

**CHALLENGES OF IMPLEMENTATION OF STRATEGIC PLANS AT THE  
NATIONAL AUTHORITY FOR THE CAMPAIGN AGAINST ALCOHOL  
AND DRUG ABUSE IN KENYA**

**BY**

**AMOS WAMWEA WARUI**

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF  
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF  
MASTER OF BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS,  
UNIVERSITY OF NAIROBI**

**NOVEMBER 2016**

## **DECLARATION**

I declare that his project is my original work and has not been submitted for a degree in any other University.

Signed\_\_\_\_\_

Date\_\_\_\_\_

**Name: AMOS WAMWEA WARUI**

**Reg. D61/ 75459/2012**

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

Signed\_\_\_\_\_

Date\_\_\_\_\_

**PROF. ZACK B. AWINO**

Department of Business Administration

School of Business

University of Nairobi

## **ACKNOWLEDGEMENTS**

I thank the Almighty God for granting me good health, resources, time and strength to complete this research project. I will ever be grateful to God for this achievement.

I appreciate and grateful to my supervisor Prof. Zack B. Awino who meticulously and patiently guided me throughout this project. Through my supervisor's constructive and friendly guidance, this research project has successfully been concluded. To my classmates who encouraged me throughout my course work, proposal writing and this final project, thank you all.

To my wife Mercy, thank you for moral support and continuous encouragement. To our daughters Vero and Karen, thank you for sacrificing quality family time throughout my MBA program. To my mum Mrs. Jedidah Warui, siblings and friends, thank you all for your encouragement.

I thank NACADA CEO, Dr. William Okedi for allowing this study to be undertaken at NACADA and acknowledge support given by colleagues at NACADA and especially those who granted me interviews when collecting data for this study. In particular, I thank my colleagues Makini, Kaguri, Pauline, Kamenderi and Mwirichia for the quality discussion we had about this project.

## **DEDICATION**

I dedicate this research project to my wife Mercy and our daughters Vero and Karen for your undying love, support and encouragement throughout my study.

## TABLE OF CONTENTS

<b>DECLARATION</b> .....	ii
<b>ACKNOWLEDGEMENTS</b> .....	iii
<b>DEDICATION</b> .....	iv
<b>ABBREVIATIONS AND ACRONYMS</b> .....	vii
<b>ABSTRACT</b> .....	viii
<b>CHAPTER ONE: INTRODUCTION</b> .....	1
1.1 Background .....	1
1.1.1 Concept of Strategy.....	3
1.1.2 Concept of Strategic Planning .....	4
1.1.3 Challenges of Implementation of Strategic Plans.....	5
1.1.4 National Authority for the Campaign Against Alcohol and Drugs Abuse in Kenya.....	5
1.2 Research Problem.....	6
1.3 Research Objective.....	9
1.4 Value of the Study.....	9
<b>CHAPTER TWO: LITERATURE REVIEW</b> .....	11
2.1 Introduction .....	11
2.2 Theoretical Foundation .....	11
2.3 Implementation of Strategic Plans .....	12
2.4 Global Perspective.....	13
2.5 Challenges of Implementation of Strategic Plans in Organizations.....	14
2.6 Empirical Studies and Knowledge Gaps.....	19
<b>CHAPTER THREE: RESEARCH METHODOLOGY</b> .....	21
3.1 Introduction .....	21
3.2 Research Design.....	21
3.3 Data Collection.....	22
3.4 Data Analysis .....	23

<b>CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION .....</b>	<b>25</b>
4.1 Introduction .....	25
4.2 Background of Study Respondents .....	25
4.3 Challenges of Implementation of Strategic Plans at NACADA .....	26
4.3.1 Inadequate Financial and Human Resources.....	27
4.3.2 Internal Wrangles.....	28
4.3.3 Non-Responsiveness to Changes In Operating Environment.....	29
4.3.4 Poor Ownership of Strategic Plan.....	30
4.3.5 Non-Supportive Organization Structure.....	31
4.4 Discussion .....	32
<b>CHAPTER FIVE: SUMMARY, CONCLUSION AND RECCOMENDATIONS.....</b>	<b>38</b>
5.1 Introduction .....	38
5.2 Summary .....	38
5.3 Conclusion.....	40
5.4 Implication on Policy, Theory and Practice .....	41
5.5 Limitation of the Study .....	44
5.6 Reccomendations .....	45
5.7 Suggestions for Further Reading.....	46
<b>REFERENCES.....</b>	<b>48</b>
<b>APPENDICES.....</b>	<b>56</b>
Appendix I: Interview Guide.....	56
Appendix II: Letter of introduction to respondents from University .....	58
Appendix III: NACADA approval memo to collect data .....	59
Appendix IV: Current NACADA Organization Structure.....	60
Appendix V: Proposed NACADA Organization Structure.....	61

## **ABBREVIATIONS AND ACRONYMS**

<b>ADA:</b>	Alcohol and Drug Abuse
<b>CEO:</b>	Chief executive Officer
<b>DCT:</b>	Dynamic Capability Theory
<b>RBVT:</b>	Resource Based View Theory
<b>SWOT:</b>	Strengths Weaknesses Opportunities Threats
<b>NACAADA</b>	National Agency for Campaign Against Alcohol and Drug Abuse
<b>NACADA:</b>	National Authority For the Campaign Against Alcohol and Drug Abuse
<b>PESTEL:</b>	Political Economic Social Technological Environmental and Legal Factors

## **ABSTRACT**

NACADA is a state corporation established through an Act of Parliament and mandated to coordinate a multi-sectoral campaign against ADA in Kenya. Increase in wide spread abuse of alcohol and drugs use in Kenya is a great threat to realization of Vision 2030 which endeavors to transform Kenya into a middle income economy. Towards implementing its mandate, NACADA has applied strategic planning management in implementation of its anti ADA programs. This research project was a case study whose objective was to determine challenges of implementation of strategic plans at NACADA. Primary data was collected through interview guide instrument where eighteen respondents in NACADA management were interviewed. Content data analysis technique was used to analyze data collected. The study established that NACADA faced five major challenges in implementation of its strategic plan namely; inadequate financial and human resources, management wrangles, non-responsiveness to changes taking place in its operating environment, poor ownership of strategic plan by employees due to lack of clear understanding and organization structure that is not aligned to the strategic plan. Towards addressing these challenges, the study recommends that NACADA management finds new sources of income to enhance its limited financial resources. Additional income will enable NACADA to meet its budget towards supporting its anti ADA programs and facilitate recruitment of missing human talents. Management wrangles should also be urgently resolved for the Board and management to work as a team with common objective and purpose of achieving NACADA mandate. NACADA management also needs to be alive and proactive to changes taking places within its operating environment to ensure positive influence. NACADA members of staff who do not own the strategic planning process due to poor understanding need to be sensitized through regular meetings for them to understand, own up and support the plan. NACADA organization structure requires to be aligned with the strategic plan to make it appropriate thereby ensuring that all human competencies required for effective implementation of strategic plan are available.



# CHAPTER ONE

## INTRODUCTION

### 1.1 Background

Organizations formulate and implement strategies to remain competitive in their ever changing operating environment. Strategy implementation is the second aspect of strategic planning process after formulation, evaluation and control. Yabs (2010) defines strategy implementation as “that phase in strategic management process when actions are taken to actualize approved plans” (p.175). It is the process of translating plans into actions in order to realize the envisioned organizational objectives. Successful strategy implementation involves communicating the strategic direction the organization plans to take, allocating resources and aligning organizational structure and culture to the strategies (Oslen, 2005).

This study was anchored on Resource Based View theory of the firm and Dynamic Capabilities theory. RBV theory holds that organizations competitive advantage lies with firm deploying resources at its disposal in tandem with its external operating environment (Mercer et al 1993). Organization resources are classified into tangible and intangible resources. Tangible resources are the physical assets that organization own while intangible resources is everything owned by the organization but without physical presence such as brand reputation and trademarks. Internal resources of the firm rather than market environment should provide the foundation of firm’s strategy which determines firm’s success.

Teece et al (1997) state that Dynamic Capabilities theory is the capability of an organization to purposefully adapt its resource base to address the rapidly changing environment. Dynamic Capabilities theory focuses on how an organization can achieve competitive advantage by adapting its internal competencies, capabilities, innovations, knowledge and strategy to adapt to the frequent occurring changes in its operating environment in order to remain competitive.

