STAKEHOLDERS INVOLVEMENT IN STRATEGY IMPLEMENTATION AT NATURE KENYA

BY

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DECLARATION

This research project is my original work and has never been presented in any other University or College for the award of degree or diploma or certificate.

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ABSTRACT

Strategy implementation is by nature complex, but it must have clear priorities in order to be manageable. The management of diverse stakeholders' interests in this process can make or break an organization. Balancing stakeholder interests is a process of assessing, weighing and addressing the competing claims of those who have a stake in the actions of the organization. The purpose of this study was to investigate the stakeholder's involvement in strategy implementation at Nature Kenya. The objectives of the study were to establish the extent to which stakeholders are involved in strategy implementation as well as determining the factors that influence the extent of stakeholder involvement in strategy implementation at Nature Kenya. This was a case study where the researcher collected pertinent primary and secondary data. Primary data was gathered using a research guide which was administered through personal interviews. The respondents of the study were the CEO, Conservation Programme Manager, Project Managers, Project Coordinators and Project officers in various regions where Nature Kenya runs its programmes. Secondary data were obtained from the relevant documents of the organization like the strategic plan and other programme documents which provided data on the program outputs and/or outcomes and the beneficiaries as well as other partnership arrangements. Organization of data from research transcripts and observation notes was the first step in the analysis process. This involved thorough reading, editing, cleaning up the research notes entry into the computer. Data was then analyzed by use of content analysis to arrive at analytical conclusions. From the study the researcher concludes that, the major challenges encountered by Nature Kenya while implementing strategies included some aspects of organizational culture and structure and high degree of staff turnover. Others included lack of infinistructural facilities, government decisions, inadequate resources and hostile communities. As a way of dealing with the challenges encountered, Nature Kenya involved all employees and other stakeholders in its strategy implementation process. The orthonization developed communication channel to all parties affected by its activities as a result of new strategies implemented. Other initiatives adopted included training of employees, encouraging employees to brainstorm, share new ideas, and own the strategy implementation process, change in leadership style, rewarding the performance of senior managers as well as lower level managers and employees. In order to address the challenges of financial constraints, Nature Kenya partnered with international organizations based in Europe and America to enhance it's fundraising from European and American donors. The organization also recognized the importance of social cultural purcesses in successful strategy implementation hence its development and adoption of courguiding values. For an organization to successfully improve the overall probability that the strategy is implemented as intended the researcher recommends that, Nature Henya should ensure that employees affected by the strategy are the core aspect in strutegy implementation focusing on the outcome and also ensure that the necessary resources are available during strategy implementation. Moreover, Nature Kenya should assert other stakeholderemployees needs to ensure that it is in line with strategy implemutation and make sure that strategy implementation is a team effort.

TABLE OF CONTENTS

Declarat	ion ii
Acknowledgementsiii	
Dedicati	onv
Abstract	
CHAPTER ONE: INTRODUCTION	
1.1	Background of the study1
1.1	.1 Strategy Implementation
1.1	.2 Stakeholder Involvement in Strategy Implementation
1.1	.3 The Non-Governmental Organizations (NGO) Sector in Kenya
1.1	.4 Nature Kenya
1.2	Research Problem
1.3	Research Objectives
1.4	Value of the Study
CHAPTER TWO: LITERATURE REVIEW	
2.1	Introduction
2.2	Strategic Management
2.3	Strategy Implementation
2.4	Stakeholder Management
2.5	Stakeholder Involvement in Strategy Implementation
CHAPTER THREE: RESEARCH METHODOLOGY	
3.1	Introduction
3.2	Research design
3.3	Data collection
3.4	Data analysis

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION	
4.1 Introduction	
4.2 Strategy Implementation at Nature Kenya	
4.3 Stakeholders' Involvement in Strategy Implementation at Volume Kenya	
4.4 Factors Influencing the Extent of Stakeholder Involvement in Strategy Implementation at Nature Kenya	
4.5 Discussion	
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS 41	
5.1 Introduction	
5.2 Summary	
5.3 Conclusion	
5.4 Recommendations	
5.5 Limitations of the study	
5.6 Suggestions for further studies	
5.7 Implications on Policy, Theory and Practice	
REFERENCES	
APPENDICES	
Appendix I: Letter of Introduction	
Appendix II: Research guide	

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Increasing global competition has made it impossible for one organization to perform all business on its own. Most organizations, whether for-profit or nonprofit, private or public, are reaching outside their own pools of resources and creating alliances with customers, suppliers, communities, unions, and even rivals (Cooperrider and Whitney, 2001). The best run organizations have found ways to successfully and efficiently manage the diverse interests of these and other stakeholders. In the process, they have developed competitive advantage and discovered and exploited opportunities that were previously unimaginable. Many of these opportunities represent unmet meds of stakeholders or new combinations of resources they provide to the organization (Donaldson and Preston, 1995).

A company's vision, objectives, strategy, and approach to strategy execution are never final; managing strategy is an ongoing process, not an every-now-and-then task. Anything less than unified collection of strategies weakens the overall strategy and is likely to impair company performance in terms of service delivery (Kaplan and Morton, 2001). Even though implementing strategy is at the bottom of the strategy making hierarchy, its importance should not be downplayed. Management is handling of the strategy implementation process can be considered successful if and when the empany achieves the targeted strategic and financial performance and shows good process in making its strategic vision a reality (Thompson and Strickland, 2008). It begins when

executives evaluate their current position with respect to mission. goals, and stortegies (Daft, 2000).

The idea that organizations have stakeholders relevant to important corporate decisions is commonly accepted in the management literature. Stakeholder constructs were inherent in the early work of system theorists (March and Simon, 1958). But it was Liteman (1984) who brought stakeholder theory to the forefront of academic research. The stakeholder concept has its origin in a theory of management, but has been seized upon by scholars in business ethics as a way of expressing the idea that business have obligations to a wide range of parties beyond the stockholders to whom corporat heads were traditionally thought to be beholden. According to Freeman (1984), stakeholders are those groups who have a stake in or claim on the organization.

Harrison and John (1998) categorize stakeholders into those within the organization (owners/board of directors, managers, and employees) and within the operating environment (customers, suppliers, government agencies and administrators, unions, competitors, financial intermediaries, local communities, and activist groups), all operating within the broader environment subject to socio-cultural, global economic, and global political/legal forces and technological change. They emphasize the importance of identifying, understanding, building relationships with, and catisfying its key stakeholders, and taking these stakeholders into account in the formulation and implementation of organizational strategy.

1.1.1 Strategy Implementation

Organizations, whether for-profit or nonprofit, private or public, have found it necessary nowadays to engage in strategic management in order to achieve their corporate goals (Bryson, 1995). Thompson and Strickland (2003) observe that the strategic management process involves the formation of a strategic vision, setting objective crafting a strategy, implementing and executing the strategy, and then over time initiating whatever corrective adjustments in the vision, objectives, strategy, and execution that are appropriate.

