

**CHALLENGES OF STRATEGY IMPLEMENTATION IN NON  
GOVERNMENTAL ORGANIZATIONS IN MIGORI COUNTY,  
KENYA**

**AKEYO NANCY AOKO**

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

**NOVEMBER 2016**

## DECLARATION

I declare that this research project is my original work and has never been submitted to any university, institution, or college for assessment of a ward of a degree.

Signed: .....

Date: .....

**Akeyo Nancy Aoko**

**D61/72556/2014**

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

Signed: .....

Date: .....

**Prof: Martin Ogutu, PhD.,**

**Department of Business Administration**

**School of Business**

**University of Nairobi**

## **DEDICATION**

This research project is dedicated to my mother and father who tirelessly struggled to make sure that I received good foundation of quality education and inspired me to focus on higher goals . It is through their prayers and selfless love that made my education possible.

## **ACKNOWLEDGEMENTS**

Firstly, I acknowledge the almighty God for giving me divine protection, health and wisdom that enabled me to carry out this study. I appreciate the professional directions and guidance of my supervisor Professor Martin Ogutu and my moderator Dr. Ogollah for their continued support to ensure that my research was successfully completed within the timeframe. The MBA office guidance whenever I needed their help, thank you very much for your continued support. I also salute MBA comrades whom together been consulting each other throughout the process, their encouragement and moral support throughout this intellectual journey. Thanks to all NGOs who played a critical role in providing useful information through interviews during the writing of this project research. Sincere thanks to my prayer partner Mrs. Lydia Nyamae for her inspirational support through prayers and encouragement. I could not have completed this journey without the support of my brother Leakey Ochieng' and Cousin Zakayo Ngome who made sure my research paper was collected submitted for correction/review any time I was out of Nairobi for official duties. My gratitude to all whom in one way or the other contributed to the completion of this project research. May the Lord richly bless you all!

## TABLE OF CONTENTS

Declaration .....	ii
Dedication.....	iii
Acknowledgements .....	iv
List of Tables .....	vii
Abbreviations and Acronyms .....	viii
Abstract .....	ix
<b>CHAPTER ONE: INTRODUCTION .....</b>	<b>1</b>
1.1 Background of The Study .....	1
1.1.1 Concept of Strategy .....	3
1.1.2 Strategy Planning .....	4
1.1.3 Strategy Implementation.....	5
1.1.4 Non-Governmental Organizations in Kenya .....	7
1.1.5 Non - Governmental Organizations in Migori County .....	8
1.2 Research Problem.....	10
1.3 Research Objectives .....	12
1.4 Value of the Study .....	12
<b>CHAPTERTWO: LITERATURE REVIEW.....</b>	<b>14</b>
2.1 Introduction .....	14
2.2 Theoretical Foundation .....	14
2.3 Strategy Implementation .....	17
2.4 Strategy Implementation Challenges .....	19
2.5 Dealing with Strategy Implementation Challenges .....	21
2.6 Summary of Knowledge Gaps .....	23
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>25</b>
3.1 Introduction.....	25
3.2 Research Design.....	25
3.3 Population of Study.....	26
3.4 Data Collection.....	26
3.5 Data Analysis.....	27

<b>CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION</b>	<b>29</b>
4.1 Introduction .....	29
4.2 Demographic Information.....	29
4.3 Strategy Implementation.....	34
4.4 Strategy Implementation Challenges.....	35
4.5 Dealing with Strategy Implementation Challenges.....	39
4.6 Organization Measures to Ensure Implementation is Successful.....	41
4.7 Discussion of Findings.....	42
4.8 Summary of Chapter .....	44
<b>CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....</b>	<b>46</b>
5.1 Introduction .....	46
5.2 Summary .....	46
5.3 Conclusion .....	49
5.4 Recommendations and Implications .....	50
5.5 Limitations of the Study.....	53
5.6 Suggestions for Further Research.....	54
<b>REFERENCES: .....</b>	<b>55</b>
<b>APPENDICES: .....</b>	<b>65</b>
APENDIX I: Letter of Introduction.....	65
APENDIX II: Letter of Introduction from UON .....	66
APENDIX II: Questionnaire.....	67
APENDIX III: List of NGOs in Migori County.....	76

## LIST OF TABLES

<b>Table 4.1:</b> Distribution of NGO by Number of Years in Operation.....	30
<b>Table 4.2:</b> Distribution of NGO by Number of Employees.....	31
<b>Table 4.3:</b> Distribution of Respondents by Tenure of Office.....	31
<b>Table 4.4:</b> Distribution of Respondents by Gender.....	32
<b>Table 4.5:</b> Distribution by Type of NGO.....	33
<b>Table 4.6:</b> Factors Contributing to Successful Strategy Implementation .....	34
<b>Table 4.7:</b> Potential Strategy Implementation Problem.....	35
<b>Table 4.8:</b> Potential Strategy Practices.....	40

## **ABBREVIATIONS ACRONYMS**

<b>CSOs</b>	Civil Society Organizations
<b>DFID</b>	Department for International Development
<b>DA</b>	Donor Agency
<b>GOK</b>	Government of Kenya
<b>KRCs</b>	Kenya Red Cross Services
<b>M&amp;E</b>	Monitoring and Evaluation
<b>NGOs</b>	Non Governmental Organizations
<b>SPSS</b>	Statistical Package for Social Science
<b>SPS</b>	Strategic Plans
<b>USAID</b>	United State Agency for International Development
<b>UON</b>	University of Nairobi
<b>WWO</b>	We World Onlus
<b>WV</b>	World Vision



## ABSTRACT

This research sought to determine the challenges faced in implementation of strategic plan in Non-Governmental Organizations in Migori County, Kenya and to establish measures taken to deal with challenges faced in execution of strategic plans in Non – Governmental organization in Migori County, Kenya. The study adopted a descriptive survey research method to ensure ease in understanding ideas about the problem. The study used both qualitative and quantitative techniques in analyzing collected data. The qualitative was collected and analyzed by descriptive statistics, and presented through tables. The population of the study included all fifty five active NGOs implementing development and advocacy programs and registered under the NGO coordination board in Kenya operating in Migori County. Both primary and secondary data were used in this research. The primary data was collected through administering structured questionnaires which were distributed to the team of project directors, project/programs managers and operational levels involved in implementation of strategic plans within the fifty five NGOs sampled. The findings revealed that the organizational factors that significantly contribute to successful strategy implementation in NGOs in Migori County are the management skills which play a vital role in strategy implementation in NGOs. This is closely followed by the leadership of the Executive/CEO. That is leadership in an NGO would actually contribute significantly in strategy implementation. The study therefore concluded that leadership and management skills will contribute significantly to successful strategy implementation. Further the study found that competing activities, interference by development partners, inadequate training and instruction to lower level employees among others would negatively influence strategy implementation. Finally, the study revealed that management has a key role to play in strategy implementation in an organization. The organizations sampled shared some of measures they engaged to deal with the challenges faced in implementation of strategic plans in their organizations. It was concluded that the common measures were wider participation and consultation with key stakeholders and staff, planning and resource mobilization to ensure full implementation of the strategic plan with adequate resources for the intended outcome and regular capacity building of staff and participation during the designing of strategic plan. The study recommends that management should lead in strategy implementation, and deal effectively with the potential problems that would hinder effective strategy implementation. All NGOs should always refer to the strategic plans when developing proposals for funded project to make sure the proposal is aligned to the organization strategic plans. The researcher also recommends that proper planning and resource mobilization to ensure full implementation of the strategic plan with adequate resources for the intended outcome. Wider participation and consultation with key stakeholders and staff to ensure the buy in of the stakeholders since most of the beneficiaries are from the community who should own the project. NGOs should align their core interventions with the strategic directions of the organization and have regular capacity building of staff and participation during the designing of strategic plan. The major limitation of this study was getting the project directors, project/program coordinators, M&E and relevant managers wasn't easy considering that these are the senior level management and the nature of their job involve a lot of travelling hence it required frequent follow ups and regular visits which forced the researcher to extend the period of data collection.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of The Study

Implementation of a strategic plan is an operation- oriented process as well as putting plans into action. It involves a procedure of changing over the defined methodologies into suitable operations that will yield the organization's targets (Musyoka, 2011). This makes it the most challenging and time consuming part of strategic management since it engages changing key arrangements into activities and results subsequently testing a supervisor's capacity to control authoritative change, persuade individuals, assemble and reinforce association abilities and aggressive abilities, make and sustain a methodology strong work atmosphere, and meet execution targets (Hitt et al , 2011). The factors emerge from the fact that implementation of strategic plans involves assessing what an organization can do it better; given organization's particular operation practices and organizational environments, implementing a strategy completely and realizing the targeted financial and strategic which support an organization to examine how its plan has been realized in addition to its target outcomes (Coulter, 2005).

