests, ''have the presence of mind to recognize which core competencies exist or are lacking in the organization. Unrecognized incompetence can lay waste to the best of plans'' (''Failure of Strategy'', Ivey Business Journal, 2001).

A strong linkage between the strategy and program quality management was proposed so that resources are not spread too thin in addressing strategic program areas but prioritised in building on program initiatives where internal capabilities exist and the organisation excels at these.

4.6.4 Improving Corporate Image

The current strategy places focus is achieved through employing effort on strategic program areas, increasing the organisation's reputation of implementation and leadership in specific fields. This has resulted in an improved corporate image with the emphasis on one global Agency strategy; efforts are therefore focused in one common direction. The current branding strategy had been communicated and standard of excellence in relating to image relayed. Respondents considered this approach as a signal improved levels of service quality offerings to its stakeholders.

A close linkage and reference is made to the Catholic Church with respect to the corporate image. This view is supported by Johnson &Scholes (2002) who state underlying values and ideology are of strategic significance and play an important part in the development of strategy; this is particularly the case where the *raison d'etre* of the organisation is rooted in such values.

4.7 Chapter Summary

This chapter brings to light the background of the organisation; the respondents of the study including their experience in setting put the strategic direction. It discusses the findings of the study as they relate to the strategy formulation and implementation process providing an insight on the overview of the strategic management process.

The chapter includes discussions on the factors considered imperative for success of the plans, the extent to which the organisation is aligned to implement the strategy, its performance and overall influence on business excellence and the organisation's corporate image. The study revealed that a top down management style, poor vertical communication, poor match between skills and functions pose a big challenge in implementation of the strategic plan.

The main challenges facing implementation of the plan as discussed under this section include involvement of employee's valuable knowledge, communication, and the challenge of integration an autonomous system with centralisation and resource limitations. From the research findings it is evident that , to effectively direct and control the use of the organisations' resources, mechanisms such as organisational structure, information systems, leadership styles, assignment of key managers ,budgeting, rewards ,and control systems are essential implementation ingredients (Pearce II & Robinson Jr.,1991).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the data findings on the study whose objective was to establish the relationship between strategy implementation, strategic alignment on performance of Catholic Relief Services, Kenya, the conclusions and recommendations drawn there to. The chapter is therefore structured into summary of findings, conclusion, implication of the study on theory, practice and policy, limitations of the study and suggested areas for further research.

5.2 Summary

The objectives of this study were to establish the linkage of strategic alignment in strategy implementation and how this impacts performance at Catholic Relief Services, Kenya.

From the study findings it was clear that strategic alignment influences strategy implementation with the coherent need to ensure that the strategy is well articulated, clarity of the goals and objectives to be realised being communicated to all to ensure buy-in and accountability of performance.

CRS has a strong linkage of its guiding principles towards those of the Catholic Church. Leveraging on existing values and beliefs should drive the spirit of teamwork and working towards common goals. There is need to have these values address short-term concerns or reservations about new strategies and a sense of agility to have these evolve through creation of new values and beliefs that ensure employees at all levels feel engaged in and motivated by the execution process.

The current structure was considered to provide clear accountability; clear focus on implementing/executing strategy; appropriate decision-making speed; access to adequate resources/tools; and an adaptive organizational infrastructure.

The necessity to staff the organisation with candidates based on their ability to support the strategy and building new workforce skills/competencies to support the strategy; were emphasised as integral components in promoting alignment. CRS has integrated strategic goals into the performance management system with the provision for units to customize performance goals for individuals and units to support strategy.

In today's dynamic markets, many organizations utilize strategic management to help maximize their competitive advantage. Koopman (1999) states, "The real threat to most companies is not a strategic threat from outside. Instead it is their own failure to align their organization with their strategy and thus ensure good execution (p. 15)."