Mc Kinsey 7-S theoretical model was also applied in this study. This model premise that there are seven internal aspects in an organization that requires to be aligned for an organization to be successful (Pearce and Robinson, 1991). The seven components are strategy, structure, systems, shared values (culture), skills, style and staff. The seven components are further categorized as either hard or soft elements. Hard elements are strategy, structure and systems while soft elements are shared values, skills, style and staff. Hard elements are the elements that management can influence, define and identify. Soft elements are mainly influenced by culture and therefore hard to describe and less tangible.

Motivation of this study was propelled by realization that other studies on challenges of implementation of strategic plans have been undertaken both internationally and locally, but no study has been taken to establish challenges of implementation of strategic plans at NACADA. Internationally, several studies have established various challenges affecting successful implementation of strategic plans.

Hrebiniak (2008) identified lack of ownership of strategic process at all levels of management as major obstacle to effective strategy execution. Dunlop, et al (2013) cited failure of translation of strategy to daily operations and failure to adapt organization to strategy as root problems. Schaap (2006), reaffirmed that frequent communication up and down the organization enhances strategic consensus which promotes successful strategy implementation whereas lack of poses great challenge to successful strategy implementation.

Ahuja (2008) established organizational inability to bring about positive organizational change, employees resistance to adapt to new concepts and lack of professionalism as key factors challenging successful strategy implementation. All these studies however, did not establish specific challenges of strategy implementation in NACADA which this study endeavored to establish.

### **1.1.1 Concept of Strategy**

Bryson (1995) opines that organizations operate in open, complex and ever changing environmental systems and they are open to either positive or negative influences. To mitigate against negative environmental influences, organizations formulate and implement strategies with the aim of cushioning themselves against negative impact while growing business, building loyal clientele and out competing rivals to ensure organizational success (Arthur et al., 1997).

Barney (1996) defined strategy as organization response to external opportunities and threats, and internal strengths and weaknesses so as to achieve sustainable competitive advantage. Strategy can be proactive or reactive and can be based on different time frames. Short term strategies focus on planning and managing for the present while long term strategies involve preparing for and pre-empting the future (Johnson, 1997).

### **1.1.2 Concept of Strategic Planning**

Drucker (1993) defined strategic planning as the ongoing process of making entrepreneurial decisions methodically and without knowledge of future. Strategic planning process comprises of three stages namely: strategy formulation, implementation and evaluation. Strategy formulation refers to the development of strategic plan based on organization vision, mission statement and values (Young, 2001).

Environmental scanning of organization operating environment is the next step in strategy formulation. SWOT or PESTEL are some of the analysis techniques that can be applied. Based on the outcome of the analysis, a plan is selected from the best alternative which incorporates key performance indicators, objectives and action strategies. Implementation of strategic plans is the action phase and therefore the most critical part in the strategic planning process (Pearce, et al 2008).

Evaluation and control is the last stage in the strategic planning process where accomplishment of the strategic plans targets is measured against the actual realized outputs. Evaluation and control help organizations to identify whether implementation of strategic plan is on track and corrective actions taken where necessary.

### **1.1.3 Challenges of Implementation of Strategic Plans**

Implementation of strategic plans is the process of transforming strategic intentions into actions for realization of the intended results. Organizations operate in environment which poses new challenges constantly. The success at which the organization management resolves these challenges through implementation of strategic plans determines organization success or failure.

Strategy implementation calls for continuous monitoring and evaluation. Effective monitoring and evaluation helps management to identify threats to successful strategy implementation through effecting corrective actions to turn around the situation. Karal (2010) holds that systematic assessment of the plan is necessary for course corrections if the strategic objectives are to be achieved.

### **1.1.4 National Authority for the Campaign Against Alcohol and Drugs Abuse in Kenya**

NACADA is a State Corporation established through an Act of Parliament in 2012 (Cap, 121B). NACADA`s history dates back to 1996 when an Inter-Ministerial Drugs Coordinating Committee (IDCC) was established through Gazette Notice No. 4048 of 12<sup>th</sup> July 1996 by Office of President. The Committee was chaired by the Solicitor General while the Attorney General`s office provided the Secretarial services.

On 26<sup>th</sup> April 2001 through Gazette Notice No. 2841, National Agency for Campaign Against Alcohol and Drug Abuse (NACAADA) the precursor of the current NACADA was institutionalized under the defunct Ministry of Provincial Administration and Internal Security and its management was placed under a National Coordinator. In 2007, the Government appointed an Advisory Board through a Gazette Notice No. 140 of 29<sup>th</sup> June 2007.

NACADA`s overall mandate is to coordinate a multi-sectoral campaign against Alcohol and Drug Abuse in Kenya. In fulfillment of its mandate, NACADA has adopted strategic planning management model which requirement by the Kenyan Government for all public agencies. Each public agency negotiates its performance targets annually with the Department of Performance Contracting in Government and performance evaluation is done at the end of each performance year based on the agreed and signed targets and rewards or sanctions issued accordingly. The public sector bodies performance is anchored and measured against achievement of strategic objectives as per their respective strategic plans.

## **1.2 Research Problem**

Organizations operate in complex and dynamic environment which calls for constant adjustments of strategies to effectively respond to either positive or negative influences from the operating environment (Bryson, 1995). Strategy refers to organization response to external opportunities and threats, and internal strengths and weaknesses, in order to achieve a sustainable competitive advantage (Barney, 1996).

NACADA has institutionalized strategic planning process towards addressing the challenge of alcohol and drug abuse in Kenya. However, ADA challenge still remains one of the greatest national challenges in Kenya today as confirmed by various studies. NACADA 2014-2015 National Alcohol and Drug Abuse Status Report show that approximately 1.4 million Kenyans aged 15-65 years are dependent on alcohol use therefore requiring treatment and rehabilitation services. Continuous increase in alcohol and drug abuse in the Kenya are indicators that implementation of NACADA strategic plans have not fully yielded the desired results of reduced prevalence of ADA in Kenya due to a number of challenges.

Several international studies have been undertaken to establish challenges faced by public sector institutions in implementation of strategic plans. Behn (2008), in his study on designing performances for public sector institutions, strongly emphasizes importance of employees training and sensitization towards reducing resistance to strategic plans implementation process.

In their study on the Implementation of Strategic Management in Local Governments in Europe, Vicente, et al (2011) identified lack of supporting organizational structure which calls for profound changes in organizational cultures and mobilization of adequate resources, strong leadership and commitment as major challenges in implementation of strategic plans in public sector institutions.

Locally, Opiyo (2013) identified uncontrollable factors in external environment, unsupportive organizational culture, failure to play key role in strategy implementation, resistance to change and inadequate resources as key challenges towards implementation of strategic plans. Involvement of all employees in strategy formulation and implementation has been identified as key success factor towards ensuring successful strategy implementation (Nyarige2013).

Koske (2003) identified diversion and non-adherence to the strategic plan due to poor leadership styles as another major challenge in implementation of strategic plans. The top management needs to be committed and be great champions for successful implementation of strategic plans. Nduva (2011) reckons that unsound reward system and unclear organizational structure demotivates organization staff which renders their commitment to strategic plan implementation to be lukewarm.

To check against this situation, staff performance management and reward system must be linked to pre-negotiated and agreed individual performance targets. This study therefore seeks to determine the challenges NACADA faces while implementing its strategic plans. The study research question will be: What challenges does NACADA face in the implementation of its strategic plans and how have these challenges contributed to NACADA` success in the campaign against alcohol and drug abuse in Kenya?



### **1.3 Research Objective**

This study set to establish the challenges NACADA faces in implementation of its strategic plans. In particular, the study aimed at meeting the following objective: To determine the challenges encountered in the implementation of NACADA strategic plan.

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

The study was valuable to NACADA as it documented the challenges NACADA faces in implementation of its strategic plans. NACADA management may use the study findings and recommendations to address the challenges identified towards ensuring successful implementation of the strategic plans. Other public sector service practitioners may also refer to the study findings to address challenges they encounter while implementing their strategic plans.