Strategy implementation is informed by various theories which help the organizations to understand factors that may affect them. Theory guides proper strategic management for organizational functioning and survival (Ogunmokun et al , 2005). These include the resource based theory of the firm and the institutional theory among others. Resource- based theory of strategy focuses on firm's possession and use of resources and competencies as a competitive advantage.

Institutional theory recommends that organizations can adapt to varying environmental situations by replicating other successful organizations. The theory of Strategic preference perspective suggests that not only do organizations adapt to a dynamic environment but they have the ability to influence and shape environment (Wheelen & Hunger , 2008). Strategic fit theory involves aligning organizational strategy to the environment. Grant (2010) noted that for a strategy to be successful there must be consistency between organizational internal elements such as goal, values, structures, systems, resources, capabilities and the external environment. Finally, systematic planning view entails that organizations predetermine the strategic direction of the organization. That means management plays tremendous role by predetermining the strategic direction of the organization.

Non-Governmental Organizations (NGOs), also termed as Civil Society Organizations (CSOs), need strategic planning to have a smooth running of operations as well as attainment of visions through living their missions. A remarkable implementation plan will not only cause the success of a suitable strategy but can also prevent the execution of an otherwise inappropriate strategy (Hrebiniak, 2006). If the strategies are developed without proper formulation hence it may fail. Generally, plan execution incorporates planning the organizational structure, distributing assets, creating data and decision process, and overseeing human resource, including such regions as the reward framework, ways to deal with leadership, and staffing (Barnat, 2005). NGOs in Migori County are faced with various challenges in implementing their strategic plan. These challenges pose a serious threat to achievement of their plans. This therefore calls for better strategies that capture the sector dynamics and that are premised on radical changes.

### **1.1.1 Concept of Strategy**

The idea of procedure is multifaceted in which numerous researchers have characterized distinctively relying upon the unique situation and point of view. A few researchers including Hofer and Schendel (1978), and Grant (2010), have looked strategy as the connection amongst organization and its surroundings. Others, for example, Pearce and Robinson (2011), Johnson and Scholwa (2008) have noted strategy as assurance of long haul bearing, and reason for and organization. Quinn, and Ghoshal (2002), as the interceding power or "match" amongst organization and environment, that is between the internal and external context.

Grant (2010) have supported strategy implementation by developing the rudimentary context, which elaborates strategy as the link between the corporation and its surroundings. Grant (2010) further elaborated that the firm consists of these elements which are objectives, values, assets, abilities, structure, and frameworks. The business environment is characterized by the company's associations with clients, contenders, and providers. Pierce and Robinson (2011) characterized strategy as huge-scale, revolutionary tactics for interfacing with the competitive environment to accomplish organization goals.

Johnson et al. (2008) noticed that Strategy is the bearing and extent of an organization over the long haul, which accomplishes advantage in a moving environment through its design of assets and capabilities with the point of satisfying partner desires. Ansoff and McDonnell (1990) characterized strategy as an arrangement of basic leadership rules for direction of authoritative conduct. Such basic leadership rules include dealing with performance, relations with internal and external environment, and rules

for operating policies. Strategy can be either formal and documented or informal. Formality of strategy depends on the size of the corporation, the scope of operations, the complexity and turbulence of the environment. Formality, according to Pearce and Robinson (2011), refers to the degree to which members, responsibilities, power, and discretion in decision making are specified.

### **1.1.2 Strategic Planning**

Strategic plan (SP) is a consistent and efficient process where choices on foreseen future results, their accomplishment, estimation and assessment are made. It incorporates objective setting and asset designation ( D.C Morais, 2011) and (Elci & Aren , 2009) that motivates pro- activity, enactment development, prolonged rationality, communication, strategic matters, breaches, primacies and selections (Hunger & Wheeler, 2007). Strategic planning was formalized in the business arena in the mid – 1950s (Kuosa, 2012), and is different from other aspects and types of planning.

In clarifying the distinctions between strategic planning and other forms of planning, Bryson (2011) saw strategic planning as a function that is done at the top of and organizational structure, and as a managerial function. To Bryson, all other frameworks of planning have to do with operational management. Consequently, key arranging is not totally about making plans for the future, it is an orderly attempt that gives guidance and intends to operational administration, and is identical add up to corporate target definition and accomplishment (Bryson, 2011).

Strategic planning is a motion that engages preparation focusing on known and anticipated singularities. Its processes, according to Bryson (2011), are visionary and include sensible acknowledgment of present decisions. The center attributes of key strategic planning are preparing, planning, realizing, and revising (Thorpe & Thorpe, 2012).

SPS become harder to articulate when everyone is allowed to participate in formulation. It calls for a selection of key participants like for instance in the management, target group, and the technical staffs. It is essential to have a skilled and in- depended outsider. He/ she is engaged to ensure the brainstorming of the process to ensure contributions from different opinions. SPS therefore have the following five elements: vision, mission statement, precarious accomplishment influences, strategies, and activities for purposes and listed operations plan (Pearce & Robinson , 2007). Management team need to work together to ensure a successful strategic planning as well as being alert to any strategic change.

### **1.1.3 Strategy Implementation**

Strategy implementation means putting into action the strategic plans. It is a process that turns strategic plan into action. It entails providing resources (people, time, and money), involvement of the entire organization, and achievement of targets which in turns means achievement of objectives (Wanjiku & Ombui, 2013). Although proper planning and coordination may set the stage, a director must give initiative if the general population in his/her organization is to cooperate in the accomplishment of its objectives and mission.

According to Jones (2010), sometimes an organization un-strategically introduces many new projects in addition to the existing ones. All these projects are consuming resources, potentially funding and certainly needing management attention. Some of these resources get embedded in the organization's departments and absorbed as 'business as usual'. Others will be dedicated to the larger projects causing fatigue on the existing human resources.

Translating strategic plans into specific actions is vital during implementation. This process requires a manager to determine or appropriately delegate how he/she wants to run it. It also requires an organization's team to look at all the uncertainties connected with the plan of the approach to drive out those uncertainties that need not to be there. One may incorporate a checklist so that everyone can focus on their talents where uncertainty remains. All of this is done in context with the resistance because one can win or lose any strategic challenge on any plans. (Pearce & Robinson, 2011) Successful implementation enables an organization to be proactive, creative and innovative. Proactive in the sense that it will implement plans it has crafted. These plans emanate from proactive visualization of the future of an organization in terms of the position it intends be, living the mission and achieving the objectives. Organizations will cease to be reactive, waiting for issues to arise so as to act but rather become agents of change, preventing the 'bad' from happening while having long lasting and sustainable achievements. They therefore require creativity and innovation, which help to apply new ideas and solutions on issues affecting the society.

### **1.1.4 Non-Governmental Organizations in Kenya**

The NGOs Co-appointment act, 1990 (no. 19 of 1990), reformed through the Kenya Gazette Supplement No. 85 (Act No. 8) 23rd October 1992, characterizes a NGO as "a private deliberate gathering of people or affiliations, not worked for benefit or for other business purposes yet which have composed themselves broadly or universally for the advantage of the general population everywhere and for the advancement of social welfare, improvement, philanthropy or research in the regions comprehensive of, yet not confined to, wellbeing, support, horticulture, instruction, industry, and the supply of courtesies and administrations" (GoK 1990).