Strategy implementation is that process through which strategy is translated into action and results achieved. It involves acting on what has to be done internally to put the chosen (formulated) strategy into place and achieve the targeted results. Strategies and policies are translated by management into action through the development of programs, budgets, and procedures. Further, the process might involve changes within the overall culture, structure, and/or the management system of the organization (Pearce and Robinson, 1988; Thompson and Strickland, 1989; Hunger and Wheeland 1995).

Strategy implementation is a vital step as it entails all the steps in strategy formulation put into action plans. According to Kiruthi (2001) implementation is key part of the strategic management although it is often considered after formulation of strategy. To ensure success the strategy must be translated into carefully implemented action. This means that the strategy must be translated into guidelines for the doily activities of the firm. The strategy and the firm must become one. In implementing the strategy the firm managers must direct and control actions and outcomes and adjust the change (P) arce and Robinson, 2005). Successful strategy implementation depends in large part on the extent to which various key stakeholders are involved not only in its formulation bullilso in its implementation. This is because stakeholders, both internal and external influence strategy at all levels and consequently influences the organization's purposes that (@sult in formal expectations in terms of achievement.

1.1.2 Stakeholder Involvement in Strategy Implementation

As organizations strive to position themselves within turbulent environments their strategy formulation efforts would be fruitless, more so in their implementation if pertinent stakeholders are not involved in the process. Clear understanding of the potential roles and contributions of the many different stakeholders is a fundamental prerequisite for a successful participatory strategy formulation process. Stakeholders are those whose interests are affected by the organization's activities or those more activities strongly affect the organization; they are those who process information, resources and expertise needed for strategy formulation and implementation; and they are those who control relevant implementation instruments (Friedman. 2002).

Rapa and Kauffman (2005) asserts that, stakeholders' involvement in stategy implementation enhances an integrative point of view, that is, the process is not finited only to organizational structure, but also to cultural aspects and the human resources perspective are to be considered as well. This is of great importance since team ork plays an important role within the process of strategy implementation. The most important thing, however, when implementing a strategy is the top management's commitment to engage other relevant stakeholders which is undorbically a precision.

for strategy implementation. Therefore, top managers must demonstrate their willingness to give energy and loyalty to the implementation process. This demonstrable commitment becomes, at the same time, a positive signal for all the affected organizational members (Kaplan and Norton, 2001).

1.1.3 The Non-Governmental Organizations (NGO) Sector in Kenya

Non-governmental organizations (NGOs) can be essentially defined as organization that are constituted outside the state but that act in the public sphere. The very generic and allencompassing term-NGO is derived from that historically, state or government organizations have been the ones discharging public duty or public policy. Actors doing the same outside government can best distinguish themselves by adopting the seembody negative definition. Local self-groups, voluntary non-profit organizations, commutility groups, youth or women clubs, ethnic or professional associations, mational and international research institutions can all be counted as NGOs. NGOs, therefore, constitute of a variety of very dissimilar organizations that are tied together by their 'public duty' and by not being part of government. In the development field, the NFOs on focus are those that engage in various aspects of development work (control by development, environment, agriculture etc.) (Ndegwa, 1993).

NGOs have become important development agents in the developing countries in the Article Most in the NGO phenomenon has its roots in the Missionary/charity traditions of the Wost. The proliferation of NGOs in Africa has been explained in various ways. It has for example, been argued that most donor agencies are cutting down on official aid in the or of non-official aid because aid given through governments rarely reaches the port. Hence, non-official aid is now channeled through NGOs thus raising their numbers. NGO proliferation can also be explained by frequent cases of calamities in Africa (Ng'ethe, Mitullah, and Ngunyi, 1990).

The Kenya Non Governmental Organizations Council (2004), in proposing the Kenya Non Governmental Organizations Policy (2004), in a stakeholders forum, observe that voluntary development initiatives in Kenya have their basis in the emergence of church-based and independent secular organizations independent of the state in the colonial period. The church-based organizations were formed to address relief and welfare issues. Mention must also be made of local welfare organizations formed by migrant workers in the colonial period in the major towns, such as the Kavirondo Texpayers' Welfare Association, some of which took on political overtones during the decilonization struggle.

Business literature emphasizes that the purpose of strategy is to gain competitive advantage. NGOs may or may not be trying to obtain competitive advantage but they will need to be able to demonstrate that they deserve the support of partners, funders, volunteers, and staff. That is they need to show that donated funds and human every are properly put into use. An effective strategy for NGOs must be technically workable and politically acceptable to key stakeholders and it must fit the organization's philosophy and core values. It should be ethical, moral and legal and abould furthe the organization's pursuit of the common good. It must also deal with the strategy is into it was supposed to address (Bryson, 1995).

1.1.4 Nature Kenya

Nature Kenya is the business name of the East Africa Natural History Society The EANHS) which is a membership society. The EANHS was established in 1909 of the British colonialists basically as a bird-watching society whose membership avas voluntary, and now it's the oldest conservation organization in Africa. The TUV HS founded and established The National Museums of Kenya, which it later handed of the colonial government on a memorandum of understanding in 1939. In late 1908, 1999 HS started to undertake scientific research of birds and their habitats. This for the registration of Nature Kenya as the business name of EANHS which raises function for the both local and international donors to undertake its mandate.

The aim of Nature Kenya is to promote the study and conservation of the study environment, in Eastern Africa. The Nature Kenya conservation programme productes sound management and sustainable utilization of natural resources of ine ant biodiversity sites. Currently, Nature Kenya's membership is open to anyone the to the nature from all over the world; and from a great diversity of background and professions, and many play an active role in its programme. Nature Kenya (the total tis) is the BirdLife International Partner in Kenya, and its day-to-day business is the total total a small highly professional core staff and contracted project staff headed by the total tive Director. The staff and the Society membership and volunteers at the national membership and levels implement the organization's strategic plan.

The strategic planning process for Nature Kenya (EANHS) began in 199 dich culminated into the development of the Nature Kenya Strategic Plan 1999 this was, in effect, extended through 2003 by the Business Plan for 2002-2003. The overall goal is to conserve Kenya's biodiversity to which Nature Kenya's five-year programme is intended to make a significant contribution in order to connect nature and people

The stakeholders of Nature Kenya are drawn from a great diversity of backgroup and professions all over the world. Majority of the stakeholders have interest the true Kenya's business, hence in the way the various strategies are implemented. For every and members of the organization form the internal stakeholders, while the government of Kenya's ministries and palatals like Ministries of Environment and Natural Research for the stakeholders. Parastation for the National Environment and Management Authority, Kenya Forestry Research for the stakeholders. Parastation for the true to Kenya's forests and wetlands form another category of stakeholders. In 1 and international donor organizations and foreign government agencies are part of the Kenya's stakeholders.

The organization has in the past received, and continues to receive. Finding to this its conservation activities from key donors like United Nations Development 1960 time (UNDP), Global Environment Fund (GEF), and United States Agency for International Development (USAID), UK's Department for International Development (DF1D) thish Development Agency (DANIDA), European Union (EU) and many other donoted

These donors form a critical group of stakeholders whose interests are expected whave implications in Nature Kenya's strategy implementation efforts.