To scholars, the study findings will contribute to pool of knowledge on challenges of implementation of strategic plans. Researchers may use the study findings as reference in similar research. Additionally, the study may also be replicated to determine influence of context. To policy makers, the study findings will be useful in establishing the best mitigative measures towards ensuring successful implementation of strategic plans in public sector institutions. The study findings will ultimately contribute to improvement in policy formulation for implementation of strategic plans in public sector institutions. Lastly, the study findings will contribute towards identification of any black spots in Dynamic Capabilities theory and Resource Based View Theory in addition to Mc Kinsey 7-S model propositions as cited in this study.

This chapter gave background of strategic planning, concept of strategy and reviewed strategic planning. Challenges of implementation of strategic plans as identified in other similar studies were also highlighted in light of the Public sector in Kenya and NACADA in particular. Research problem in view of the rising cases of alcohol and drug abuse in Kenya was also reviewed in addition to factors hindering implementation of strategic plans as identified in other similar studies.

Research objectives were identified and value of the study to practitioners, researchers and policy makers explained. The chapter concluded by highlighting how the study will contribute to Dynamic Capabilities and Resource Based View theories alongside McKinsey 7S model upon which this study is founded.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents the literature review. The chapter addresses theoretical foundation, concept of strategic management and implementation of strategic plans. Challenges organizations face in the implementation of strategic plans was discussed and lastly, the chapter reviewed empirical studies and knowledge gaps in other similar studies.

#### **2.2 Theoretical Foundation**

Dynamic Capabilities theory holds that an organization can achieve competitive advantage by integrating and reconfiguring its internal and external capabilities and competences to fit into the dynamic and ever changing organization operating environment. Dynamic Capabilities theory calls organizations top management to ensure and preside over dynamic capability building for organization to competitively survive despite depreciation of its value of resource bases.

Resource based theory on the other hand holds that an organization can sustain competitive advantage through efficient and appropriate utilization of resources at its disposal. Currie (2009) classifies organizational resources into three categories namely physical capital, human capital and organizational capital. Each organization has its unique collection of these resources. Organizations performance is therefore determined by identification and utilization of their unique resources and capabilities.

Under McKinsey 7S framework model, Peters and Watermans (1982) opine that for an organization to be successful, there are seven internal and interdependent aspects in an organization that must be aligned to be in tandem. These aspects are strategy, structure, systems, shared values, skills, style and staff. Poor alignment of these aspects will pose great challenge in implementation of any organization strategies.

### **2.3 Implementation of Strategic Plans**

Strategic management is the process that involves implementation of set of decisions and actions in to achieve organizational objectives (Pearce and Robinson, 1997). Robins and Coulter (2002) opine that strategic management process is a way of considering, dealing, and realizing already formulated strategies.

In the competitive operating environments characterized with uncertainties and dynamic changes, strategy implementation should represent a continuous and simultaneous process (Mintzberg, 1990). This calls for implementation of strategic plans to be handled as an individual responsibility throughout the organization as opposed to a collective function. By assigning individual responsibility in strategy ownership, the quality of knowledge employed in strategy formulation will be substantially enhanced.

Potential conflicts and time frame for strategy implementation will also be substantially reduced. Implementation of strategic plans entails executing what has to be done internally to ensure implementation of the selected strategy in order to achieve the targeted results. Strategies are translated by management into action through the formulation of programs, budgets and work plans.

Further, strategy implementation process might call for changes within the overall culture, structure, and/or the management system of the organization (Pearce and Robinson, 1988; Thompson and Strickland, 2008; Hunger and Wheelen, 1995). When strategy, administrative mechanisms and organizational capabilities are properly aligned, it becomes easier to implement, and achieve the desired strategic objectives (Okumus, 2001).

#### **2.4 Global Perspective**

All organizations globally are faced with diverse and unique challenges in implementation of their strategies. Martin, et al (2012) opines that no single organizational strategic model is best fit for all organizations because opportunities and challenges facing organizations globally vary and are unique to each organization. Overall, organizations globally are striving to adapt to their specific operational challenges through implementation of appropriate strategies.

Positive corporate culture, clarity of strategy, good strategy communication and coordination, smart execution plans and adequate human competencies are key success factors in strategy implementation globally. Elbana et al (2015), established that formal approach to strategy enhances its implementation in public institutions. Schaap (2008) cited inadequate financial resources as major obstacle to successful implementation of organization strategic plans.

## **2.5 Challenges of Strategic Plans Implementation in Organizations**

The process of implementing strategic plans in any organization is faced by many hindrances and these challenges. The challenges from both within and outside the organization are specific and vary from one organization to another as discussed below.

**Organizational Leadership-** Successful strategy implementation requires strong organizational leadership and policies that support the strategy and a very high level of focus to the day to day activities (Brache, 2002). Strategy implementation tests leaders' skills, ability to direct organizational change, motivation skills and ability to develop capabilities and organizational culture to support the strategy. What makes strategy implementation challenging are the ranges of activities that require to be implemented and various skills required to perform them - people skills being foremost.

Need for a shared values among employees and leaders through effective organizational leadership is critical for successful strategy implementation (Brache, 2002). Effective organizational leadership involves promoting and nurturing employee's relationships. Working and unhindered organization information sharing networks provide good medium for management to share organization vision with the employees. Open and frank discussions towards employee's conflicts resolutions ensure that harmonious and cordial employee's relationships are maintained which promotes successful implementation of strategic plans (Atlantic Canada Business Blog 2007).

Organization Structure- An organizational structure is the reflection of the organizations reporting relationships and command structures. Every organization needs to ensure that its organization structure supports its strategy (Atlantic Canada Business Blog, 2007). Three focal points in relation to identification of the appropriate structure needed for strategy implementation include; first and foremost identification of organization's value chain critical activities. These are the primary and support activities which are critical to the successful implementation of the strategic process.

Secondly, the organization needs to isolate the primary activities to be performed internally. Once the critical activities have been identified and isolated, management need to decide if it's going to outsource the non-critical activities so as to concentrate on core activities. Deciding which activities to perform internally and what to outsource is of strategic importance and an organization should not take it lightly. Besides lower costs, another advantage of outsourcing is that both organizations can benefit from each other's competitive capabilities. By leveraging collaborative partnerships, organizations can enhance its capabilities and build resource strengths that deliver value to its customers (Alexander, 1985).

Thirdly, the organization needs to build structures around the identified core activities. Aligning structure to strategy involves making the activities critical to strategy, to be the building blocks of the organization's structure. New strategy implementation often requires new resources and skills. An organization cannot afford a mismatch between its strategy and structure, since a mismatch can lead to poor strategy implementation.

A word of caution here is that if the existing structure needs to be radically changed for successful strategy implementation, then an organization may need to rethink its strategy. The bottom line is once a strategy has been chosen; structure must be modified to fit the strategy (Alexander, 1991).

**Operational Efficiency-** Managing implementation and execution of strategy is an operations-oriented, make-things-happen activity. Realization of financial performance targets shows good progress in achieving management's strategic goals based on efficient and effective utilization of organization resources (Peppard, 2000). Brache (2002) holds that operational efficiency is central and indeed a cornerstone to successful strategy implementation.

**Poor Strategy-** Poor strategies that do not match and respond to the challenges facing the organization will not yield the desired results. It is therefore important during environmental scan to ensure that the root cause problems facing the firm are identified as opposed to symptoms for appropriate strategies to be formulated. There is also need to have alternative strategy to follow in case the chosen strategy fails. Strategy recommended should supply information to the right people at the right time. Organization also needs to identify the positions key to its strategies and facilitate the development of prerequisite capabilities for the strategy to be appropriate and effective.



Stakeholders' Interests - Stakeholders are individuals or organizations that stand to gain or lose from the success or failure of a system (Nuseibeh and Easterbrook, 2000). Stakeholders approach to strategic management holds that managers must formulate and implement strategies which satisfy all groups who have declared or conceivable interest in the organization. The important task in this process is to take into account the relationships and interests of all interested parties who include members of staff, clients, shareholders, suppliers, communities and other interested groups without compromising the firms long-term success. Stakeholder approach emphasizes active management of the business environment, relationships and the promotion of shared interests (Freeman, 1984).

Stakeholders based strategies starts with mapping the organizations key stakeholders and then identifying their characteristics which includes threat or collaboration potential, influence and interest, importance to company survival and urgency of response. Specific stakeholders characteristic dictate the type of relation the company should have with them. Organizational and networking strategies establish a common context that guides the formulation of unified strategies for knowledge and stakeholders management (Katsoulakos and Katsoulacos, 2007).