NGOs in Kenya are overseen by the Non-Governmental Organizations Co-appointment Board essentially alluded to as the NGOs Co-ordination Board which was built up by an Act of Parliament in 1990 and initiated its business on June 15, 1992. The principle purpose behind the making of the Board was to streamline the registration and Coordination of NGOs. The Board was framed as a result of the acknowledgement of the significant role NGOs were playing in the general improvement of the nation. By then, it had ended up clear to the Government that, for better association of NGO interventions, a different body, with full powers, to enlist and co-ordinate their intervention was essential. Before the foundation of the Board, NGOs were enlisted under various Government organs making it hard to viably co-ordinate their intervention in the areas of operations. Some were enrolled under the Society's Act, others were either enlisted under the services of Culture and Social Services or that of Foreign Affairs thus the necessity to convey enlistment through singular power.



The Board's significant obligation has been to give a "one stop office" for enrollment and co- ordination of NGOs keeping in mind the end goal to fit their intervention with the general Government arrangements and projects (NGO board strategic plan, 2014 - 2017). For the most part, NGOs rely on upon donors subsidizing ventures. By the expanded number of NGOs going after donors financing has obliged the sum and level of subsidizing accessible from every NGO (The Economist, 2000). Donors, then again, have surveyed subsidizing approaches, wanting to work in alliances and financing just those NGOs with itemized strategic plans. The condition has implied extra exertion for NGOs vying for the inadequate resources to develop as pioneers in best practices of administration, responsibility, proficiency, viability, convenience and manageability ([www.ngobureau.co.ke](http://www.ngobureau.co.ke) , 2011).

### **1.1.5 Non-Governmental Organizations in Migori County**

Non-Governmental Organizations have been operational in Migori County since 1990s as a result of giving support to vulnerable communities in the rural areas (Department of Social Services Migori County , 2016). They range from small centralized organizations to highly diversified complex organizations. Mostly, they operate in different thematic areas such as health, education, water and sanitation, flood emergencies, child rights, policy advocacy among others. Mainly they receive funding from donor agencies including European Union (EU), UK Department for International Development (DFID), United State Agency for International Development (USAID), We World Onlus (WWO), Kenya Red Cross Services (KRCs), World Vision (WV), religious institutions, private donors among others.

NGOs are open systems which interact with the environment in which they operate. That means their success depends on their ability to align with the environment and secure resources from the environment, which is uncertain and turbulent. Strategic alliance and consortiums, which are intended to help NGOs compete for the scarce resource collectively, are becoming common in the NGO sector so as to respond and compete on scarce resource collectively (Department of Social Services Migori County , 2016).

NGOs generally in particular Migori County however continue facing challenges when it comes to the implementation of the strategic plans (Hamid, 2010). Many of them are aware of the benefits associated with successful implementation and are willing to implement but are still unsuccessful when it comes to the actual implementation of their strategic plans. A lot of resources have been spent on formulation of great strategic plans that were to give their owners a competitive edge, which unfortunately did not happen as the plans were either not implemented at all or were implemented partially. Many organizations in Migori County do not even know whether their strategic plans are implemented or not. Many which are funded by International organizations in Migori County would be happy to know what they can do to make their strategic plan implementation efforts successful (Kiruthi, 2000). Numerous studies have been done to establish the factors that influence strategic plan implementations (Mutuvi, 2013).

The studies done have established many factors as being the causes or catalysts of strategic plans implementation; organizational leadership, communication, organization culture and control have been mentioned as some of these factors. This research sought to add to implementation prose by studying the challenges of implementing strategic plans in Non – Governmental Organizations in Migori County, Kenya.

## **1.2 Research Problem**

Strategy implementation is the procedure that transforms the systems without hesitation to fulfill the objectives. It is an association amongst definition and control. Herbiniak (2006) contended that while strategy definition is troublesome, making strategy work and execution it is significantly more troublesome. Likewise, Cater and Pucko (2010) inferred that while 80% of firms have the right strategies, just 14% have figured out how to execute them legitimately. To build up the association between strategy definition and execution, Egelhoff (1993) researched when it is best for associations to consider technique execution at the season of strategy plan or a while later. Another question of significantly more significance to an association is whether it is harder to plan strategy than to execute it. At the end of the day, ought to officials and associations define imaginative and maybe remarkable strategy that can offer an upper hand and afterward endeavor to execute it or recognize the organization's ability first and afterward figure a workable and pragmatic strategy? For instance, an all-around detailed strategy is pointless on the off chance that it is not executed well. Nevertheless, a lot of thoughts of different parts of execution may in detailing a strategy that is not focused and hence, actualizing it would be an exercise in futility and assets. Echoing previous studies with similar results, Zaribaf and Bayrami (2010)

found that most executives in organizations spend a great deal of time, energy, and money in formulating a strategy, but do not provide adequate input to implement it properly. Usually, Organizations change their strategy to reposition themselves and adapt or react to market opportunities and threats; when considering how to implement a strategy, most probably will constrain any creativity in the new strategy. Therefore, one must strike a balance between an innovative and workable strategy and its successful implementation.

NGOs in Migori County have significant impact in the societal and fiscal growth of the nation. Their interventions fill the humanitarian and development gaps that exist because of the limited capacity of the Government. The context in which NGOs operate in Migori has become more dynamic than before and NGOs must position themselves in a competitive position for the scarce resources available and continuously align themselves with the environment. So far only Obiero (2015) in the University of Nairobi MBA list, did research on factors influencing service delivery among NGO's in Migori County. This study therefore, filled the gap by giving emphasis on strategy implementation challenges of NGOs in Migori context.

Locally, studies have been conducted around this area. Bwibo (2000) reviewed the key change administration practices in NGOs in Kenya. Oduor (2007) explored on troubles confronted by Eastern and Southern African Trade and Development Bank in executing the procedure for capital asset preparation. Gitonga (2008) surveyed job satisfaction and work behaviors. Ngonze (2011) investigated aspects impelling strategy plan execution at the Cooperative Bank of Kenya. Karimi (2011) researched on balanced score card as a plan execution implement at Toyota East

Africa Limited. Maragia (2011) .In light of the current challenges facing the NGO sector, this inadequacy presented a research gap that this research pursued the response the query. What are the challenges that NGOs in Migori County encounter when implementing their strategies?

### **1.3 Research Objectives**

Objectives of the research are;

- i. To determine the challenges faced in implementation of strategic plans in Non-Governmental Organizations in Migori County Kenya.
- ii. To establish measures taken to deal with challenges faced in execution of plans in Non-Governmental Organization in Migori County, Kenya.

### **1.4 Value of The Study**

The study enables other researchers and academicians in areas of strategy implementation challenges in identification of knowledge gaps so that they add to existing body of knowledge in this topic and also come up with appropriate styles and methods of implementing strategies successfully and dealing with the challenges. From the inferred conclusions, the study also highlighted areas for further research. In addition, the study will be reference material for future MBA students interested in this context and area of research.

The study has highlighted the development of existing NGOs to be proactive in dealing with challenges of implementing their strategic plans. It has provided Project managers from Donor agencies (DA), implementing partners and practitioners with

critical information that if used would improve the way they implement strategy and for instance it may guide them to know what they are doing right and what they are doing wrong which will give directions on the successful implementation of organizational strategic plans.

The study has created value in terms of guiding managerial policy for monitoring and evaluation consultancy industry. NGO Council board, Sponsors, Governments, accomplices, and different partners in looking for responsibility and proficient methods for collaborating and joining forces with NGOs in Kenya. The involved parties are in a position to lure approach suggestions from this study.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter discusses theories applicable to the study. It reviews both theoretical and empirical literature related to the study. Specifically, it covers the hindrances faced in implementation of strategic plans. The chapter also highlights measures taken to deal with the hindrances of execution of strategic plans in NGOs in Migori County. It concludes with a summary of the knowledge gaps portrayed by the reviewed literature.

#### **2.2 Theoretical Foundation**

A theory is characterized as an arrangement of interconnected ideas, definitions, and proposals that present a methodical perspective of wonders by determining relations among variables with the motivation behind clarifying or anticipating the singularities (McEwan & Bull, 1991). Different theories have attempted to explain strategic planning in organizations. The theoretical foundation for this study is informed by the resourced based theory and institutional theory, which are explained below.