1.2 Research Problem

Strategy implementation is by nature complex, but it must have clear priorities in the formation be manageable. The management of diverse stakeholders' interests in this proves can make or break an organization. Balancing stakeholder interests is a proves of assessing, weighing and addressing the competing claims of those who have take in the actions of the organization (Reynolds, Schultz and Hekman, 2006). The eept of stakeholder participation is understood to be a meaningful proactive and multiplication making, initiation and control by the stakeholders (McGee and Normal 101). Therefore, the extent and level to which the stakeholders are involved in implication is success.

Nature Kenya is not-for-profit organization whose primary concern is conserve on of Kenya's biodiversity. The strategic objectives are the particular results that Nature anya must guarantee to achieve through its five-year programme (2009-2013) if the dist to be achieved. Towards this end, strategy implementation at Nature Kenya is critical of the long term sustainability of the environment given the threat facing natural control of today. The nature of the activities that Nature Kenya should undertake to implie the strategies so that it realizes its objectives puts the organization in interaction with the strategies. These range from the employees, government agencies, partner is as well as communities and the general public.

To successfully carry out the sensitive business, a buy-in and support from the key stakeholders would be paramount more especially during the implementation of the various programme strategies.

Studies on stakeholder involvement have been undertaken both have and internationally. Among the local studies include Kasimbu (2007) who tool ed on stakeholder involvement is strategy formulation among NGOs in Nairobi. inguh (2006) laid focus on shareholders involvement in the strategy implement attaion management in public organizations Kenya, and Bariti (2009) whose focus as on management perception of stakeholder involvement at Nature Kenya in the international scene, Chase, Siemer and Decker (2002) studied on designing the holder involvement strategies to resolve wildlife management controversies in the US Muysee and Verbeke (2003) focused on proactive environmental strategies- a field of derived on stakeholder theory and managerial decision-making with a bias on control is and implications of balancing stakeholder interests.

On the other hand, studies on strategy implementation are many and varied (Autor 1992; Koske, 2003; Muthuiya, 2004; Machuki, 2005; Kibati, 2009, among others). The chave also focused on different contexts as well as different conceptual issues. While these studies have availed evidence on stakeholder involvement as well accordingly implementation, the researcher has not come across a study with a specific ous on stakeholder involvement in strategy implementation within an organization of such diverse stakeholders as Nature Kenya.

Hence this study seeks to take this research further and answer the question. We seeks the extent and level of stakeholder involvement in strategy implementation at Nature and the state of the state o

1.3 Research Objectives

The objectives of this study were:

- i. To establish the extent to which stakeholders are involved of the tegy implementation at Nature Kenya
- ii. To determine the factors that influence the extent of stakeholder involvement in strategy implementation at Nature Kenya

1.4 Value of the Study

The findings of this study would be of benefit to various stakeholders of Nature enya who comprises of the government ministries and departments like Ministries of Environment, Tourism, Forestry and Wildlife and National Environment Moment Authority. Development partners like Global Environment Fund. United fions Development Programme, UK's Department for International Development for internat

Decision makers at various levels of management will gain value added in the mon the strategy implementation process as a key enabler of organizational performs. For instance, the managers responsible for strategy may use the findings of solute



effective monitoring and control systems to mitigate challenges for megy implementation. The findings will enable managers understand the role of hand in ip in strategic management practices for the benefit of customers.

Academics and business researchers will be able to borrow from the findence of this research to support literary citations as well as develop themes for further method gical Specifically, the study hopes to make theoretical, practical and method gical contributions. The findings will contribute to professional extension of each ting knowledge in strategic management by helping to understand the current challer of for implementing strategy and their effects on service delivery in variable organized as in general.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review. Specifically, the chapter addresser to use on strategic management, strategy implementation and stakeholder management. The chapter also reviews past studies on the stakeholder involvement of strategy implementation.

2.2 Strategic Management

Strategic management involves deciding which customer to serve, with which roducts and services, and meeting those customers' legitimate needs and wants by an ocating resources in the most advantageous way (Cole, 2004:308). It is an organizational process designed to sustain, invigorate and direct the organization's human and other transferred process in the profitable fulfillment of the needs of customers and other principal stakements. The process is guided by the organization's value system, or culture, which is most fit ted not only in the organization's mission statement, policies, and strategic goids. The organization in the behaviour of top management and other key managers in the organization II' an organization wishes to address issues of service delivery and performance of the value of that organization and the managers must be seen to live that value in their events these and for this to happen, there needs to be a well thought strategic management of the value of king throughout the organization (Neale, 2004:3). Service delivery is important to an organization, which in today's climate summer just be, and then there is a need for it to become deep-rooted part of the culture.

Strategy researchers, writers and practitioners largely agree that every strategy area on exit is unique (Wit and Meyer, 2001). Moreover, they are almost unanimous that the disually wise for strategists to adopt the strategy process and strategy content to the precific circumstances prevalent in the strategy context. However, disagreement arises is soon as the discussion turns to the actual level of influence that the strategy is next has. Frequently it is argued that strategists can, and should, create their own pircumstonces, instead of being enslaved by the circumstances they find. In short, the strategy is detext can be determined, instead of letting it determine.

The overall aim of any research on strategy is "to examine various formation dvardages that a dominant firm may be able to develop and hold over its competitors for the same period of time" Shamsie (2003). However, despite a common operating devicement, some firms perform better than others. The reason for greater performance is attributed to the various stages of the strategy process from formulation to implementation. While it is not what part of the generic strategic process triggers the increase in performance potential, a key component in the response of public institutions to operating environment is based on their strategic orientation.

2.3 Strategy Implementation

Strategy implementation is a component of strategic management. Strategic management by itself is a process and it refers to a set of decisions and actions that result in the formulation and implementation of long term designed plans to achieve organizational objectives (Pearce and Robinson, 1997). According to Robins and Coulder (2002), strategic management is the process that encompasses strategic planning, implementation and evaluation. In their view, strategic management process is a way of considering, dealing, and realizing already formulated strategies. On the other band strategy implementation involves allocation and management of sufficient resource costable hing a chain of command or some alternative structure, assigning responsibility of specific tasks or processes to specific individuals or groups.

Implementing strategies successfully is vital for any organization public or pointe. Without implementation, even the most superior strategy is useless. The notion of strategy implementation might at first seem quite straightforward: the strate of is formulated and then it is implemented. Implementing would thus be percented as using about allocating resources and changing organizational structure. However, mansfer ing strategies into action is a far more complex and difficult task (Perlitz, 1993)

In the face of a high level of uncertainty and change within competitive control onts, strategy implementation should represent a continuous and simultaneous process (Mintzberg, 1990). This requires strategy implementation to be treated as prot of individual responsibilities throughout the organization as opposed to a certical function.