External Environmental Factors- Carnall (2007) holds that the macro-environment has many factors that will affect implementation of strategic decisions in any organization including political, economic and technological factors. Political factors refer to government policies and laws which can impact positively or negatively on any core areas for business.

Economic factors include new interest rates and taxation regimes, economic growth, consumer behaviors and preferences, inflation and exchange rates. Economic change can have a negative or positive impact on organizations performance. Higher national income growth can boost demand for a firm's products due to increased purchasing power while high interest's rates can reduce consumers purchasing power hence low sales.

New technologies create demand for new products and new processes. Technology can reduce production and operational costs, improve quality and lead to innovation. These technological developments can benefit consumers as well as the organizations providing the products. Environmental factors include the weather and climate change. Freedman (2003) observes that with major climatical changes occurring owing to global warming and with greater global environmental awareness, environmental concerns are fast becoming significant issues for organizations.

Organizational Culture- Any organizational culture which is not supportive to strategy implementation becomes serious challenge to successful strategy implementation. Existence of camps and divisions among employees due to various reasons is poor organization culture that is not supportive to strategic changes. Organizational leadership need to build strong teams with skills and capabilities required to implement and support strategy. Organizations where performance is never measured and rewarded or sanctioned results to poor organizational culture where performance is at bare minimum.

Extent of achievement or otherwise of strategic goals should be continuously monitored and measured and area for improvement identified. It is therefore important to inculcate excellent performance culture amongst employees and introduce performance reward and sanctions system for successful strategy implementation. Reward and sanction system will result to exceptional performance while motivating employees to work hard so as to get rewarded.

## **2.6 Empirical Studies and Knowledge Gaps**

Similar empirical studies on challenges of implementation of strategic plans have established that each organization is faced by unique and different challenges in implementation of strategic plans. Peter et al (2002) established lack of two ways communication in the organization during the entire strategy process as key challenge to successful strategy implementation.

Nyarige (2013) identified lack of stakeholder's participation and especially employees at strategy formulation stage as a major obstacle to successful strategic plans implementation. Organizational structure which is not aligned to organizational strategic plan is a great challenge to successful strategy implementation, Nduva (2011). Okpara (2008) identified intra-organizational politics as key source of conflict and strife within various organizational units which greatly undermines successful implementation of strategic plans.

Related empirical studies on the subject of challenges of implementation of strategic plans have endeavored to fill all knowledge gaps in this field of study. However, there still exist knowledge gaps as organizations face unique and specific challenges in implementation of strategic plans.

This chapter discussed the theoretical foundations of Resource Based View, dynamic capabilities theories and McKinsey 7S model upon which the study is founded. The concept of strategic management and implementation of strategic plans were highlighted. Challenges of implementation of strategic plans were discussed as established by similar local and international studies. The chapter concluded by reviewing other related empirical studies, summarizing and identifying knowledge gaps which have necessitated undertaking of this study.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter outlines the methodology which was applied in carrying out this study. The chapter outlines research design model applied in this study. Data collection through interview guide will also be discussed in addition to data analysis through content analysis technique.

#### **3.2 Research Design**

Research design is the model that a researcher follows during data collection, analysis and interpretation of the findings. It is a logical model of proof that allows the researcher to draw inferences concerning causal relations among the variables under investigation. Case study design was used in this study.

Kothari (1990) holds that a case study allows the researcher to conduct a detailed and in depth investigation of many different aspects of a phenomena. Justification for applying explanatory case study design in this study is because case studies are the most appropriate for examining the processes by which events unfold as well as explaining the causal relationship to provide a holistic understanding of phenomena (Kitay et al, 1998). Explanatory study is the discovery and reporting of relationships among different aspects of the phenomena under study.

### **3.3 Data Collection**

Data collection is the systematic process of gathering and measuring information on variables under study that enables the researcher to answer the research question, test hypothesis and evaluate outcomes (Babbie, 2010). In this study, primary data will be used and data will be collected using interview guide. Respondents will be interviewed using interview guide which will have questions geared towards meeting the objectives of this study.

Interviews data collection method has been selected for this study as this method produces fewer incomplete interview guided questionnaires hence higher return rate. Overall, interviews are an essential source of case study data as most case studies are about human affairs which should be reported and interpreted through the eyes of specific interviewees including observable body language (Yin, 1989).

NACADA management staff including directors, managers and technical staff will be the respondents in this study. This cadre of staff have been chosen as they are they are directly involved in the implementation of NACADA strategic plans hence best suited to provide information for this study. The respondents will include Director Finance and Administration, Director Research and Policy, Manager Communication and Documentation, Manager Public Awareness and Advocacy, manager Treatment and Rehabilitation, Manager Corporate Affairs, Manager Human Resource and Administration, Manager Policy and Planning and Regional Managers.

### **3.4 Data Analysis**

Data analysis refers to the systematic application of statistical or logical techniques to analyze data. It involves interpretation, categorization, manipulation and summarizing data to obtain meaning from collected data (Mugo, 2014). Data obtained in this study was analyzed using content analysis. Content analysis is qualitative description of the composition of the objects of materials of the study (Hsieh and Shannon, 2005). It involves observation and detailed description of objects, items or things that comprise the objective of study through inference.

Content analysis enables the researcher to include large amounts of written information and systematically identify its properties such as frequency of commonly used key words by allocating value through coding. Content analysis consists of analyzing the contents of documentary materials both written and verbal and identifying certain characteristics that can be identified and counted (Kothari, 2004).

This chapter discussed the research methodology that was applied in this study. It detailed the research design which was a case study which was found to be the most ideal research methodology for identifying challenges facing implementation of strategic plans at NACADA. Primary data collection was done through interviewing NACADA management staff and secondary data was mined from NACADA records and publications.

Data collected was analyzed using content analysis technique which allowed researcher to systematically identify frequencies of common answers and allocated value through coding to establish answers to the research objective. Content analysis technique was applied in this study as it allowed the researcher to make detailed observation and description of the qualitative interviews answers and make appropriate inferences towards meeting objective of the study.

Content data analysis technique was found appropriate in this study as it provides valuable organizational insights through analysis of interview guide answers. This was achieved by analyzing the filled interview questionnaires hence getting the central aspect of the organization in regard to implementation of strategic plans at NACADA.



## **CHAPTER FOUR**

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

#### **4.1 Introduction**

This chapter presents study data analysis, results and discussion in light of the study objective. Objective of this study was to determine challenges of implementation of strategic plans at NACADA.

#### **4.2 Background of Study Respondents**

NACADA is a state Corporation established to lead and coordinate multi sectoral approach in the campaign to fight alcohol and drug abuse in Kenya. The organization is structured in three directorates namely; Finance and Administration, Research and Policy and Public Education and Advocacy. Within these directorates, there are other smaller units headed by unit heads who form part of the management team charged with implementation of NACADA strategic plan.

Data for this study was collected from 18 respondents who included 2 Directors, 4 Managers and 12 Unit heads and line officers. Both genders were equally represented in the study as there were 9 male and 9 female respondents. 13 of the interviewees had worked at NACADA for over five years whereas 5 had worked at NACADA for less than two years. 12 respondents were aged below forty years and 6 were over forty years old. On education level, 5 respondents were degree holders, 1 had post graduate diploma, 11 masters and 1 respondent was a PhD holder.

Respondents interviewed were found to be the most appropriate for this study as they are the ones directly involved in implementing NACADA strategic plans hence best placed to explain the challenges they encounter in implementing NACADA strategic plans. Majority of the respondents interviewed were aware of NACADA vision which is “A Nation Free From Alcohol and Drug Abuse”.

Majority of respondents were also conversant with NACADA mission: “To Lead and Coordinate the Fight Against Alcohol and Drug Abuse Through, Prevention, Advocacy, Policy Development, Research, Treatment and Rehabilitation Programmes, and Execution of Relevant Statutes in Kenya”. Respondents were also familiar with NACADA core values which are Patriotism, Integrity, Professionalism, Creativity and Innovation, Customer Focus, Result Focus, Compassion, Respect for Sanctity of Life and Social Equity.