##### **2.2.1 Resource Based Theory**

The resource-based theory is established on the rule that the wellspring of firms upper hand lies in their interior assets, instead of their situating in the outside environment (Cetinkaya et al., 2011). These assets and abilities comprise of the physical, money related, human and impalpable resources. The theory is molded on the way that assets are not homogenous and are restricted in portability. The firm can decipher these

assets and abilities into a strategic advantage if they are valuable, uncommon, and supreme and the firm is composed to abuse these assets (Kepes and Wider, 2012). In this manner, instead of simply assessing ecological open doors and dangers in directing business, upper hand relies on upon the novel assets and capacities that a firm has (Barney, 1991). The resource based view perspective of the firm predicts that specific sorts of assets claimed and controlled by firms have the potential and guarantee to produce upper hand and in the long run prevalent firm execution (Ainuddin et al., 2007).

The resource-based theory stipulates that in vital administration the basic sources and drivers to firms' competitive advantage and predominant execution are fundamentally connected with the traits of their assets and abilities which are significant and exorbitant to copy (Akio, 2005). Expanding on the suppositions that vital assets are dispersed heterogeneously and crosswise over firms and that these distinctions are steady extra time, Kepes and Wider (2012) inspected the connection between firm assets and maintained competitive advantage. On the off chance that the theory is utilized it is relied upon to upgrade upper hand through most extreme use of special assets and abilities in NGO part. The theory has the quality of advancing assets uniqueness in guaranteeing stage for supported rivalry.

### **2.2.2 Institutional Theory**

The theory explicates why establishments conduct themselves in different ways and this can be a starting point of understanding challenges of strategy implementation. Institutional theory takes care of the more profound and stronger parts of social structure. It considers the procedures by which structures; including tenets, standards,



and schedules, get to be set up as definitive rules for social conduct. It investigation into how these components are made, diffused, received and adjusted over space and time; and how they fall into decay and neglect. In spite of the fact that the apparent subject is dependability and request in social life, understudies of establishments must go to agreement and congruity as well as to struggle and change in social structures (Mc Adam and Scott, 2005).

The essential ideas and premises of the institutional hypothesis approach give helpful rules to investigating association environment associations with an accentuation on the social guidelines, desires, standards, and values as the wellsprings of weight on associations. This hypothesis is based on the idea of authenticity instead of proficiency or adequacy as the essential authoritative objective (Mc Adam and Scott, 2004). Nature is conceptualized as the authoritative field, spoke to by establishments that may incorporate administrative structures, legislative offices, courts, experts, proficient standards, intrigue bunches, general sentiment, laws, guidelines, and social qualities. Institutional hypothesis expect that an organization fits in with its surroundings. There are, notwithstanding, some basic parts of hierarchical situations and exercises not completely tended to by institutional hypothesis that make the approach risky for completely understanding NGOs and their surroundings: the organization being subject to outside assets and the organization capacity to adjust to or even change its surroundings (McAdam and Scott, 2004).

Analysts, for example, Meyer and Rowan (1991), DiMaggio and Powell (1983) are a portion of the institutional scholars who declare that the institutional environment can unequivocally impact the advancement of formal structures in an organization,

regularly more significantly than market weights. Creative structures that enhance specialized proficiency in early-receiving associations are legitimized in the earth. Eventually these advancements achieve a level of legitimization where inability to receive them is viewed as "silly and careless" (or they get to be lawful commands). Now new and existing associations will embrace the auxiliary frame regardless of the possibility that the shape doesn't enhance productivity.

### **2.3 Strategy Implementation**

David (2011) looked at strategy implementation as a cluster of verdicts and arrangements that influence the translation of the strategic thought into organizational action where an organization moves from planning its work to working its plan in order to achieve the set objectives. Harrington (2006) considers it to be the procedure by which organization makes an interpretation of techniques and strategies without hesitation through the improvement of projects, spending plans, and methodology. This procedure may include changes inside the general culture, structure, and additionally the administration arrangement of the association. Likewise, Ogbeide and Harrington (2011) defined strategy implementation as a complex process concerned with designing systems that achieve an integration between people, structures, processes and resources. Strategy implementation therefore is a dynamic, interactive, integrative and difficult process comprising of a series of activities and decisions that turn plans into action to realize organizational objectives (Jalali, 2012).

Strategy implementation includes considerations of the people liable for strategy execution; the most suitable organizational structure that should support the

implementation of strategy (Sterling, 2003; Ogbeide and Harrington, 2011) ; the requirement to implement the systems utilized in managing the corporation (Johnson & Scholes, 2002); the essential duties to be performed and desirable alterations in the resource mix of the organization as well as the mandate of each department in the organization and the information systems to be put in place to monitor progress and resource planning Kazmi (2008) . Implementation may also take into account the need for retraining the workforce and management of change (Johnson and Scholes, 2002).

Implementing strategy is largely an administrative activity and effective usage relies on upon working through others, arranging, persuading, culture fabricating, and making solid fits amongst strategy and how the organization facilitates the conducting of activities (Thompson & Strickland, 2003). It calls for alteration of existing procedures and policies. In most cases, organizations' system usage requires an adjustment in responsibility from strategists to divisional and utilitarian chiefs (Kazmi, 2002). It is therefore important to ensure successful implementation. The implementers of strategy should therefore be fully involved in strategy formulation so that they can own the process.

Pearce and Robinson (1997) observe that the evolution from plan development to execution gives rise to four interrelated concerns. These concerns include identifying action plans and transient goals; starting particular utilitarian strategies; imparting arrangements that enable individuals in the association; and committing to continuous improvement. Carlopio and Harvey (2012) argued that communication is only effective if it comes from a credible and trustworthy source. Action plans and

short-term objectives translate long -range aspirations into current year's actions. If the strategy is well developed, the objectives will be clearly provided and implementer of operative plan execution. Useful plans decipher organizational stratagem into everyday actions people have to work on.

## **2.4 Strategy Implementation Challenges**

Challenges that occur during the implementation process of a strategy are an important area of research because even the best strategy would be ineffective if not implemented successfully. Despite the fact that challenges to successful strategy implementation have not been widely investigated, there are some issues that have surfaced in many studies (Muthuiya, 2004). Over 15 years ago, Alexander (as in Al-Ghamdi, 1998) asserted that the greater part of the writing has been on the detailing side of the system and just lip benefit has been given to the usage side. The most important problem experienced in strategy implementation in many cases is the lack of sufficient communication.

Aaltonen and Ikavalko (2001) express that the measure of vital correspondence in a large portion of the organization is huge, both composed, and oral correspondence is utilized as a part of type of top down interchanges. Nevertheless, an extraordinary measure of data does not ensure understanding and there is still much to be done in the field of imparting techniques. Communication, decision making and commitment building stem from the compatibility of institutional alignment and facilitate firm performance (Carlopio & Harvey, 2012). Therefore, effective strategy implementation is critical to a firm performance.

According to Speculand (2011) , correspondence ought to be two - way with the goal that it can give data to enhance comprehension and duty, and to propel staff. Likewise, they contend that correspondence ought not to be viewed as an once-off movement concentrating on declaring the procedure. It ought to be a continuation movement all through the usage procedure. Ordinarily, it is not all that and in this manner correspondence still remains a noteworthy issue to methodology execution handle. Clear understanding ought to be legitimately imparted before the usage of the procedure to offer reason to the exercises of every worker and permits them to interface whatever errand is nearby to the general hierarchical course (Byars et al., 1996). Absence of comprehension of a procedure is one of the difficulties of methodology execution (Kazmi, 2008). They highlighted that numerous authoritative individuals typically distinguish key issues as critical and comprehend their setting in like manner terms. By the by, the issue in comprehension emerges with regards to applying key worries in basic leadership of the day by day exercises.

Damsaman and Bangchokdee (2011) distinguished hindrances to technique execution which include: Competing exercises that occupy consideration from actualizing the choice; Changes in duties of key representatives not plainly characterized; Key formulators of the key choice not assuming a dynamic part of usage; Problems requiring top administration association not conveyed sufficiently early; Key usage assignments and exercises not enough characterized; Information frameworks used to screen usage are lacking; Overall objectives not adequately comprehended by workers; Uncontrollable figures the outer environment; Surfacing of real issues which had not been recognized before; Advocates and supporters of the

key choice leaving the association amid usage; and execution taking additional time than initially apportioned which is a major test to the organization.