By transferring the ownership of strategy in this way the quality of knowledge used for strategy formulation will be substantially improved while potential conflicts and the timeframe for strategy implementation will be dramatically reduced. The timer approach represents a series of steps, which follow one another, while the atter represents a concurrent approach of identifying opportunities in competitive environments and evaluating them in the light of the organization's existing and potential future competences together with the level of resource commitment necessary to a loit such opportunities.

The simultaneous approach brings about three major benefits to organization then compared with the sequential approach. First, it reduces the time window that een opportunity identification and exploitation which is one of the most important considerations when operating in a highly dynamic environment (Meyer, 1901). Found, it reduces risk. This is because the sequential approach requires committing at very early stage investments in terms of capital, people and time, whereas the time ous approach continually evaluates and dynamically adjusts resource committing to the change the competitive environment.

2.4 Stakeholder Management

Stakeholders are defined as individuals or organizations who stand to gain or lot from the success or failure of a system (Nuseibeh and Easterbrook, 2000). It is any entite with a declared or conceivable interest or stake in a policy concern. A stakeholder is anyone whose actions can affect an organization or who is affected by the organization's actions (Rowe et al., 1994). Stakeholders can be of any form, for and capacity. They can be individuals, organizations, or unorganized groups. In most cases, stakeholders fall into one or more of the following categories: international better (e.g donors), national or political actors (e.g legislators, governors), public sect can be individual interest groups (e.g unions, medical associations), commercial/private for-profit monprofit organizations (NGOs, foundations), civil society members, and user() of the pers (Boutelle, 2004). They are those individuals or groups who depend on the organization to fulfill their own goals and on whom, in turn, the organization depends.

According to Johnson and Scholes (2002), discussing the decision-making for organizations including large business corporations, government agencies, and the offit organizations, the stakeholder concept has been broadened to include every order an interest (or "stake") in what the entity does. That includes not only the bors, employees, and customers, but even donors and members of a community its operations may affect local economy or environment. In that context, "context (er" includes not only the directors or trustees on its governing board (who are stated or (in the traditional sense of the word) but also all persons who "paid in" the figure take and the persons to whom it may be "paid out".

The idea of stakeholders management, or a stakeholder approach of the gic management, suggests that managers must formulate and implement processes which satisfy all and only those groups who have a stake in the business. The central matching process is to manage and integrate the relationships and interests of stakeholders, employees, customers, suppliers, communities and other groups in a way that one e the long-term success of the firm. A stakeholder approach emphasizes active manufactor of of the business environment, relationships and the promotion of shared interest of and McVea, 2001).

Stakeholders oriented strategies starts with identifying the company's key and there and then defining their characteristics (threat or collaboration potential, in the and interest, importance to company survival, urgency of response, etc) which will depend on the type of relation the company should build with them. Typical and there relationships include: participative (stakeholders' involvement in decision (g), advisory (stakeholders' involvement as reviewers or advisors), colline ive (stakeholders complementing specific capabilities), informative (stakeholder) (in one or two way communications), and defending (intelligence response, the model of the formulation of unified strategies for knowledge and stakeholders model of the formulation of unified strategies for knowledge and stakeholders model of the formulation of unified strategies for knowledge and stakeholders model of the formulation of unified strategies for knowledge and stakeholders model.

2.5 Stakeholder Involvement in Strategy Implementation

Managing the implementation and execution of strategy is an operations-original makethings-happen activity aimed at shaping the performance of core business and the strategy-supportive manner. Management's handling of the strategy implementation process can be red successful if things go smoothly enough that the company meets or beats its ind financial performance targets and shows good progress in achieving more it's strategic vision geared towards efficient and effective service delivery to led clientele (Peppard, 2000: 214).

It should go without saying that top management support and involvement ary for the success of any strategy implementation management. However, this fully critical to the success of a stakeholder approach. Though poorly development methodological standpoint, stakeholder's analysis and approach now belong ing list of virtues and catchwords reigning over the field of development. The of stakeholders' analysis, however, belong to the history of business and the ial science. This is reflected in the term "stakeholder" itself, apparently first in 1708, to mean a bet or a deposit. Economic theory centered on notions of all so in the success back to the beginning of industrialization and is induced als of 19th century co-operative movement, and mutuality (Clarke and Clegg, 19)

In the stakeholder theory, the modern organization must respond to the point the various stakeholders in which it relates to, and in any event, must operate with the gal framework established by the moderate state (Carnall, 2007). Stakeholder in the reappears in business management discussions of the 1930's (Brugha and Markov and Markov and Markov and Markov and Markov and Markov and Andrew an

relationships with society and secure better prospects of financial success with the of stakeholder analysis firm decisions can profit from views that go beyond (the upw interests of stockholders and shareholders investing in a business. Good with the management develops integrated business strategies that are viable for stake the ver the long-run. While individual stakeholders may lose out on some individual terms, all stakeholders remain supporters of the firm (Mockler, 1994).

Bloom (2000) notes that it is well recognized that broad-based stakeholders and commitment is crucial to successful strategy and action plan implement and therefore to sustainable organizational development. Therefore, such the ed stakeholders' involvement is grounded on three important principles of the ler analysis: Inclusiveness (ensure inclusion of the full range of different to the stakeholders and vulnerable groups); Relevance (includes of the stakeholders those who have a significant stake in the process (i.e., the stakeholders); and Gender Sensitivity (both women and men should have the stakeholders).

On the basis of these principles, different stakeholders will seek different of involvement and various categories can be defined. Listeners are those when the be informed but do not feel a need to be actively involved in policies and the state of the best o

Their high level of interest and concern must be matched by equally high or ent and efforts by the organization strategy team. Originators are so involved that elp create options. This is a high level of involvement and may be difficult in. Decision-makers are stakeholders who seek a level of involvement where e a vote in or some control over the decisions made (Bloom, 2000).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology used to carry out the study. Section overed include the research design, data collection as well as data analysis.

3.2 Research design

This was a case study that was carried out on the Nature Kenya. Case study or earch excels at bringing us to an understanding of a complex issue or object and or of xtend experience or add strength to what is already known through previous results. Case studies emphasize detailed contextual analysis of a limited number of or onts or conditions and their relationships. Researchers have used the case study reserver of ethod for many years across a variety of disciplines.

Social scientists, in particular, have made wide use of this qualitative research hod to examine contemporary real-life situations and provide the basis for the approximation of ideas and extension of methods. Yin (1984) defines the case study research the distance empirical inquiry that investigates a contemporary phenomenon within context; when the boundaries between phenomenon and context are not electric filent; and in which multiple sources of evidence are used. The study was a single the stakeholders' involvement in strategy implementation at Nature Kenya



This analysis technique allowed the researcher to learn and understand the first of ing issues on stakeholders' involvement in strategy implementation, as explore the by Nature Kenya. Content analysis guards against selective perception of the first, provides for the rigorous application of reliability and validity criteria and here to be to computerization. Through this design, the researcher was able to musal relationships and theoretical statements emerging from the research by computer the responses from each of the interviewees.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This study was designed to achieve two objectives: first to establish the extended hich stakeholders are involved in strategy implementation at Nature Kenya and and the to determine the factors that influence the extent of stakeholder involvement to the extent implementation at Nature Kenya. To achieve these objectives, primary U ere collected using a research guide which was administered to the Execution in ortor, Conservation Programme Manager, Communication & Advocacy Manager, Coordinator, Climate Change & Monitoring Coordinator, Coastal Region Control of the store two Project officers and finally Finance Officer by way of personal but Secondary data were obtained from such documents as the strategic plan. Mu the Executive Committee, project proposals, project reports, financing aureements areen Nature Kenya and donors, assorted minutes of Nature Kenyal's could & stakeholders' minutes and finally workshops reports. These data wire and ing content analysis along the objectives of the study. This chapter presents the of the study, interpretation and discussion along the study objectives.