The stumbling block in strategic management continues to be implementation, which leads to organizational alignment. Keen (1997), identifies what he terms the "Process Paradox," which is the decline of an organization at the same time that reengineering and Total Quality Management (TQM)) are dramatically improving efficiency, quality, and customer service. These failures can be linked back directly to poor alignment between strategic plans and business processes. An organization must be able to align itself with the strategic plan and turn strategy into action. Once processes are aligned to the strategic plan, the objectives, goals, and measures of the organization can be utilized to meet the organization's strategic goals (McIlrath & Kotnour, 2001).

5.3 Conclusion

The current structure could be reviewed to facilitate the formation of cross-functional teams and maintaining these teams to better execute strategy whilst maintaining flexible work processes. This could be realised through recruitment processes that are agile to existing market tends and the application of a strategic lens in talent management as opposed to focusing on standalone projects/programs.

Consideration for a structure-to strategy fit. In a classic study of large U.S corporations such as Du Pont, General Motors, Sears and Standard Oil, Chandler concluded that structure follows strategy-that is, changes in strategy lead to changes in organisational structure. Organisations follow a pattern of development from one kind of structural arrangement to another as they expand (Wheelen & Hunger, 2008). Research generally supports Chandlers's proposition that structure follows strategy (as well as the reverse proposition that structure influences strategy).Changes in the environment tends to be reflected in changes in an organisation's strategy, thus leading to changes in an organisation's structure. Strategy, structure and the environment need to be closely aligned; otherwise organisational performance will likely suffer (Wheelen & Hunger, 2008).

Key to the delivery of strategic plans is the possession of the appropriate resources considered core to execution. Where staffing trends impact negatively on organisational performance as a result of skills requisite to execute the tasks was lacking; investment in employee capacity building and orientation on the requirements of the set out strategy could transform this (Wheelen & Hunger, 2008).

On the area of staff and skills alignment for strategy implementation; Training and development were noted as areas of improvement in order to build strategic-goal-supporting competencies with focus on utilizing succession planning to develop leaders who are good at strategy execution. There is also need to engage the HR function as a strategic partner in promoting strategy implementation for improved performance (Wheelen & Hunger, 2008).

The shared values of the organisation should be tailored to reduce fear of change among employees of changes in the strategy and drive towards the embedment of values and ethics throughout the organization. This could be achieved through open communication and feedback during change management (Robbins & Judge, 2007).

CRS should provide clear communication on details of its short term and long term strategic plans and provide a schedule including sharing timelines for the evaluation of the implementation process and increase the frequency and variety of feedback to staff on the progress made as well as corrective action required, such effort was considered relevant to drive ownership of the plan as well as minimise surprises where there are deviations to plans (Thompson Jr,et al ,2007).

CRS should embrace an all-inclusive approach in coordinate annual country programme plans with linkage to the overall strategy (Thompson Jr,et al ,2007)., as it relates to country program context was considered as an area of improvement at the country program level. Some respondents were not aware of the existence of such a process if any, despite having the mandate to provide strategic direction to teams

Respondents suggested the need to consider emphasis strategic planning at key stages of the budgetary process and its linkage to the overall strategic plan. This should also drive efforts in understanding the key strengths and opportunities of the organisation and developing a niche in the NGO market, specific to the context of operations as opposed to spreading available resources too thin.

There is need to exercise agility to the changes in the market for donor funds, that is move towards contracts from grants and agreements. The heavy dependence on outside sponsors by the organisation requires a special need for people in buffer roles to relate to both inside and outside groups; this role is especially necessary when the sponsors are diverse with a broad mission and multiple shifting objectives (Wheelen & Hunger, 2008).

Finally, aligning information technology and continual system integration with strategy is a critical process. This includes applications of information technology as varied as enterprise systems, customer relationship management and Web-based technologies. Aligning information technology is a double-edged sword – organisations often cannot execute strategies in the new millennium without technology and they should not implement new technology without a strategy behind it (Wheelen & Hunger, 2008).