## **2.5 Dealing with Strategy Implementation Challenges**

There are many actions of implementation in the literature based on cognitive style (Daft & Becker, 1978), foreseeing when change will occur (March & Simon, 1958), designing organizations in which change prospects are enhanced (Burns & Stalker, 1971), and describing an environment in which innovation seems likely (Zaltman, Duncan, & Holbek, 1973). To select an implementation approach, Nutt (1983) pointed out that the implementation agent should assess the climate in which implementation takes place. Atmosphere is characterized by work unit attributes to be specific; multifaceted nature, centralization, generation and competency.

Execution approach is comprised of a framework strengthened by the utilization of energy to bolster arrange appropriation. Control methods are connected to bolster the implementer in dealing with the arranging procedure. Usage systems can be autonomous and manipulative as recognized and talked about by Nutt (1983). An autonomous approach requires the implementer essentially to report the arrangement and to distinguish the execution expected to consent. Free systems can be utilized as a part of either the organizer or the change operator oversaw arranging process. The implementer can draw on his or her energy and declare the change straightforwardly, endorsing the normal conduct (Kalali et al, 2011). They travel through four stages. The following stage is sanctioned if a previous stage neglects to accomplish the coveted results.

The implementer starts by issuing an official proclamation by memoranda, formal presentation, or at work preparing. Decrees are assignment situated, expecting that individuals are objective and will perceive how the change benefits the association. On the off chance that difficulties are experienced, show and influence (Greiner, 1970) are utilized. Endeavors are made to demonstrate the hesitant that the arrangement work and totally falls inside the power of the implementer to require arrange selection. At the point when this exhibition is made, acknowledgment frequently rises. At the point when individuals neglect to consent, more grounded measures are required. As per Greiner (1970), a substitution approach takes after the proclamation and evacuates individuals who are blocking execution.

Replacement approach has two sorts of premises. In the first place, making cases of a couple may impact others into line. Second, issues might be focused in only a couple people who nonsensically will oppose the change and should be evacuated (Hoksbergen, 2005). In the event that substitution fizzles, the implementer can fall back on basic changes in the organization. The formal organization's or unit's structure is upgraded so that individuals who are probably going to bolster the change are moved into key positions inside the structure. Controlling systems are fine, trying to edify an issue and after that guide clients toward new practices. These methods must be connected through a change operator oversight handle.

There are two manipulative methodologies: the diversion situation and the unfreeze-refreeze strategy. Either can be utilized as a part of a change specialist oversight prepare. The diversion situation (Bardach, 1977) translates the usage procedure as an amusement. The illustration of a diversion is utilized to recognize the players so that

their stakes, conditions for winning, and meanings of misrepresentation (which shows thoughts of reasonable play) can be pictured. Any or these components may become an integral factor amid a specific execution endeavor. Diversions are portrayed to perform chances to contort the procedure of usage and to give knowledge into how to manage every sort of amusement. Amusements have been ordered by Bardach as asset based goal adjusting, avoidance of control, and fragmented reception.

## **2.6 Summary of Knowledge Gaps**

Implementation of strategic plans in corporations is a study area that cuts across different thematic areas of social sciences including strategic management, organizational theory, and organization development. Korten (1990) examined the earth under which NGOs neglect to actualize their key arranges yet did not straightforwardly filter alternate elements that influence NGO key arrangement execution. Cater and Pucko (2010) contemplated poor leadership as the greatest deterrent to strategy execution in Eastern Europe, and not Africa. The execution holes illuminate by different past studies (Arasa, 2008; Wagura, 2015; Cater & Pucko, 2010) for examples, poor leadership, poor correspondence and absence of partner organization, will be brought into record. None of the studies to my knowledge have carried out relative study to focus on challenges of strategic plans implementation in NGOs.

According to Zaribaf and Bayrami (2010), the greater part of expansive organizations had issues with strategy execution. The literature reinforces the view that not at all like strategy formulation, strategy execution can't be accomplished by top administration alone; it requires the cooperation of everybody inside the organization



and, on numerous events, parties outside the association. While formulating a strategy is typically a top-down attempt, actualizing it requires concurrent top-down, base up, and crosswise over endeavors. Ombati (2007) studied the strategy implementation of workplace policies at Red Cross and found out that the issue of resource allocation was a real impediment to strategy implementation. The problems of strategy implementation relate to situations and processes that are unique to a particular organization even though the problems maybe common to all organizations. This research sought an investigation on factors affecting implementation of strategic plans in NGOs.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This research methodology chapter presented a description of research design and methodology. It presented the arrangement of the exploration that is the examination plan, research design, how the information was gathered and from whom, and the information investigation procedure that was embraced to break down the information keeping in mind the end goal to create the discoveries of the study. Research methodology is the layout of the research framework. According to Polit and Hungler (2003) methodology refers to ways of obtaining, organizing and analyzing data.

#### **3.2 Research Design**

A Research Design is a presentation of the arrangement, structure, or strategy of examination, which tries to get or answer different research questions (Shuttle worth, 2008; Lesage, 2009). Borg, Meredith and Gall (2008) characterize investigate outline as a nitty gritty arrangement for how the examination was led. As indicated by Gall et al. (2003), an exploration outline is an arrangement for gathering and using information so that sought data can be gotten with adequate accuracy or so that a speculation can be tried appropriately. It is a system that aides the gathering and examination of information.

This study adopted a descriptive survey research method to ensure ease in comprehension thoughts regarding the issue. Kothari (2006) characterize an overview look into as deliberate social occasion of data from a specimen of respondents with

the end goal of comprehension as well as anticipating a few parts of the conduct of the number of inhabitants in intrigue.

According to Creswell (2003), descriptive survey designs are used in preliminary and exploratory studies, to allow gathering of information, summarize, present data, and interpret it for the purpose of clarity. A descriptive survey, according to Cooper and Schindler (2001), is concerned on finding out the 5Ws (who, what, where, when and how) of variables. Therefore, the survey design was appropriate for the study to determine major problems hindering smooth implementation of strategy plans and in the meantime, the design was suitable for data collection, analysis, and reporting within the set academic duration.

### **3.3 Population of Study**

Population alludes to a whole gathering of people, occasions or questions having normal recognizable qualities (Mugenda and Mugenda, 2006). Cooper and Schindler (2008) watch that a populace is the aggregate gathering of components about which one needs to make inductions. The population of this study included all active NGOs implementing development and advocacy programs and registered under the NGO coordination board in Kenya ([www.ngobureau.or.ke](http://www.ngobureau.or.ke)). Currently there are fifty five (55) active NGOs registered which have functioning field offices and that implement projects in Migori County (Department of social services Migori County , 2016)

### **3.4 Data Collection**

This study required the collection of both primary and secondary data. The primary data was collected through administering structured questionnaires which comprised of closed ended with few open ended questions in order to make easier for the respondents to fill in the questionnaires.

The team of project directors, project/programs managers and operational levels engaged in execution of strategic plans within the fifty five (55) NGOs were identified to answer the questionnaires (Department of social services Migori County , 2016). The secondary data was collected through the organizations' narrative reports, documentaries, annual newsletters, press release and websites. The questionnaire focused on the general information and NGOs profile, development, strategy implementation, strategy implementation challenges, dealing with strategy implementation challenges and measures to be taken by NGOs in implementation of strategic plans.

The above mentioned team was contacted to represent their organizations in order to acquire data from all round the organizations. Prior arrangements were made between the researcher and the respondents on how to receive the questionnaires. The team was very supportive and interactive hence flexibility in the data collection process was applied to reach the respondents.

### **3.5 Data Analysis.**

Qualitative and quantitative techniques were both used in the study to analyze the data. The qualitative was collected and analyzed by descriptive statistics, and

presented through tables. This was attained through recurrence disseminations, implies, modes, rates and standard deviations. Subjective information then again was coded into the diverse components and parts, and broke down through substance examination. Content examination is an exploration procedure for the goal, methodical, and quantitative portrayal of show substance of correspondences (Hsieh and Shannon, 2005).