Personal interviews were conducted among twelve interviewees. All the restores were found to have worked with the company for at least three years occur their current position for around one year. Since all respondents were drawn the

management, they were charged with various managerial roles including ensurin set goals in the strategic plan are met, contributing to development of the plan in as implementing the plan. Some disclosed that, they participated in a workshop of lto review the first strategic plan and development of the second strategic plan the organization, including mid-term review of the second plan which enabled to document the outputs/outcomes that contribute to the strategic results expect the five year life of the strategic plans. Among the respondents were the Executive or whose role has been coordinating staff input into the prorgess made in even ity listed in the strategic plan, which is done at least two times every year in . nd December. The researcher therefore took research with members of Native ya. management team, who by the virtue of their service in the organization as well ir position were well informed to address the research questions for this study effective

4.2 Strategy Implementation at Nature Kenya

The study unveiled that, the major role of Nature Kenya was to work the government, government agencies, partners in conservation and local communication to conserve the environment and especially Important Bird Areas. Therefore, Nature 1994 is charged with the role of promoting the study and conservation of the study and reduction of the study and reduction in the habitats/ecosystems that support their continued existence; and reduction is pressure for settlement and subsistence to the ecosystems initiatives that are study the conservation requirements of the ecosystems.

Respondents observed that Nature Kenya is democratically governed with an tive Committee elected by members at the Annual General Meeting which meets , 10 discuss policy and governance issues. At the same time, other stakeholders an Ived in the strategy implementation practices, among them being senior staff n Ment team composed of Managers as well as non staff stakeholders. A Manager -duicommittee composed of the Chairman, Hon. Treasuer and Hon. Secretary ac first point of contact for the Executive Director. This demonstrates the corporate (9 within the organization that is a mark for successful strategy implement is operational environment provides a situation where management and govern nes. are well separated with the Executive Director and staff managing the 'ity operations of the organsiation with strategic policy guidance from the e Committee. Nature Kenya operating environment is very friendly where the e Director has created an opportuty for each staff to do, appreciate their work е credit for it.

Regarding the actual strategic practices by Nature Kenya, the respondents dimension lat, the organization has two, 5-years strategic plan which was meant to give strategic plan which wa - Dn tasks, deliverables, targets and outputs to meet its mission, goal and objective lans had specific reference to the strategic planning workshops held in June 200)7 and were set out for members and management to undertake towards of conservation of biodiversity. Respondents observed that, the strategies have or determined the resource mobilisation actions and engagement with the 2r stakeholders in the implementation of the interventions at sites where Nature bi

actions. The Strategy also has a time frame in which case the targets are more strategy is also reviewed half way to measure if the organization is on the right

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According to the respondents, the course of the strategy is determined by rm. evalaution where all the progress is pulled together and is used as basis for a of progress made. The progress assessment is based on a rank of 0-5 where 115 nothing happened and five rank means the activity is fully comepleted. The term is used to tune activities for implementation in the remaining period. The is repeated at the end of the strategic plan period where full assessment is dran he Executive Committee, committees and projects and staff engage in anothng process where the vision is developed, misison agreed, strategic goal and ob-11. desired results designed with activities to deliver each planned result.

Respondents also elaborated that, the executive Committee sets out a -arprogramme to guide staff and committees; staff develop action plans by he strategic plan, committees' work is linked to the strategic plan, members exp . SS for the year based on the startegic plan. The strategic plan is linked to the the 19 species, sites and habitats and the National planing documents intelled al Biodiveristy strategy and action plan. Nature Kenya stragic plan therefore he delivery of national conservation objectives and also the implementation of the 11 and where appropriate development policies. Members are the suprementation V. They elect a board at AGMs to provide governance oversight to Neta operations.

To attain the strategy implementation goals, the study revealed that the lion collaborates with other stakeholders to take part in action planning as well defended l. It was put accross that, Nature Kenya's business is to promote conservation (11) ural environment in Kenya and therefore other stakeholders need to be involved this Nature Kenya works with communities at a local level and forms portrolling ith relevant agencies at a national level and feeds into international methods The organization is also a membership organization with individual and communication TTS. Nature Kenya raises conservation funding from various donors. This include ind small grants. Nature Kenya endeavors to collaborate with government lien necessary may openly disagree with government decisions. There are other Ins in Kenya working in a largely similar manner but Nature Kenya is minilit focuses on conservation of Important Bird Areas. It's a very finally mt, considering that natural resources are very vulnerable to destruction by the output ted. poor Kenyans around pristine forests, wetlands, riverine systems and main 1S. It's an environment that therefore requires synergy among various stal lubble he respective local communities in those areas and globally as well to be such that 10 protection and sustainable use of the resources.

4.3 Stakeholders' Involvement in Strategy Implementation of the Mire Kenya

The first objective of the study was to establish the extent of stakeholder in st strategy implementation at Nature Kenya. To achieve this objective, the stu 10 find out who are the key the stakeholders and how they are involved in the v . IS of strategy implementation at Nature Kenya. According to require the ior stakeholders range from local community members to civil society organization s), national and international non-governmental organizations (NGOs). governmental L'S (Kenya Wildlife Service - KWS, Kenya Forest Service - KFS. National $\circ \mathbf{f}$ Kenya -NMK, Kenya Forest Research Institute -KEFRI), donor delenties :nt institutions, Nature Kenya individual and corporate members, site support group 18), community forest associations (CFAs), faith-based organizations (11000) ity. based organizations (CBOs), self-help groups (SHGs), learning and mesource and $1S_*$ They indicated that, some of them are amiable, straightforward and entry the th, while some are the opposite of that. Some of them are Kenvan and 11'e foreigners. Most of them have wide knowledge of conservation, ranging m education to indigenous knowledge, while some still require capacity building

The study revealed that, the various stakeholders are involved in strategic intervals in and in different capacities. This means that, the board is involved through the contained and review of actions; management through fundraisisng and implementation the initiatives; members by their participation in the activities as and when the being advocates and constituency around which Nature Kenya active article artic

Support Groups as the grass root actors on the ground and the main characteristic amongst the community, and also conducting the routine reseract that interval the conservation effectiveness of the actions; the government agencies response the respective sectors as they are engaged in policy review and actual matter the main characteristic the sites where action is being underval entry of the deption of the new technologies and change of behaviour based on the method.