#### **4.3 Challenges of Implementation of Strategic Plans at NACADA**

This section presents key challenges established by the study. The study identified five key challenges faced by NACADA in implementation of its strategic plans and the challenges have negatively impacted on successful implementation of NACADA strategic plans. The study findings are discussed in order of extent to the challenge they pose towards implementation of NACADA strategic plans starting with the greatest challenge to the lowest as reported by the study respondents.

#### **4.3.1 Inadequate Financial and Human Resources**

Inadequate financial and human resources featured as the major challenge impending successful implementation of NACADA strategic plan. NACADA draws its financial resources from the national treasury through the annual national government budget allocation. The budget allocation has been dwindling over the years resulting to serious financial constraints in funding implementation of the various activities and programs towards realization of the various strategic objectives.

The challenge of inadequate funding has become even more severe after liquor licensing function was devolved to County Governments by the new Kenyan Constitution. Previously, NACADA used to generate extra income in addition to treasury allocation in form of licensing fees paid for alcohol business licensing by manufacturers, importers, distributors, wholesalers and retailers. This stream of revenue which used to supplement allocation from the national treasury is now going to respective the County Governments issuing these licenses. The drastic reduction in NACADA budget upon which the strategic plan was formulated has severely affected implementation of NACADA strategic plan.

Inadequate financial resources have rendered NACADA not to recruit the relevant personnel as recommended in the organization structure rendering many positions to be vacant. This situation has resulted to excessive work load on the existing members of staff making them not to be efficient and effective in their service delivery. This situation has resulted to low motivation among majority of staff due to non-commensurate

compensation and reward for extra work done. Lack of adequate financial resources has also made NACADA to be unable to retain the best talent in its pool of employees due to noncompetitive compensation. This situation has seen NACADA experience high staff turnover as its members of staff move to other better paying organizations. High staff turnover has resulted to NACADA wasting valuable time and part of the meager financial resources in recruiting new staff to replace those who exit its employment.

The high staff turnover has also resulted to interruptions in implementation of NACADA strategic plans as the new staff recruited have to be trained and oriented into NACADA programs and work culture before they become effective team players. This challenge has seen NACADA lag behind in its strategic plan implementation matrix and additional recruitment costs being incurred.

#### **4.3.2 Internal Wrangles**

Constant wrangles between NACADA Board of Directors and management was another major hindrance identified towards implementation of NACADA strategic plans. Successful strategy implementation calls for harmony and support between organization top leadership and key stakeholders involved (Brache, 2002).

Wrangling between NACADA Board and management has resulted to misdirected attention and energy from strategic plan implementation to infighting and counter attacks. This unfortunate situation has resulted to dysfunctional management team which lack unity of purpose and common direction in guiding and driving implementation of strategic plan.

NACADA top management differences and wrangles have made it difficult for management to harness and preside over dynamic capability building for the organization to successfully implement its strategic plan. NACADA Board and management wrangles have also been good fodder for the media who have constantly kept NACADA in the media limelight for the wrong reasons which gives the organization negative publicity.

Negative publicity has in turn resulted to low goodwill from stakeholders and partners in collaborating with NACADA in implementation of programs which is a big threat to successful strategic plans implementation. Stakeholders support and participation in strategic plans implementation is critical to plans success and should be encouraged and embraced for success in plans implementation.

#### **4.3.3 Non-Responsiveness To Changes In Operating Environment**

NACADA top management was reported not being responsive to changes taking place in the organization operating environment. Non-responsiveness to the changes taking place particularly in NACADA external operating environment has negatively affected implementation of NACADA strategic plan and ultimately NACADA performance.

Prior to implementation of the Kenyan Constitution promulgated in 2010, NACADA was mandated to license all alcohol manufacturers, importers, distributors, stockists and retailers countrywide. Licensing fees charged for various licenses was paid to NACADA account and this revenue comprised sizeable income to NACADA in addition to the budgetary allocation from national treasury.

Devolution of liquor licensing function to County Governments as provided for by the new Constitution saw NACADA lose revenue source from liquor licensing fees. NACADA management did not respond to this challenge by lobbying to retain the licensing function as they may have not been aware of the proposed changes in liquor licensing procedure owing to non-responsiveness.

#### **4.3.4 Poor Ownership of Strategic Plan**

A number of study respondents reported that they did not have clear understanding of the strategic plan hence poor ownership. This is mainly attributed to lack of effective involvement of staff during strategic plan formulation stage by the consultants engaged to develop the strategic plan. This challenge has made implementation of activities geared towards realization of strategic plan as outlined in the strategic plan implementation matrix not to be prioritized in instances where there are other competing interests.

Lack of full commitment to implementation of strategic plans in view of other competing interests has resulted to implementation of other ad hoc activities being given priority over strategic plan. This situation has led to inadequate resources being availed for implementation of strategic plans situation which has made it hard for NACADA to achieve its strategic plan objectives.

#### **4.3.5 Non- Supportive Organization Structure**

Organizational structure defines hierarchy within an organization and how activities such as task allocation, coordination and supervision are directed toward the achievement of organizational aims. Organization structure defines each job, function and the supervisory and reporting lines in an organization. Organization structure is critical to successful implementation of strategic plan and should therefore be aligned to strategic plan to ensure consistency between the two (Oslen, 2005).

NACADA organization structure was found to be inconsistent with strategic plan. Organization structure does not fit into the strategic plan. This shortcoming has rendered critical human skills necessary towards strategic plan implementation to be missing in NACADA staff establishment. This situation has seen some members of staff being assigned extra duties and workload for which they don't have technical competencies which makes them to be less efficient and effective in their performance.

New organization structure proposed after development of the current strategic plan has not been operationalized. Delay in operationalizing the structure which supports the strategic plan has seen key positions towards successful implementation of NACADA strategic plan not filled resulting to heavy workload among the existing staff members. This situation has rendered some key strategic plan implementation activities being underperformed due to lack of key personnel competencies. This challenge is attributed to inadequate financial resources for NACADA board to recruit the competencies required to implement the strategic plan.

Lack of clear reporting lines and structures has made NACADA communication channels to be ineffective. This situation is mainly attributed to lack of clear understanding regarding who is immediate supervisor as some staff members reported to be reporting to more than one supervisor. The root cause of this problem was attributed to lack of official communication to staff regarding the organization structure in place.

#### **4.4 Discussion**

Strategic planning process comprises of three aspects namely strategy formulation, implementation and evaluation (Pearce,1991). Implementation of strategic plans has been described as the most challenging aspect in the strategic planning process. Objective of this study was to establish challenges of implementation of strategic plans at NACADA and five key challenges were identified as discussed below.

Inadequate financial and human resources is major challenge affecting implementation of strategic plans at NACADA. This is a key challenge as adequate financial resources are a prerequisite for implementation of strategic plans. Financial resources required for the implementation of strategic plan should meet the strategy implementation budget (Yabs, 2010). Upon formulation of strategy, a budget is developed to support implementation of the various activities set out towards realization of the strategic plan.



Budget caters for provision of all financial resources required towards successful implementation of strategy. Recruitment of necessary personnel with requisite competencies required for strategy implementation can only be achieved where there are adequate financial resources. Schaap (2008) cited inadequate financial resources as major obstacle to successful implementation of organization strategic plans.

Inadequate financial resources for implementation NACADA strategic plans have made NACADA not to implement all activities planned towards successful implementation of strategic plan. Inadequate financial resources can make good strategy to be only good in papers as resources are critical to successful strategy implementation (Lawrence, 2008). NACADA lacks adequate financial resources which has made the organization not to hire key human skills and competencies as provided for in the organization structure which has resulted to lean overworked staff establishment. Inadequate financial resources and personnel has particularly restricted NACADA from opening additional regional offices to complement the five existing regional offices located in Nyeri, Mombasa, Nairobi, Kisumu and Eldoret (NACADA Customer Service Survey, 2014).

Limited NACADA regional offices have made NACADA services to be inaccessible in all parts of the country as envisioned in the strategic plan. This limitation has rendered accessibility to NACADA services by majority of Kenyans to be a challenge which negates the government service delivery policy of bringing services closer to the people. In NACADA Customers Satisfaction Survey (2014) report, 70 % of respondents stated that NACADA services are not accessible due to limited NACADA field offices.