It is utilized to decide the imminence of specific words, ideas, topics, expressions, characters, or sentences inside writings or sets of writings and to evaluate this nearness in a goal way. Statistical Package for Social Science (SPSS Version 22) was likewise used in all calculations and yield for understanding by the study. Leyla (2001) watches that SPSS offer broad information taking care of abilities and various measurable examination schedules that can break down little to a lot of information. The analysis also involved thematic comparisons of data obtained from the various project/program managers to enable a more detailed investigation to determine whether the strategy implementation challenges are similar or otherwise a cross programs.

## **CHAPTER FOUR**

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

#### **4.1 Introduction**

This chapter is presented in four sections namely; strategy implementation, strategy implementation challenges and it also looks at some aspects of dealing with strategy implementation challenges and finally the discussion of findings. The chapter also explains how long the International and National NGOs have been operating in Migori County, the number of employees serving the organizations, the duration the respondents have served within the organization distributed by gender. In addition the chapter explain how the NGO are distributed within the thematic areas, type of the NGOs operating in Migori County and finally how they contribute to successful strategy implementation in their organizations. The study collected data from the Directors, project coordinators, Project/ Program managers, monitoring and evaluation officers, and project officers.

#### **4.2 Demographic Information**

The data analysis in this section resulted to statistical tables. The data was collected from project staff namely; project directors, project/programs managers, coordinators and operational levels involved in implementation of strategic plans within fifty five (55) sampled NGOs. Out of the targeted fifty five Organizations operating in Migori County, forty one (41) of them filled in the questionnaires which represent 75% which according to the researcher is sufficient enough to give accurate information and can

be used in drawing conclusion and giving the recommendations of the study. The information has been analyzed in frequencies and percentages.

**Table 4.1: Distribution of NGOs by Number of Years in the Operation**

<b>NGO Age</b>	<b>Frequency</b>	<b>Percentage</b>
Over 15 years	18	43.9
10-15 years	13	31.71
5-9 years	7	17.07
Below 5 years	3	7.32
<b>Total</b>	<b>41</b>	<b>100</b>

**Source: Research Data (2016)**

The study sought to find out the distribution of NGOs by number of years they have been operational in Migori County. These involved local/county, national and international NGOs operating in Migori County in Kenya. Table 4.1 shows that out of the 41 NGOs considered in this study, 18 NGOs have been in operation for over 15 years which represent the highest percentage of 43.9% and number of NGOs in operation for less than 5 years are 3 representing 7.32%. This explains that the 43.9% of the NGOs started operating in Migori County after the establishment of the NGOs co-ordination board in Kenya which was established by an act of Parliament in 1990 as a result of recognition of the important roles NGOs were playing in the overall development of the Country. The main task has been to provide a one stop office for registration and co- ordination of NGOs in order to harmonize their activities with the overall Government policies and programs. This implies that the sampled NGOs have liberal experience in the context.

**Table 4.2: Distribution of NGOs by Number of Employees (Size)**

<b>No. of Employees</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 50	26	63.4
50 – 100	10	24.4
More than 100	5	12.2
<b>Total</b>	<b>41</b>	<b>100</b>

**Source: Research Data (2016)**

The study sought to find out the distribution of NGOs by number of employees the NGOs had. This exercise was fundamental in determining the size of various NGOs considered in the study. This is due to the fact that different organizations in terms of size they have diverse challenges in implementing strategy. Table 4.2 shows that the number of employees for most of the NGOs considered in the study were less than 50 employees representing 63.4% whereas only about 5 International NGOs had more than 100 Employees representing 12.2%. This illustrates that most of the NGOs operating in Migori County are small and medium sized organizations basing on the number of employees. However, the size of the organization in this framework is not subject to the number of employees as most of the International NGOs do partner with the local NGOs which directly implement their projects at the grass root level hence employ few staff in their field offices.

**Table 4.3: Distribution of Respondents by Tenure of Office**

<b>No. of Years</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 5 years	11	26.8
5 – 10	20	48.8
10 – 15	6	14.6
15 – 20	3	7.4
Over 20 years	1	2.4
<b>Total</b>	<b>41</b>	<b>100</b>



The study sought to determine how long the respondents had been in the service. In order to determine whether the respondents had reasonably worked long enough in their organization to experience strategy implementation and review process, the respondents were asked to indicate the duration of which they have been working in the organization. Table 4.3 shows that most of the employees have been in service between 5 – 10 years representing 48.8% and only in one organization the respondent having been in service for more than 20 years which is 2.4%.

In related to this, majority of Organizations representing 97% review their strategy plans between three to five years which is within the service period of the employees, hence the project staff participate in strategy implementation and review process within the organization they work for. This means that majority of the organizations decide to craft strategic plans covering a shorter periods of time than having long terms strategies.

**Table 4.4: Distribution of Respondents by Gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	27	65.9
Female	14	34.1
<b>Total</b>	<b>41</b>	<b>100</b>

**Source: Research Data (2016)**

The study also sought to find out the distribution of the respondents by gender. Table 4.4 reveals that most of the respondents are male representing 65.9% and 34.1% were female. The difference between female and male respondents is 14 or 32% which shows that the senior level positions from the sampled NGOs were held by men.

Robinson and Pearce (2004) have singled out gender as one of the cultural issues that affect strategy implementation likewise, Kidombo (2007) highlights the need to involve both genders for effective implementation of strategic plans. Gender position is key management requirements by most of stakeholders in the NGO sector. The gender distribution was anticipated to provide the opinions and views from both male and female respondents.

**Table 4.5: Distribution by Type of the NGOS**

<b>Type</b>	<b>Frequency</b>	<b>Percentage</b>
Local/County	12	29.3
National	19	46.3
International	10	24.4
<b>Total</b>	<b>41</b>	<b>100</b>

**Source: Research Data (2016)**

The study sought to find the type of NGOs operating in Migori County. The finding in table 4.5 reveals that most of the respondents work with National NGOs representing 46.3%. In terms of type of the organization the respondents stated that 12 or 29.3% are operating only in Migori County, 19 or 46.3% operate in different Counties within Kenya with their headquarters in Nairobi while 10 or 24.4% are international NGOs. This represents that majority of the NGOs in Migori County are run by the local staff within the Country and require to adopt and implement the organization strategies in order to adhere with the donors policies and standards.

Related to this the respondents were also asked to specify their sectors of operation. Out of 41 sampled, 30 NGOs representing 73% work in at least four thematic areas 9 or 22% operate in two sectors while only 2 or 5% mentioned that they engage in one sector. The most common sectors were education, health, child protection, water and sanitation and gender equality and women rights. Education appeared to be the primary sector representing 95% for both in the International and local NGOs.

### 4.3 Strategy Implementation

The study sought to find out which types of organizational factors have contributed to successful strategy implementation. This is a direct subtheme of the study as it provides information on the levels of strategy implementation among the NGOs in Migori County. The findings are revealed in Table 4.6 below.

**Table 4.6: Factors Contributing to Successful Strategy Implementation**

<b>Factors Contributing to Successful Strategy Implementation</b>	<b>Mean</b>	<b>Standard Deviation</b>
Change of Organizational Structure	3.4370	1.1852
Changing organizational culture	3.9512	1.0348
Leadership of the Executive Director/CEO	4.1707	1.0798
Management skills	4.3415	0.7525
Employee development and reward system	4.1219	1.0405
<b>Grand Mean</b>	<b>4.00446</b>	

**Source: Research Data (2016)**

Table 4.6 the study in this area asked the respondents to state the extent to which each of the stated organizational factors has contributed to successful strategy implementation. The respondents were rated on a five point scale where 5 equals to very successful and 1 equals to not at all. Each factor was rated independently to enable the researcher to identify the extent to which every factor had contributed to implementation of strategy in the organization. Therefore the mean and standard deviation for each factor was concluded. Majority of the respondents indicated that the leadership of the Executive Director, management skills and employment development and reward system majorly contributed to the successful strategy implementation within their organization. The findings show that most of the factors contribute to successful strategy implementation to a great extent as indicated by the grand mean rating of 4 on average.

#### **4.4 Strategy Implementation Challenges**

The study sought to find out potential strategy implementation problems faced by NGOs in Migori County. This is a direct subtheme of the study as it provides information on the potential problems encountered in strategy implementation. The findings are revealed in Table 4.7.