To elaborate on the role taken by the stakeholders, the Executive Direct method dt, at the institutional level Nature Kenya works with both government and nonnt agencies through National Liaison Committee (NLC) which has a member 24 government and non government agencies. Nature Kenya work in doubted ly engaging all partners including implementation of activities that le collaborations in spending the financial resources available for the different se activities. At the site level, Nature Kenya works with local community 10 Support Groups (SSGs) who are subjects for institutional capacity bed line ce their natural resoruces governance and ensure a better environment less S, protecting sites and conserving habitats as they also enhance the livelihood of the al communities for which they are a part.

Regarding the state of the environment for stakeholders involved die in involved die implementation practices for Nature Kenya, respondents frankly indicated die environment is good with some stakeholders and a bit tense with othed live investors who want to rush the process of approving their projects. They dive observed that, the working environment is safe hence enabling work to be diverged on the state of the state of the environment is safe hence enabling work to be diverged on the state of the state of the environment is safe hence enabling work to be diverged on the state of the state of the state of the environment is safe hence enabling work to be diverged on the state of the state of the state of the environment is safe hence enabling work to be diverged on the state of the sta

fear or any threats. However, respondents were quick to mention that, e he environment is competitive in that the resources available to run the active are not enough since Nature Kenya is not alone in this sector. Internally, on the other 1 me the environment is challenging since some stakeholders feel that they are no be reas they should. It was added that, the site support partners that Nature Kenya we cat times perceive the relationship as that of Nature Kenya fundraising through the issues and plights but never giving them the rightful share of resources on preinthe management and governance structures of the interventions.

Regarding the major challenge posed by stakeholders for the organization and gy implementation, respondents observed that, the competition amongst the variable set in the sector for funding support, reduces the potential impacts that would be by synergetic actions, especially with the external stakeholders in the same service of the stakeholders would like to be the carriers of the intervention fooding to be very could benefit from the overhead costs and thus are not willing in many 10 participate as a consortium, but mark out areas as their niche and then act as the second sec To mitigate the challenge, Nature Kenya provides resources for the ground the 1 elaborates on the role each stakeholder should take and also helps then p strategic plans to ensure long-term sustainability of their actions. File stake of C partner is always elaborated, for instance the corporate members participate S during specific events e.g. Nature Fair, the government collaborates with S, KEFRI, Environment Ministry, Office of the Prime Minister. Mitional Meridian f Kenya and others.

Other pertakers are the BirdLife International (BLI) as an umbrella of Nature vho. pushes forward the agenda for bird conservation at global levels. Nature cts technical and financial support through working with BLI partners e Life Denmark, The Royal Society for the Protection of Birds and The Nature and rsitv Conservation Union of Geman. National Museums of Kenya (NMK) con : 10 biodiversity research and monitoring in sites (IBAs) where Nature Kenya w hev also provides leadership and direction on the IBA programme to which Natur has set priorities with a special focus on birds. Most of NMK staff the member sure. Kenya Committees and therefore contribute to environmntal awareness and ch. Nature Kenya collaborates with other NGOs like East African Wild I iety. especially on advocacy fronts. The two organizations' membership units are S. Nature Kenya works with communities to promote the conservation of bi-- ir habitats and to promote sustainable benefits

On the role played by the various stakeholders (internal and external) in Nato as strategic planning process, the strategy planning is done by Nature Kenya me members and Board members and they all agree on the plan. Some participation be given various tasks like chairing the planning process, writing report for the . y. Staff implements Nature Kenya Projects working very closely with local C'S and other partners in conservation while donors provide financial 1.or implementing projects. Board members provide advice and guidance of 10 involved in some activities like planning for events and fundraising. Thus 10 in the planning. There are some staff and board members who have a 16 experience with Nature Kenya strategic planning and provide most of the inin. the planning. To a large extent, most of the stakeholders are working closely ure Kenya in ensuring that the set goals are met. However, for those plans that a sto meet, they give advice to shape them so that they can be easily met. The stakeholders he filling of gaps where Nature Kenya has not fully managed. The partoende stakeholders enables Nature Kenya to futfil most stakeholders enables Nature Kenya to futfil most stakeholders.

Concerning how various stakeholders and/or stakeholder groups are affection in re-Kenya's acitivities, the Site Support Groups (SSGs) have benefited alot of livelihood since they have environment friendly projects that generate incoming; in the training them on bee-keeping and mushroom farming. On the other measurement with their will development agencies, Nature form or hinderance with their WILDERNESS FOREVER position. They contained on the strategies as anti-development.

At times the activities divide the communities at the site level into pro-1S which results in tension amongst the residents, especially if the resource is ١Ľ public and hence the community believe that all should have their way. The set re Kenya are seen as beneficiaries blocking the others from accessing and been 11 the resource, while the Nature Kenya actions are usually on a small scheme r engage more than 15% of the resident populations. These challenges lead nt re-engineering of the actual action on the ground by Nature Kenystering n relevant on the issues and even if it loose to the anti- group they will have not 9 for conservation and will document the lessons/impacts from the allernal veChange on attitudes and increased knowledge/skills on environmental an, livelihood improvement through Nature Based Enterprises (NBEs) are and by benefits which accrue to the local communities from Nature Kenya's project and residents are therefore converted to be good custodians and and the environment and its natural resources. They influence Nature Kenya's action in their full involvement during project proposal writing where they air there is for integration into the project; participation in project activities actual on the regular monitoring and feedback meetings during the project implementation

Other stakeholders are the Nature Kenya members, FBOs, CBOs, SILOS IУ implementing project activities, e.g raising trees in tree nurseries for forest 1; co-financing i.e in-kind contribution to project activities. Staff members of a give views and feedbacks from the field on applicability and relevance of the 55 implementing them by building capacities and mobilizing local community r benefiting stakeholders to implement the activities. The SSGs conduct method 1t Birds Area (IBA) monitoring in the forest to find out forest health freight. h Community Forest Scouting conduct regular patrols around the fibrest. julion S rangers for forest protection. CFAs also promote Participatory Ference n t (PFM) for enhanced direct forest benefits for the forest adjacent dominant i y and research institutions like School pupils and students implement activities 5 tree nursaries. Research institutions, for instance Kenya Forestry Research 1 0 (KEFRI) lead in conducting research on tree seeds, control of tree perform : National Museums of Kenya (NMK) conduct surveys on bird plant S. reptiles, butterflies, among others. Members provide financial support for but 1

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32

activities. They also participate in some activities; Communities are the or delivering conservation on the ground. They implement Nature Kenya vision of the ora Government is the policy maker.

For sustainability of the strategic plan developed by the organization. A value of the strategic plan developed by the organization. The strategic plan developed by the organization. The strategic plan, the strategy has to be in tandem with the characteristic of the strategy has to be strategic of the strategy has to be strategi

On the hand, Nature Kenya seeks the Royal Society for the Protection of her 3) support in developing and implementing the strategy. RSPB is Nature Kenye n Europe that is stragically used to raise funds from EU donors. Member place le in providing technical and financial support and ensuring good government 16 organization. They help shape the strategies and inform Nature Kanya and n the respective sectors. This happens through internal stakely determined 6 opportunities that are there where Nature Konya can provide montingline of It being engaged in unnecessary competion with other satkeholders; and 1 stakeholders who seek to partner with Nature Kenya in variation metiduo n environment.