NACADA Customer Satisfaction Survey report (2014) recommended opening additional NACADA regional offices in different parts of the country to make NACADA more visible and accessible to Kenyans countrywide. Inadequate financial and human resources has also severely constrained NACADA in provision of treatment and rehabilitation services directly or in collaboration with other partners including County Governments. Currently, there is a dire need in the Country for additional treatment and rehabilitation facilities as there are only three fully fledged public treatment and rehabilitation facilities at Coast General hospital in Mombasa, Mathari mental hospital in Nairobi and Rift Valley Referral hospital in Eldoret.

One of NACADA key mandate is to coordinate and set standards in provision of quality treatment and rehabilitation services in Kenyan public. NACADA should source for resources to establish treatment and rehabilitation centers across the Country. Forging partnership with County Governments and other interested stakeholders including NGO`s would be one of the strategies towards ensuring provision of this vital services against the backdrop of inadequate and limited resources. Alexander (1985) opines that forming strategic partnerships is key to successful strategy implementation.

Wrangles between NACADA Board of directors and management are another challenge threatening successful implementation of NACADA strategic plan. Okpara (2008) identified intra-organizational politics as key source of organizational conflict and strife which greatly undermines successful implementation of strategic plans.

The conflict is exacerbated by having camps within the board of directors one supporting the board Chairman and another supporting CEO. Organizational harmony and unity is key to successful strategy implementation (Okpara, 2008). The stalemate requires urgent resolution for NACADA board to continue offering the policy direction towards realization of NACADA vision of Drug Free Nation through implementation of the strategic plan. Resolution will also ensure harmony between board and management which is key ingredient for successful strategy implementation.

Monitoring of strategic plans implementation process enables organizations to identify emerging issues which may pose challenge to successful strategic plans implementation as organizations operate within dynamic environment. Karal (2010) opines that systematic assessment of the plan through continuous monitoring is necessary for corrective actions if the strategic objectives are to be achieved. This study established that has not been effective in monitoring its operating environment where changes with negative impact on NACADA have caught management unprepared.

Transfer of liquor licensing function from NACADA to County Governments through devolution saw NACADA lose substantial revenue rendering NACADA to have serious budget deficit. NACADA management ought to have been more responsive to this threat by developing new revenue streams to meet the deficit created by transfer of liquor licensing function to County Governments as inadequate financial resources is a threat to gaining and sustaining competitive advantage (Barney,1996)

Poor ownership of strategic plan by NACADA employees due to lack of clear understanding rising from inadequate involvement during plans formulation stage is another challenge NACADA is facing in implementation of its strategic plan. Nyarige (2013) identified lack of stakeholder's participation and especially employees at strategy formulation stage as a major obstacle to successful strategic plans implementation.

Employees are key stakeholders in strategic planning process as they are the ones charged with responsibility of implementing the strategic plan. Employee's involvement in the entire strategic planning process from formulation, implementation and monitoring and evaluation is critical to ensure ownership (Beer, 2000). Poor ownership of the strategic planning process by employee's results to resistance which is detrimental to successful implementation. Employees resistance should be urgently addressed continuous sensitization highlighting benefits that will accrue from successful strategic plans implementation to both the organization and employees. Such clarification motivates employees to be committed and work hard to ensure attainment of strategic plan goals.

Nduva (2011), established that organizational structure which is not aligned to organization strategic plan is a great challenge to successful strategy implementation. Inconsistency of the current NACADA organization structure with the strategic plan has rendered NACADA to have human resource shortage. Organization structure that is not in sync with strategic plan has also made NACADA staff reporting lines to be unclear and in some instances to be in conflict.

This situation has made some members of staff to be reporting to more than one supervisor which creates communication breakdown and confusion in supervision. Schaap (2006), reaffirmed that frequent communication up-down and down-up in the organization enhances strategic understanding and consensus which promotes successful strategy implementation whereas lack of poses great challenge to successful strategy implementation. NACADA therefore requires having clear supervisory and reporting lines to ensure frequent and efficient communication among staff and supervisors regarding implementation of organization strategic plans implementation.

The study established that NACADA scheme of service has not been commissioned. This shortcoming has resulted to some staff members been assigned positions where they lack key competencies hence poor performance in implementation of strategic plans in those functions. Due to this misalignment of staff qualifications and key competencies, some members of staff feel demotivated as they are not fully utilizing their skills which results to retarded career growth and low job satisfaction. This is a challenge as key human competencies are critical for successful strategy implementation (Behn, 2008).

This chapter analyzed data collected through interview of 18 study respondents. Content analysis data analysis technique was applied in this study. Data analyzed included interview answers on background of the study respondents, challenges of implementation of strategic plans at NACADA and the effect the organization structure has on strategy implementation. The five key challenges identified in the study hampering implementation of NACADA strategic plans were discussed in detail.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECCOMENDATIONS**

#### **5.1 Introduction**

This chapter summarizes findings of the study in relation to statement of the problem and objective of this study. Implications of this study to policy makers, theories upon which the study was founded will also be highlighted. Highlights on limitations of the study, reccomendations and suggestions for further reading concluded the chapter.

#### **5.2 Summary**

The study established a number of challenges towards implementation of NACADA strategic plans. Inadequate financial and human resources have greatly undermined successful implementation of NACADA strategic plans. NACADA has been unable to recruit and retain staff with key qualifications and competencies due to non-competitive reward scheme due to limited financial resources. This situation has led to understaffing and extra workload on the existing members of staff. Inadequate financial resources have also resulted to NACADA not implementing some of the strategic plan activities owing to budgetary constraints.

Strong top leadership support is key ingredient to successful strategic plans implementation. Differences and wrangles between NACADA Board of Directors and the management has resulted to weak leadership in implementation of strategic plan. This situation has resulted to dysfunctional management with no strong unity of purpose. The Instances which call for management quick intervention and guidance have sometimes gone unresolved due to lack of strong leadership and top management commitment to strategic plan implementation process.

Lack of clear understanding and ownership of the strategic plan process by NACADA members of staff is a challenge in implementation of NACADA strategic plan. As the strategic plan formulation process was undertaken by external consultants, staff members especially at the headquarters were not actively involved. This omission has made some members of staff not to have clear understanding of the same which has resulted to low ownership of the strategic plan.

Some members of staff were found not to be deeply committed towards supporting and implementing the strategic plan. This situation calls for quick intervention through sensitization and awareness creation to ensure understanding and full support by all members of staff towards implementation of NACADA strategic plan.

NACADA`s organization structure has also affected implementation of strategic plan. Organization structure was found to inconsistent with the strategic plan as it does not fit. The current organizational structure does not provide for key functions critical to successful implementation of strategic plan. Additionally, there are a number of key positions provided for in the organization structure which are not filled. This situation has resulted to lack of key competencies within NACADA establishment rendering implementation of some of the strategic objectives activities to be delayed.

Due to non-alignment of NACADA organization structure and strategic plan, there exists no clear reporting lines and structures between staff and their supervisors. This creates confusion as staff members sometimes receives different work instructions from different supervisors leading to duplication of roles and responsibilities as one work assignment could be assigned to two people giving rise to loss of human resources.

### **5.3 Conclusion**

This study objective was to establish challenges of implementation of strategic plans at NACADA. The study has established that NACADA is implementing strategic planning management process. Implementation of strategic planning at NACADA is however faced by five major challenges which are great threat to NACADA success in implementation of its strategic plans.

Challenges identified by the study are inadequate financial and human resources, management wrangles, non-responsiveness to changes taking place within NACADA operating environment, poor ownership of strategic plan by employees due to lack of clear understanding and organization structure that is not aligned to the strategic plan. NACADA management has big responsibility in addressing these challenges to ensure that they do not pose threat to realization of NACADA strategic plans.



#### **5.4 Implication on Policy, Theory and Practice**

NACADA strategic plan is geared towards reducing alcohol and drug abuse in Kenya which is critical to achievement of Kenyan Government Vision 2030. Vision 2030 espouses improvement of Kenyan citizen's standards of living by transforming Kenya into a middle income economy. NACADA success or failure in curbing the alcohol and drug abuse in Kenya will have direct impact on the success or failure of Kenya attaining Vision 2030.

This study has serious policy implications to the Government as over seventy percent of ADA abusers in Kenya are young people aged between 22 to 35 years who are most energetic and with new ideas and innovations which if put into proper use to transform this country and ensure achievement of vision 2030. NACADA, therefore, cannot afford at all costs not to successfully implement its strategic plans to ensure reduced prevalence of alcohol and drug abuse in Kenya and particularly among Kenya's future who are the youth.