5.4 Implication of the study on Theory, Policy and Practice

The findings of this study have added to the body of knowledge and provide reference material for future researchers on related topics. The findings of this study will be valuable in authenticating future research, examining the influence of context and build theory in the area of strategic management .This contribution, forms basis for further research.

The results of the findings drawn in Chapter 4 and the summary in section 5.2 suggest the resource based view of the firm and the Dynamic Capabilities Theory. Dynamic capabilities refer to an organisations' ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments. These reflect an organization's ability to achieve new and innovative forms of competitive advantage given path dependencies and market positions (Leonard-Barton, 1992).The presence of an enabling environment that supports organisational learning and investment in opportunities for development present the contribution of this study to theory.

The study will be useful to policy makers at CRS and NGO's as the formulate policies in response to the strategy implementation challenges identified. The study findings brought to light the extent to which Mc-Kinsey's 7-S model alignment impacts performance through implementation, strategy implementation challenges faced by CRS in Kenya and opportunities for improvement. Use of the coping mechanisms identified, policy makers could address the constraints encountered in strategy implementation.

This study provides several implications for practice. This study presented an insight for managers about the role of organizational structure / capabilities / functional competencies in the business strategy and performance nexus. Managers must simultaneously implement right strategy with right capability / functional activity that act as potential mediator. This approach encourages NGOs to align the best strategies which generate better outcome.

The findings of this study provide management teams' useful insight on institutionalisation of change, staff engagement and communication of strategic plans. The importance of communication of direction and progress whilst embracing the dynamism of the external environment are key lessons that management need to consider when managing change across different levels of the organisation.

5.5 Limitations of the Study

The study focused on senior and middle level managers of the organisation and to a given extent presented a self-evaluation of their actions. It is therefore expected that some of the respondents were likely to be biased on some of the issues that the respondents though were sensitive to their business units. This was minimised by assuring the respondents that the information solicited was to be used solely for academic purposes.

The study was carried out only on Catholic Relief Services, Kenya program and the limitation in the scope could construe to a bias in the implementation of the overall strategy of the Catholic Relief Services globally. Case studies focus on a single unit, a single instance, in this case CRS, the issue of generalizability and lack of representativeness looms larger than with other types of qualitative research.

5.6 Suggestions for Further Research

The results of the study point to a number of opportunities for further research including on CRS operations in East Africa and globally, this study was limited to determine the impact of strategy implementation, strategic alignment on performance of Catholic Relief Services, Kenya.

The area of strategy evaluation and control can be of focus for other researchers, to highlight the importance of monitoring and the impact of control mechanisms when strategy is divergent to plan.

Studies could be done on the effectiveness of the partnership model in service delivery, a key pillar in the CRS strategy and which is a paradigm shift in service delivery by INGO's. From the findings of this study, it is recommended that research work be conducted on the use of strategic partnerships, leverage on technology and systems integration by NGOs in service delivery.

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APPENDICES:

Appendix 1: Introduction Letter

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAMME

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE 28/8/2015

TO WHOM IT MAY CONCERN

The bearer of this letter EUNICE . C. AMBINO.

Registration No. D61/67001/2011

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
SCHOOL OF BUSINESS
28 AUG 2015
P.O. Box 30197 – 00100, NAIROBI

PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS

Appendix II: Request for Information

Eunice Ambiyo

P.O BOX 55530-00200

Nairobi.

September 3, 2015

RE: Request to collect research data

Dear Sir

I am a postgraduate student at the University of Nairobi undertaking Master of Business Administration in Strategic Management. I am currently carrying out a research project on **"strategy implementation, strategic alignment and organisation performance at Catholic Relief Services"**.

The research study is modelled on a case study design. As part of the data collection process, I request your approval to collect the data through self –administered interview guides. Your assistance shall be highly appreciated while I undertake to exercise the highest level of confidentiality and anonymity during the exercise .A copy of the finale report shall be available to you upon request.