4.4 Factors Influencing the Extent of Stakeholder Involution in Strategy Implementation at Nature Kenya

The second objective of this study was to determine the factors influenting the stakeholder involvement in strategy implementation at Nature Kennow all stakeholder involvement in strategy influence such involvement. These involvement all factors, economic factors and social factors.

Regarding the leadership and management, respondents observed that. of management at Nature Kenya Kenya participate in each phase of stratery in on, and are totally committed to achieving the planned results. Within the organ reare matched strengths to the opportunities that it has identified, which is weaknesses and external threats. Respondents argued that, leadership of a has ensured involvement of stakeholder to a large extent since every of one y implemntation requires input of the various stakeholders.

From the study, political factors influence stakeholder involvement V implementation through stability in the country. The study disclosed line - II environment has been good for implementation of Nature Kenya strate days 15 explained that, the government, as an important institution, provider full services and designs the rules and regulations of the society that it is a 10 flourish. It also puts in place the necessary policies that will facilitate ٦t distribution and allocation of resources to enhance the welfare of the 0 mentioned the government as a major influence to strategy implement 1 provision of important institutional infrastructure, such as laws that provide V rights, as well as maintaining public order, without which long term index and sustainable socio-economic development are impossible.

The study also disclosed that enhanced economic development promities unte involvement of stakeholders in strategy implementation. Economic factories bou economic times mean members and donors are more willing to provide g for strategy implementation. The board for instance, is involved on the implementation l'the strategies to the extent of ensuring that Nature Kenya is on the right tradition 9 it is required to be achieved. Transparency, accountability, effective contractions n d duties and roles, respect for each others' mandate, commitment and d 9 Kenya staff, collaborative spirit of Nature Kenya staff results to etter ' of planned targets.

To curb resistance to strategy implementation, the study indicated that.

4.5 Discussion

High quality leadership is very crucial in the strategy implementation procession ke Pearce and Robinson (2003) argued, while structure provide overall i or strategy implementation, it is not in itself sufficient to ensure success un. Within the organisation structure, individuals, groups and units are Df organisational action which is a major determinant of successful implementation is context, two basic factors encourage or discourage effective action le br culture. The two leadership issues of fundamental importance are the relation lef. Executive Officer (CEO) or the senior most people in matters of the 10 assignment of key stakeholders.

Political factors being a major factors influencing stakeholder's involvement die implementation, Werlin (2000) asserts that poor policies by the relevant ter attribute this divergence partially to weak institutional capability of an object to design and implement effective and pragmatic a strategy. In addition, politics include corruption allegations which could lead to diverting resources interiment y implementation. Conducive political environment was therefore pointed of influence to stakeholder involvement in strategy implementation the y formulation.

Hewlett (1999) suggests that involving various stakeholders in strategy importions is influenced by the economic status as manifested by financial constraints there are one offered.

of their implementation. It is important, particularly at the business level	te
non-financial measures such as market share or market growth in the bude	ne
can better assess the extent to which improved competitive strength is bein	IS
well as the extent to which deviations are due to changes in the business	s.
Also, since most budgets will be based on operating departments, it is	10
superimpose key non-dollar factors that would signal whether the strategy	ire
proceeding on schedule. The concern for financial measurement accuricy	S
seems to have jeopardized the concern for relevance in some companies' by	

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In chapter four, the findings of the study were presented, explained and dontooning the objectives of the study. This chapter presents the summary of the fine the conclusions that have been drawn based on the study's key findings. The two presents the study's recommendations, limitations of the study, and so for further study as well as implications on policy, theory and practice.

5.2 Summary

Strategies are a critical element in organizational functioning, but velocity organizations have good strategies, successful strategy implementation remains for challenge. The overall strategic process begins when executives evaluate and external strategic process and strategies. They then scan the context internal and external environments and identify strategy factors that may remains the context of the strategies are a critical element in organizational functioning, but velocity of the strategies are a critical element in organizational functioning, but velocity of the strategies are a critical element in organizational functioning, but velocity of the strategies are a critical element in organizational functioning, but velocity of the strategies are a critical element in the strategies. The strategies are a critical element in the strategies are a critical element in the strategies are a critical element in the strategies. The strategies are a critical element in the strategies are a critical element el

Strategy implementation is concerned with both planning how the choice of is put into effect, and managing the change required. In this process, it is the complexity and challenges. The objectives of this study included est of the extent/level of stakeholders' involvement in strategy implementation. The tenya involves various stakeholders in strategic implementation at different control. This means that, the board is involved through the oversight and review of tions;

Management through fundraisisng and implementation of the initiatives: ers by their participation in the activities as and when possible and being a es and constituency around which Nature Kenya actions are based; Site Support (as the grass root actors on the ground and the main change agents amongst the com-'v, and also conducting the routine reserach that informs on the conservation effect of the actions; the governmental agencies responsible for the respective sector ev are engaged in policy review and actual enforcement of the regulations: the ge blie at the sites where action is being undertaken through their adoption of the new logi s and change of behaviour based on the new knowledge that they have.

The findings of the study show that the major challenges encountered by the zation included some aspects of organizational culture and structure. The further established that there is a mix of values and beliefs that have been propage entime by people who have held senior management positions for a considerably by iod of time. These aspects have been instilled into the other organizational members define "the way of doing things here" hence the organizational culture. Some of the resulting culture promote negative attitude amongst some stolly to their development.

Nature Kenya should ensure that decisions at each of these levels are made thently, focused on delivering the correct service to targeted community (Boulds and the models are quite important to Nature Kenya in that a thorough analysis of the service delivery in the organization.

42

Findings also asserts that successful strategy implementation communitative of top management but must be backed by an effective planning procession of a strategy findings from the primary research where the relearch of the trait poor implementation of strategy can result in failure of a strategy implementation practically improves on service delivery to a large extert on, strategy implementation is a team effort.

From the study, the researcher found that, once an organization has self and mission, strategy formulation and implementation flows since strategic defined and implemented around them.

The study found out that Nature Kenya involved all employees and other rs in its strategy implementation process. Nature Kenya offered training to enjoy 111.Vproducts and services. The training also covered stakeholder relationship ment. After the training sessions, employees were assisted in utilising the learnt erell working situations. The study also found that the company encouraged es D brainstorm, share new ideas, and to own the strategy implementation The leadership style of delegating responsibilities, creating incremental 5 8 rewarding performance enhanced the morale of senior managers and broom rrs n implementing strategies. Lower level employees were also rewa 2000 performance, dedication and long service.

In order to address its financial constraints challenge that inhomogrategy implementation, Nature Kenya has cultivated working partnerships durie International and The Royal Society for the Protection of Birds among the reference which has enhanced its financial stability. The company also acknowledge d for social cultural adjustments.