This study was anchored on Dynamic Capabilities theory, Resource Based View theory and Mc Kinsey 7-S model upon which it have implications. Dynamic Capabilities theory refers to the capability of an organization to purposefully adapt its resource base to address its rapidly changing operating environment. NACADA management non-responsiveness to changes taking place within its operating environment has made the organization not to identify and harness unique resources and capabilities which could have greatly contributed to successful implementation of NACADA strategic plans.

Dynamic Capabilities theory holds that an organization can achieve competitive advantage by adapting its internal competencies, capabilities, innovations, knowledge and strategy to adapt to the frequent occurring changes in its operating environment in order to remain competitive. This study has confirmed dynamic capability theory in that NACADA management has not been responsive to changes within its operating environment which has seen the organization face challenges in implementation of its strategic plan.

NACADA management over reliance on its traditional source of revenue liquor licensing fees which has greatly reduced as opposed to responding to this challenge by developing new strategies to generate additional income has rendered the organization to face serious financial and by extension human resource inadequacies.

Wrangles between NACADA board and management has also rendered NACADA management unable to build and promote the dynamic capabilities within and outside NACADA which could be conducive and supportive to implementation of NACADA strategic plans. This situation has led to dysfunctional management which has given rise to low commitment towards implementation of strategic plans by some members of staff due to limited involvement in the formulation process.

Resource Based View Theory has also been validated through this study finding as inadequate financial and human resources have posed serious challenge to NACADA in implementation of its strategic plans. NACADA has not achieved competitive advantage in the area of prevention and control of alcohol and drug abuse in Kenya. This is attributed to lack of sufficient resources at NACADA`s disposal in tandem with its external operating environment due to inadequacy of these resources as advanced by RBVT.

Lack of alignment between NACADA strategic plan and organization has been identified through this study as another key challenge facing NACADA in implementation of its strategic plan. This finding serves as validation of Mc Kinsey 7-S theoretical model which premise that there are 7 internal components in an organization that requires to be streamlined for an organization to be successful (Pearce and Robinson, 1991). Strategy, structure, systems, shared values (culture), skills, style and staff.

Lack of strategic fit between NACADA strategy and structure has made NACADA to miss some key competencies in its establishment. This has resulted to NACADA being understaffed a situation which has posed challenge in the implementation of NACADA strategic plans. This finding is a confirmation of Mc Kinsey 7S model which opines that if any or all the 7 internal aspects in an organization are not aligned, the organization will not be successful.

In practice, the study has established key findings which are applicable to other government institutions operating within similar context as NACADA. Implementation of strategic plans challenges identified in this study ranging from insufficient financial and human resources, leadership wrangles, non-commitment to strategic plans are all too common challenges in public sector institution in Kenya. The difference between NACADA and other public institutions could only be that NACADA challenges are properly documented through this study whereas they are not documented for other institutions. The findings of this study are consistent with practice.

### **5.5 Limitation of the Study**

The study data collection targeted NACADA CEO, senior managers and head of units who are directly involved in implementation of NACADA strategic plans. The CEO was however not available for interview and the researcher was referred to Director, Policy and Planning. As the head of management and team leader, CEO may have provided more insightful information towards achieving the study objective which was probably missed by not interviewing the CEO.

During the study data collection period, some senior NACADA Officers were arraigned in court facing corruption related charges. This development made some respondents not to freely share all challenges they faced in implementation of NACADA strategic plans due to fear and anxiety caused by the court case despite researcher assurance on confidentiality regarding information given.

## **5.6 Recommendations**

Towards addressing the challenges identified in this study, it is recommended that NACADA management finds new sources of revenue to raise additional financial resources which will support its anti ADA programs and facilitate filling of vacant positions with key members of staff. NACADA can facilitate and lobby for amendment of liquor licensing laws to introduce new liquor licensing related fee to compensate for the licensing revenue lost to County Governments.

Management wrangles were another key finding identified to be an impediment to successful implementation of strategic plans at NACADA. Differences between board and management should be urgently and conclusively resolved to ensure that the Board and management work as a team with unity of purpose, common objective towards achieving NACADA mandate through successful implementation of strategic plans.

NACADA management also needs to be alive and proactive to changes taking places within its operating environment to ensure positive influence. Non responsiveness to changes in NACADA`s operating environment has seen NACADA lose substantial source of its revenue from liquor licensing to County Governments through devolution. NACADA management should think strategically and innovatively and establish new revenue base to compensate for current deficit arising from Counties taking up liquor licensing. Enhancing partnership and collaboration with donors to financially support NACADA programs could be one strategy towards addressing budget deficit.

NACADA members of staff who do not fully support the strategic planning process due to poor understanding need to be sensitized through regular meetings for them to understand, own up and support the plan. Any other relevant stakeholder including parent ministry officials should also be sensitized regarding the strategic plan with emphasis on the role they expected to play of providing adequate resources for plan implementation.

NACADA organization structure requires to be aligned with the strategic plan to make it appropriate and thereby ensure that all human competencies required for effective implementation of strategic plan are available. The proposed organization structure which is aligned to the strategic plan should be operationalized, all vacant positions filled and current staff members be re-deployed based on their skills, competencies and experience fit into the new structure.

### **5.7 Suggestions for Further Reading**

Implementation of any strategic plans is poised to be faced by a number of challenges which if not addressed could greatly compromise realization of the same plans. Challenges identified towards implementation of NACADA strategic plans are not unique to NACADA notwithstanding the context. This situation calls for other organizations involved in implementation of strategic plans to monitor the success rate of their plans implementation and identify challenges encountered. Challenges identified should be addressed expeditiously lest all time, energy and resources put in formulating and implementing the strategic plans go to waste.

The chapter discussed and summarized the research findings on challenges of implementation of strategic plans at NACADA. Limited financial and human resources, management wrangles, non-responsiveness to changes occurring in the operating environment, low commitment to implementation of strategic plans by staff and non-alignment of organization structure to strategic plan were identified as the major challenges facing implementation of NACADA strategic plans.

Conclusions made out of the study were highlighted and study implications to policy, theory and practice postulated. Based on the study findings, recommendations were proposed, limitations of the study enumerated and suggestions for further reading made. Implementation of the recommendations made based on the study findings will go a long way in making implementation of NACADA strategic plans to be successful.

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**Section B: Strategic Planning at NACADA**

1. Does NACADA have a strategic plan? Yes ( ) No ( )

2. Can you state the following in relation to NACADA?

a) NACADA Vision.....

b) NACADA Mission.....

c) NACADA Core values

(i).....

(ii).....

(iii).....

(iv).....

(v).....

(vi).....

3. What challenges do you face in implementation of NACADA strategic plan?

.....  
.....  
.....  
.....  
.....

4. How does NACADA organization structure affect strategy implementation?

.....

.....

.....

.....

.....

**Appendix II: Letter of introduction to respondents from University**



**UNIVERSITY OF NAIROBI  
SCHOOL OF BUSINESS  
MBA PROGRAMME**

Telephone: 020-2050162  
Telegrams: "Varsity", Nairobi  
Telex: 22085 Varsity

P.O. Box 30197  
Nairobi, Kenya

DATE 02/08/2016

**TO WHOM IT MAY CONCERN**

The bearer of this letter MR. AMOS WAMWEA WAAVI

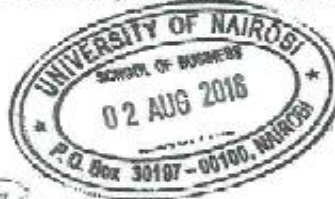
Registration No. DG1/75459/2012

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.