Yours sincerely,

Eunice Ambiyo

Approved
4/sep/2015

Appendix III: Confirmation of Approval to Collect Research Information

CRS
CATHOLIC RELIEF SERVICES

Catholic Relief Services/Kenya Program
P.O Box 49675 - 00100
St. Augustine's Court,
Karuna Close - Westlands,
Nairobi - Kenya
Ph: +254-(020)-421-00-00
Fax: 254-20-421-01-07

September 28, 2015

The Chairman
Board of Post Graduate Studies
University of Nairobi
P.O Box 30197-00100
Nairobi

Thro,
The Dean
School of Business
University of Nairobi
P.O Box 30197-00100
Nairobi

RE: Confirmation of Approval to Collect Research Information

Dear Sir/Madam

Catholic Relief Services (CRS) is the Overseas Relief and Development Agency of the United States Conference of Catholic Bishops with a mandate to help the poor and the needy irrespective of race, creed or gender. Our activities are spread across 101 countries of the world with our global headquarter located in Baltimore, Maryland, USA. CRS has operated in Kenya for 50 years, in close collaboration with the Kenya Conference of Catholic Bishops. CRS Kenya operations support CRS South Sudan program by providing logistic support for its food commodity imports distributed as humanitarian aid.

Our office acknowledges receipt of request to provide assistance to the student for the purposes of collecting research data. This letter serves to confirm that CRS approved Eunice Ambiyo of REG NO: D61/67001/2011, to collect research information on her project thesis through interviews during the period 7-25 September 2015.

Respectfully,

Lane Bunkers
Country Representative
CRS Kenya

Catholic Relief Services / Kenya
P. O. Box 49675, GPO
00100 - Nairobi

faith. action. results.

Appendix IV: Interview Guide

This interview guide is designed to generate information on strategy implementation, strategic alignment and performance of Catholic Relief Services, Kenya. All information volunteered will strictly remain confidential.

SECTION 1: GENERAL INFORMATION

1. Interviewee's position: ----------
2. Number of years of service at Catholic Relief Services, Kenya:----------
3. Number of years in the current position: ----------
4. What is your understanding of the strategic management process and its implications on organisational performance?

SECTION 2: STRATEGIC ALIGNMENT

5. What is your role in the Catholic Relief Services' strategic leadership process?

6. What factors do you consider imperative for success when implementing the strategic plans?

7. What are the key performance indicators for the set out strategic plan?

8. Does the CRS Kenya strategy planning/formulation process promote a linkage between goals and CRS Global strategy? How does this promote performance?

9. Does the organisation leadership style promote the implementation of the current strategy and how does this impact on individual performance and overall organisational performance?

10. Do the organisational shared values (culture) promote the implementation of the current strategy and how does this impact performance? ---

11. Does the organisation structure support/ promote the implementation of the current strategy and how does this impact performance? ----------

12. Does CRS have staff and skills that promote the implementation of the current strategy and how does this impact performance? ----------

13. Does CRS Kenya have systems that facilitate the achievement of the strategy? How do these impact on performance

14. Is there a formal, periodic evaluation of the strategic plan? ----------

SECTION 3: PERFORMANCE MANAGEMENT

15. Does communication of the strategy implementation results provide for feedback? How is the feedback managed?

16. Are corrective actions always taken as a result of evaluation of the strategic plans? ---

17. What does CRS Kenya use to project future performance? Future performance is compared in a systematic way with

18. How does the strategy implementation enhance the following at CRS Kenya?

- Business excellence:
- Performance management:
- Program Quality management:
- Improve corporate image:
- Operations management:

19. What other challenges are encountered during strategy implementation in achieving the set out performance?

20. What could CRS Kenya improve on with respect to: systems; staff; skills; shared values; structure; style; strategy to facilitate successful implementation of set out strategy?

THANK YOU FOR YOUR TIME AND PARTICIPATION