**Table 4.7: Potential Strategy Implementation Problems**

<b>Potential Strategy Implementation Problems</b>	<b>Mean</b>	<b>Standard Deviation</b>
Development partners interference	3.6341	1.1424
Changes in security levels impact implementation	3.2439	1.0542
Government interference	3.3902	0.9847
<b>Note: Table continues to next page</b>		

Lack of feedback on progress	3.0946	1.0999
Strategy implementation took more time than originally planned	2.9024	1.2841
Un-supportive organizational culture	3.0244	1.3702
The major challenges surfaced had not been foreseen earlier	3.0732	1.2724
Coordination was not effective	3.3902	1.2673
Competing activities distracted attention from implementing this decision	3.3171	0.9484
Lack of capacity of employees involved in implementation	3.1219	1.1334
Inadequate training and instruction given to lower level employees	3.1463	1.1166
Uncontrollable factors in the external environment had an adverse impact on implementation	3.0000	1.0592
Inadequate leadership and direction by departmental managers	3.2195	1.3346
Key implementation responsibilities and activities were not well defined.	3.2927	1.3777
Information system used to monitor implementation were inadequate	3.1951	1.0643
Supporters of the organization during implementation	2.9512	1.0348
Overall goals were not adequately well understood by employees	3.1951	1.5574
Changes in responsibilities of key employees were not clearly defined	3.1951	1.2141
<b>Note: Table continues to next page</b>		

Key formulator of the strategic decision did not play an active	3.1463	1.2795
Challenges involving top management participation were not communicated early enough	3.1707	1.2475
variation from original plan objectives	3.1219	1.2725
Employees are not measured or rewarded for implementing the plan	2.9268	1.0538
Lack of ownership of a strategy or execution plans among key employees	3.2044	1.2587
Lack of understanding of the role of organizational structure and design in the execution process	3.0244	1.3157
Inadequate financial resources to execute the strategy	3.1463	1.4066
Poor inter-departmental communication	3.1219	0.7389
Lack of instituting two – way communication between top management and staff	3.0732	1.3685
<b>GRAND MEAN</b>	<b>3.160107</b>	

**Source: Research Data (2016)**

Table 4.7 the study sought to evaluate the extent to which various problems influenced the implementation of the strategic decision in the NGO sector. The respondents were asked to state the potential strategy implementation problems within their organization. The respondents were therefore rated on a five point scale where 1- not at all, 2- small extent, 3- moderate extent, 4- great extent and 5- a very great extent.

In relation to how different problems influenced the implementation of the strategic decision such as development partners interference was the common problem with the highest mean of 3.6 followed by the Government interference, coordination was not sufficiently effective and competing activities distracted attention from implementing this decision with a mean of 3.3 also affected the decision making in one way or the other. On the other hand the findings indicate that the following problems such as implementation took more time than originally allocated, people are not measured or rewarded for executing the plan, and advocates and supporters of the organization during implementation did not influence the implementation of the strategic decision as much. This was justified with a mean of 2.9.

In general, the findings shows that the potential problems in strategy implementation are mainly as a result of factors considered in the study specifically these problems influence implementation of strategic decision to a moderate extent with grand mean of 3.1601. It is vital that all NGOs review their strategy plan therefore, in relation to this, respondents were asked how often they review strategy plans. 97% review their strategy plans within three to five years while the remaining 3% review their strategy plans annually. Reviewing organization plans means monitoring the plan with the real strategy implementation and thus amending any difference from the initial plan. Therefore it is important to note that NGOs in Migori County reviewed their strategy plans mostly three to five years. This is why the difference of the initial plan is not an implantation challenge.

## **4.5 Dealing with Strategy Implementation Challenges**

The study sought to find out potential strategy practices that would be used to deal with strategy implementation challenges. This is a direct subtheme of the study as it would provide information on the potential that could be used to deal with strategy implementation challenges. The respondents were asked to describe the extent to which their organization practices potential strategy practice. The respondents were rated on a five point scale where 1- not at all, 2- small extent, 3- moderate extent, 4- great extent and 5- a very great extent.

The findings shows that majority of respondents with the highest mean of 4.0 were of the opinion that their organizations have potential practices such as managers generate strategies to deal with issues for their organizations, the management's commitment in putting strategic plans into action is commendable and the organization leadership preference is instrumental for achieving targeted results. The above practices were also used with other practices such as having a strategy supportive budgets and adequate resource allocation is considered a priority during implementation of the strategic plan, the authority given to project managers determines the success of working through others, projects are implemented in line with organization's strategic plan and project managers are well informed of the organization's strategic plan with a mean of 3.9. The findings point out that minority of respondents were also of the opinion that the current information systems facilitate effective and efficient dissemination of information through the organization was part of the strategy practices that is applied to deal with the strategy implementation challenges with a mean of 3.3.



**Table 4.8: Potential Strategy Practices**

<b>Potential Strategy Practices</b>	<b>Mean</b>	<b>Standard Deviation</b>
Do the managers generate strategies to deal with issues for your organization	4.0244	1.5219
The management's commitment in putting strategic plans into action is commendable	4.0000	0.9106
The current information systems facilitate effective and efficient dissemination of information through the organization	3.3171	1.7866
A strategy supportive budgets and adequate resource allocation is considered a priority during implementation of the strategic plan	3.9756	1.2731
The authority given to project managers determines the success of working through others	3.9512	1.1231
The organization leadership preference is instrumental for achieving targeted results	4.0000	1.1687
Employee empowerment, motivation and reward are considered critical in the organization in the implementation success	3.8293	1.0569
Project managers are well informed of the organization's strategic plan	3.9512	1.3243
<b>Note: Table continues to next page</b>		

Projects are implemented in line with organization's strategic plan	3.9024	1.4280
Policies and procedure are committing the human resources to continuous improvement	3.8293	1.0798
The organizations' level of available diagnostic, administrative, interpersonal and problem solving skills is the key to strategic performance	3.6098	1.0092
The organizational management structure enhances strategic leadership	3.7561	1.0682
The top managers create a climate that encourages commitment to the strategic plan throughout the organization	3.5680	1.0092
<b>GRAND MEAN</b>	<b>3.8242</b>	

**Source: Research Data (2016)**

Table 4.5 shows that all the potential strategy practices will influence strategy implementation challenges to a great extent and hence could be adopted by NGOs.

#### **4.6 Organizations Measures to Ensure Implementation is Successful**

The foundation of this part was to establish measures taken to deal with challenges faced in implementation of strategic plans in NGOs in Migori County as posed by the factors. The measures mentioned by the respondents were; develop resource mobilization plan to ensure full implementation of the strategic plan with adequate resources for the intended outcome, wider participation and consultation with key stakeholders, ensure adequate budgetary provision to drive the strategy, proper

planning, align the core interventions with the strategic directions of the organization, regular capacity building of staff and participation during the designing of strategic plan, recruitment of relevant and qualified staff at all levels to ensure limited time is spent in capacity building internally, ensuring that there is consultation in development of strategy plans, follow up on progress of achievement through monitoring and evaluation, effective communication, support of management throughout implementation process, projects should be implemented in line with organization's strategic plan, employ good policies and time to time review of the policies.

The study analyzed the data above and prioritized the measures from the sampled NGOs both international and national. The mostly common measures were; wider participation and consultation with key stakeholders and staff, followed by planning and resource mobilization to ensure full implementation of the strategic plan with adequate resources for the intended outcome and regular capacity building of staff and participation during the designing of strategic plan. Nevertheless, 5 local organizations did not share their information. The study concluded that the organizations had not put measures in place to improve implementation of their organization plans.

#### **4.7 Discussion of Findings**

Generally from the findings in the study approximately 44% of NGOs have been in operation over 15 years and most of them have less than 50 employees representing 63% of all employees. The study revealed that majority of the NGOs representing 97% have their strategies in place and review them within three to five years.

The study revealed that the NGOs in Migori County have similar challenges when it comes to implementing their strategies. The three major problems which were identified in the study include development partners' interference, Government interference, coordination was not sufficiently effective and competing activities distracted attention from implementing this decision. The same problem of coordination was found by other researchers such as Al-Ghamdi (1998) who argued that poor coordination is a strong signal that managers don't care implementation as much as they do the formulation. The finding is in line with other studies including the one conducted by Alexander (1985) and replicated by Al-Ghamdi (1998), Aosa (1992), Beer and Eisenstat (2000), Kalali et al. (2011).