  
**PATRICK NYABUTO  
MBA ADMINISTRATOR  
SCHOOL OF BUSINESS**

## Appendix III: NACADA approval memo to collect data



### INTERNAL MEMO

**TO:** All Staff  
**FROM:** Chief Executive Officer  
**DATE:** 15<sup>th</sup> August 2016  
**REF:** NACADA 5/4/6/1

**SUBJECT: RESEARCH PROJECT PROPOSAL BY AMOS WARUI**

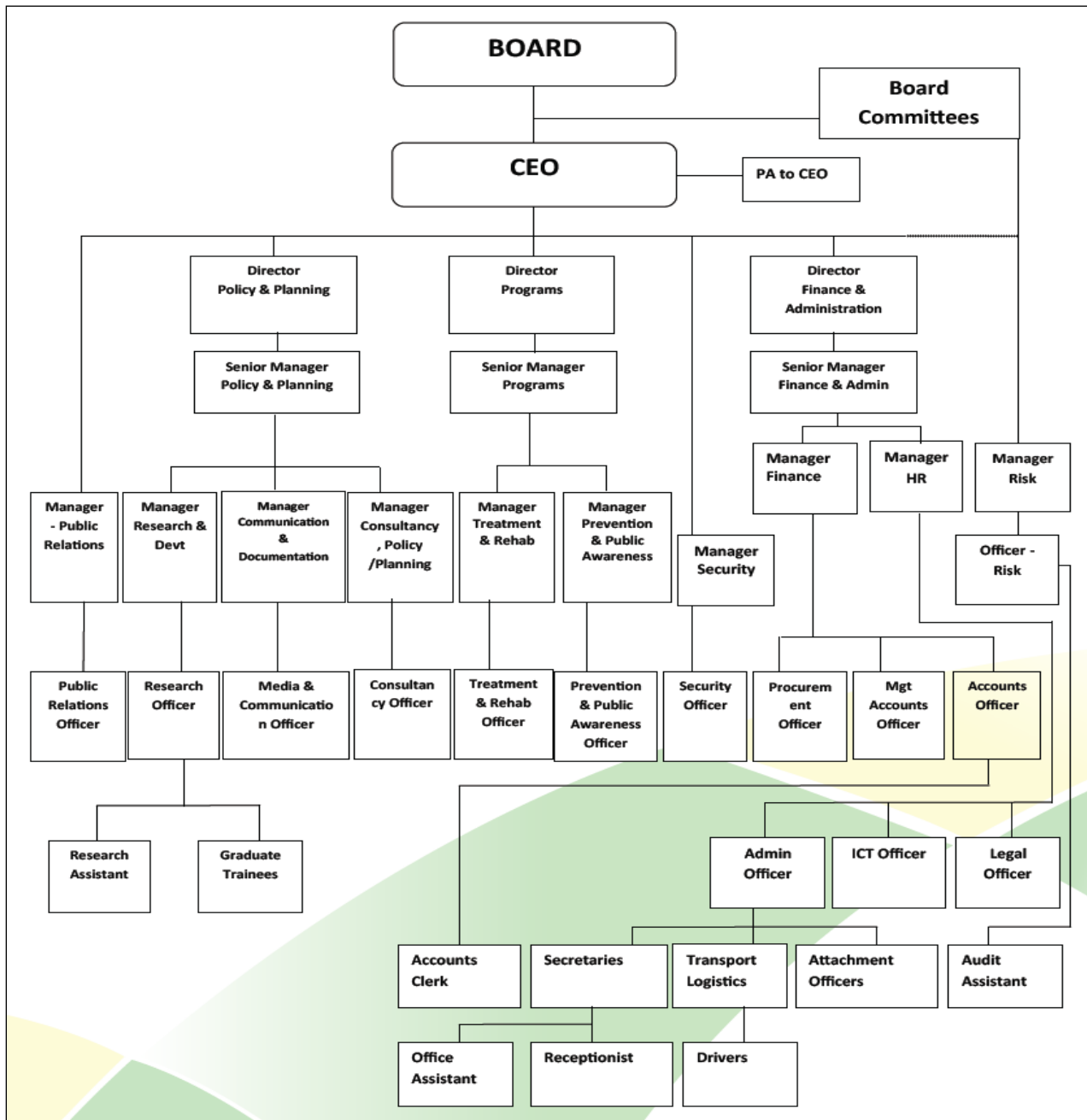
Mr. Amos Warui is a continuing student in the Master of Business Administration (MBA) degree the School of Business, University of Nairobi undertaking a research project on the *"Challenges of the Implementation of Strategic Plans"*.

In this regard, Mr. Amos Warui will administer questionnaires to selected staff of NACADA from 17<sup>th</sup> August – 31<sup>st</sup> August 2016.

Kindly support him during the data collection process.

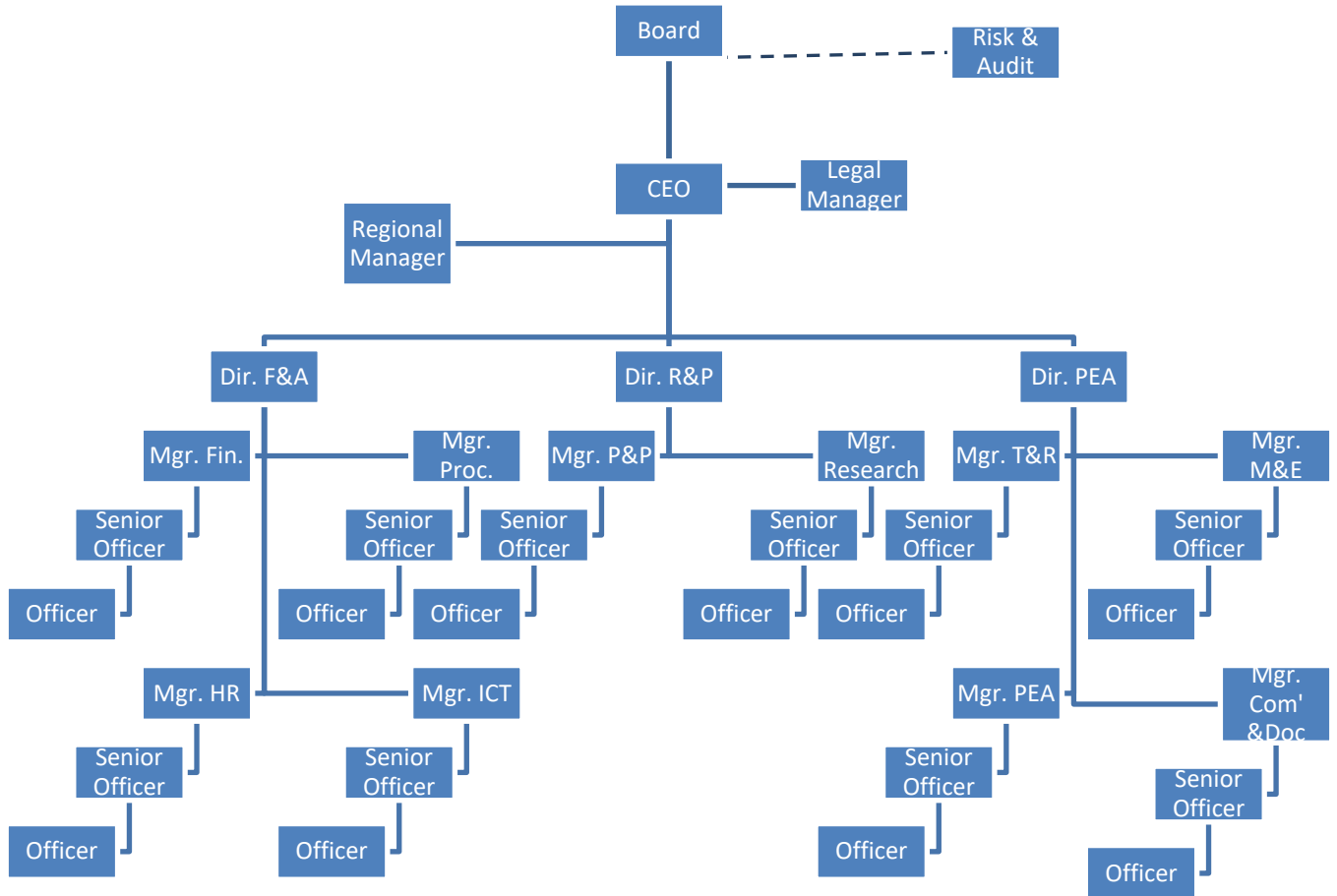
  
**Dr. William N. Okedi, HSC**  
**Chief Executive Officer**

## Appendix V: Current NACADA Organization Structure



Source: NACADA 2015-2016 Strategic Plan

**Appendix V: Proposed NACADA Organizational Structure**



**Source:** NACADA 2015-2016 Strategic Plan