5.3 Conclusion

From the study the researcher concludes that, the major challenges end by Nature Kenya while implementing strategies included some aspects of tional culture and structure and high degree of staff turnover. Others in the state of the infrastructural facilities, government decisions, inadequate resource to stile communities.

As a way of dealing with the challenges encountered, Nature Keny un 'd all employees and other stakeholders in its strategy implementation The organization developed communication channel to all parties affected by IU Is as a result of new strategies implemented. Other initiatives adopted included ng of employees, encouraging employees to brainstorm, share new idea wind me ategy implementation process, change in leadership style, rewarding the performeenior managers as well as lower level managers and employees. In order of the challenges of financial constraints, Nature Kenya started getting from international organizations. The company also recognized the importance Deia cultural processes in successful strategy implementation hence its decide 1111 adoption of core guiding values.

Essentially successful strategy implementation is a vehicle for providing 1 rw toking leadership regarding the most fundamental issues of concern to more any order of the distance of the strategy in the strategy implementation is a vehicle for providing 1 rw toking the most fundamental issues of concern to more any order of the strategy implementation is a vehicle for providing 1 rw toking 1 rw toki

environment in a very purposeful, systematic, and effective manner. A ed by Peppard, (2000: 214), management's handling of the strategy implementation ss can be considered successful if things go smoothly enough that the company mean beats its strategic and financial performance targets and shows good protection eving management's strategic vision geared towards efficient and effortive ery to its intended clientele.

5.4 Recommendations

For an organization to successfully improve the overall probability that the gy is implemented as intended the researcher recommends that, Nature Kenya and the unsure that employees affected by the strategy are the core aspect in strategy implementation focusing on the outcome and also ensure that the necessary resources are available thring strategy implementation. Moreover, Nature Kenya should a coss other the degremployees needs to ensure that it is in line with strategy implementation that strategy implementation is a team effort.

For Nature Kenya to continue implementing its strategies effectively. If the order that the organization looks at its failures and challenges and the order the organization has attempted to address some of the challender of while implementing strategies, there is a need to do even more. The organization of the strive to be proactive while addressing challenges to strategy implemented to than waiting for some challenges to arise and then put efforts address the organization of the strive to be proactive while addressing challenges to strategy implemented to the organization of the strive to be proactive while addressing challenges to strategy implemented to the organization of the strive to be proactive while addressing challenges to strategy implemented to the organization of the strategy implemented to the strategy implemented to the strategy implemented to the strategy implemented to the organization of the strategy implemented to the

Nature Kenya has to consider reducing on the bureaucracy and recorded to that the necessary tools for successful strategy implementation are manufactory workers empowered to act on their own judgements. re-engineered work provements educes, self directed work teams and rapid incorporation of information technology approve existing organizational capabilities.

In addition, environment conservation organizations should entire the cessary resources are available during strategy implementation which moacts vely on service delivery. Furthermore, involving all stakeholders should be the spect in strategy implementation focusing on efficient and effective service delivery.

5.5 Limitations of the study

Thus the study cannot be taken as the actual representative of the third of the hin the entire biodiversity conservation industry in Kenya as the findings of the udy are organization specific and may apply to Nature Kenya only.

The study focused only on the strategy implementation and it of the trategic management process. Thus it did not focus on the other aspects of trategic gement process which includes formulation as well as the control, monitoring on the duation aspects. These are important component parts of strategic minimum strategic is and should never be ignored.

5.6 Suggestions for further studies

There is a need to carry out further studies on strategy implementation moving and evaluation. At the same time, this study should be iterated after sometime out if there are any changes that have taken place and comparison with the final of this study done.

Since political factors, economic factors as well as organization level of and management factors have been identified as major variables influencing that folder involvement in strategy implementation, there is need for cross sectional to be carried out investigating the extent to which each of the said variables affections folder involvement in strategy implementation

5.7 Implications on Policy, Theory and Practice

Some policy implications can be drawn from the results of this study. The show will aide policy makers of all organizations to prioritize stakeholders' involvement in the tegy implementation. Policy makers will include stakeholders' involvement in the tegy implementation in organizational organogram or structure, and there are involvement in the test will be clear from policy's viewpoint. This will aide smooth additional tween organizational leadership and all stakeholder because all parties' (tobas will) in the test.

Given the relevance and importance of strategic implementation in strategic ment process, executives and management should adopt practices ainced at performance of strategic implementation in strategic ment creating coherence between stakeholders and their organizations. This can neved through the establishment of conservation schemes that are less rish inherence of as variety of stakeholders that befit different clients. In their practice, acade and business researchers will be able to borrow from the findings of the desented opport literary citations as well as develop themes for further research.

The findings will contribute to professional extension of existing how we egic management by helping to understand the current challenges for him lement legy and their effects on service delivery in various organizations in wheneral ition, compatibility of various e-business applications should be looked at usly considered in the biodiversity conservation as it will have a great fitthact hly competitive industry. The findings in this paper also imply that cousing be considered in a broad sense in order to fully top its potentials. The core, the vill enable professionals to carry on more studies in order to add more the more of strategic management.

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APPENDICES

Appendix I: Letter of Introduction

July 22, 2011

Re: Approval for Denvas Nyamari Gekonde to Undertake his Resear of Project Proposal in Fulfillment of MBA at Nairobi University

This is to authorize Denvas Nyamari Gekonde to undertake a project wiNatureKenya in partial fulfillment of Master in Business Administration, SchoolIness,University of Nairobi. Denvas is a staff of Nature Kenya in the department ofe.

Denvas will undertake a research project on "Stakeholders Involvement Unitegy Implementation at Nature Kenya". Therefore, I request all stakehold our organization to give him maximum cooperation.

Thank you

Paul Matiku

Executive Director, Nature Kenya

Appendix II: Research guide

Section 1: Respondents Profile

- 1) How long have you worked for Nature Kenya?
- 2) How long have you worked in the current role?

Section 2: General Information

- 3) What is your description of Nature Kenya's core business?
- 4) Does Nature Kenya practice strategic planning? Please elaborate your answ
- 5) What role do you play in Nature Kenya's strategic planning?

Section 3 : Specific Information

- 6) How will you describe the environment in which Nature Kenya un es its business?
- 7) How will you describe the stakeholder environment (both internal and mal) in which Nature Kenya operates?
- 8) Who are the various stakeholders involved in strategy implementation Nature Kenya?
- 9) How are the various stakeholders and/or stakeholder groups affected Nature Kenya's activities? How do they influence Nature Kenya's activities?

- 10) What role do the various stakeholders (internal and external) play in National inya's strategic planning process?
- 11) Are the stakeholders involved in the implementation of Nature Kenya's regies? Please explain the extent to which each stakeholder and/or stakehold require is involved in implementing the strategies.
- 12) What are the factors which determine/influence the exent/level to the each stakeholder and/or stakeholder group is involved in the implementation that the state of the st