The study found out the types of organizational factors that have contributed to successful strategy implementation. The Majority of the respondents indicated that the leadership of the Executive Director, management skills and employment development and reward system majorly contributed to the successful strategy implementation within their organization. The findings show that most of the factors that contribute to successful strategy implementation to a great extent. This finding is in line with what has been researched by different authors who described leadership as one of the key drivers of effective strategic plans implementation (Noble 1999; Collins 2001; Thompson & Strickland 2003; Kaplan & Norton 2004; Pearce & Robinson 2011;)

Finally, with regard to potential strategy practices, the study showed that majority of respondents were of the opinion that their organizations have potential practices such as managers generating strategies to deal with issues for their organizations, the

management's commitment in putting strategic plans into action is commendable and the organization leadership preference is instrumental for achieving targeted results. The practices were also used with other practices such as having a strategy supportive budgets and adequate resource allocation is considered a priority during implementation of the strategic plan, the authority given to project managers determines the success of working through others, projects are implemented in line with organization's strategic plan and project managers are well informed of the organization's strategic plan with a greater extent. Mintzberg et al., (1999); Thomson et al., (2007) also found out that challenges of strategy implementation could arise from factors such as lack of time and commitment, resistance to change, lack of senior leadership support, lack of cooperation from other agencies, inadequate resources, culture rewards and inadequate communication to spear head strategy implementation.

#### **4.8 Summary of the Chapter**

The chapter presents data analysis, results and discussions. The study objective was to determine the challenges faced in implementation of strategic plans and establishment of measures to deal with challenges faced in implementation of strategic plans in NGOs in Migori County Kenya. The findings established that development partners' interference, Government interference, coordination was not sufficiently effective and competing activities distracted attention from implementing decision were the potential strategy implementation problems faced by NGO's in Migori County.

The findings also established that majority of the NGOs representing 97% have their strategies in place and review them within three to five years. Reviewing organization plans means monitoring the plan with the real strategy implementation and thus amending any difference from the initial plan. The study also indicated the presence of measures put in place by the NGOs in Migori County to guide the organizations' performance such as wider participation and consultation with key stakeholders and staff, planning and resource mobilization to ensure full implementation of the strategic plan with adequate resources for the intended outcome and regular capacity building of staff and participation during the designing of strategic plan. Majority of the respondents indicated that the leadership of the Executive Director, management skills and employment development and reward system majorly contributed to the successful strategy implementation within their organization.

## **CHAPTER FIVE**

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

#### **5.1 Introduction**

The basic purpose of this chapter is to give the summary, conclusion and recommendations of the study. In addition the chapter also addressed limitations of the study and suggestions for further research. This is focused on the research findings that is presented and discussed in the previous chapters.

#### **5.2 Summary**

This study is aimed at assessing challenges of strategy implementation in Non-Governmental organizations in Migori County. The task included an examination of extend to which organizational factors have contributed to successful strategy implementation, potential strategy implementations problems, potential strategy practices and organization measures that would deal with strategy implementation challenges.

The specialist inspected past studies with a view to build up scholarly saps which the present study looked to connect. This was done through library look into. The strategy included; extreme perusing, assessing the approach utilized as far as outline decision target populace, test and examining system, information accumulation instruments (as far as reasonableness, legitimacy and unwavering quality) information gathering techniques, information investigation, discoveries and proposals.

The study utilized quantitative research as the fundamental way to deal with guide the study. The population of study constituted all active NGOs implementing development and advocacy programs and registered under the NGO coordination board in Kenya ([www.ngobureau.or.ke](http://www.ngobureau.or.ke)) currently there are fifty five (55) active NGOs registered which have functioning field offices and that implement projects in Migori County Department of Social Services, Migori County.

The research instrument used in data collection was questionnaires from the respondents representing the various International and National NGOs. To ensure validity of the instruments, expert opinion was sought. Out of the fifty five organizations, 41 of them both International and National NGOs responded to the questionnaires representing 75% response rate while the remaining 25% did not respond to the questionnaires provided by the researcher therefore were excluded in the analysis. Data extraction and analysis was started immediately after the collection of data and approval from the supervisor. Data was summarized mainly into frequencies, percentages and also presented by use of statistical measures, mainly the grand mean and standard deviations.

The findings reveal that the organizational factors that significantly contribute to successful strategy implementation in NGOs in Migori County are the management skills which play a vital role in strategy implementation in NGOs. This is closely followed by the leadership of the Executive/CEO. That is leadership in an NGO would actually contribute significantly in strategy implementation.



The study reveals that out of 41 sampled NGOs, 30 of them representing 73% work in at least four thematic areas 9 or 22% operate in two sectors while only 2 or 5% mentioned that they engage in one sector. The most common sectors were education, health, child protection, water and sanitation, gender equality and women rights. Education being the primary sector representing 95% for both the International and National NGOs.

In relation to how different problems influenced the implementation of the strategic decision, the findings further reveal that the potential strategy implementation problems are many and diverse. Specifically, this study reveals that, the most significant strategy implementation problems includes development partners interference, Government interference, coordination was not sufficiently effective and competing activities distracted attention from implementing, changes in security levels impact implementation, key implementation tasks and activities were not sufficiently defined, leadership and direction provided by departmental managers were inadequate. Generally, most problems considered in the study will impact negatively on strategy implementation if not well checked.

The study also revealed that most of the potential strategy practices considered would influence to a very great extent strategy implementation practices in an NGO. Specifically, the study reveals that management has a key role to play in dealing with strategy implementation challenges. Managers should generate the desired strategies, have a strategy supportive budget and adequate resource allocation implementation of projects should be in link with organization's strategic plan and organizational leadership preference is instrumental for achieving targeted results.

### **5.3 Conclusion**

On the basis of the above findings, the following conclusions were made with regard to challenges of strategy implementation in Non-Governmental organizations in Migori County. The study found out that leadership and management skills will contribute significantly to successful strategy implementation. Further the study found that competing activities, interference by development partners, inadequate training and instruction to lower level employees among others would negatively influence strategy implementation. The study also revealed that management has a key role to play in strategy implementation in an organization.

The research findings concluded that the potential problems in strategy implementation are mainly as a result of factors considered in the study specifically development partners interference, Government interference, coordination not sufficiently effective and competing activities distracted attention from implementing strategy. These problems influence implementation of Strategic decision to a moderate extent. The study also concluded that majority of organizations interviewed mostly review their strategic plans between three to five years to enable them do the amendment of any difference from the initial plan.

The research findings concluded that majority of respondents were of the opinion that their organizations have potential practices such as managers generate strategies to deal with issues for their organizations, the management's commitment in putting strategic plans into action is commendable and the organization leadership preference is instrumental for achieving targeted results. The study also highlighted other practices such as having strategy supportive budgets and adequate resource allocation

is considered a priority during implementation of the strategic plan, the authority given to project managers determines the success of working through others, projects are implemented in line with organization's strategic plan and project managers are well informed of the organization's strategic plan. It is apparent from the study that most development NGOs like their counterparts in the private sector experience almost similar challenges.

The study concluded that majority of the organizations interviewed shared some of the common measures they engaged to deal with the challenges faced in implementation of strategic plans in their organizations. It was concluded that the common measures were wider participation and consultation with key stakeholders and staff, planning and resource mobilization to ensure full implementation of the strategic plan with adequate resources for the intended outcome and regular capacity building of staff and participation during the designing of strategic plan. These findings are also supported by findings in the literature reviewed from local and global strategy implementation.

## **5.4 Recommendations and Implications**

This section presents the recommendations of the study which is divided into theories, policies and managerial practices implications.

### **5.4.1 Implications for Theory Development**

The study was useful in providing additional knowledge to existing and future institutions in Migori County on challenges of strategy implementation. The study found out that the leadership of the Executive Director, management skills and employment development and reward system majorly contributed to the successful

strategy implementation within their organizations. These expand knowledge on competitive strategy implementation in NGOs in Migori County and also identify areas for further study where the study seconds the idea of sustainable competitive advantage.

Akio (2005) argued that resource based theory specifies that in key administration the basic sources and drivers to firms' upper hand and predominant execution are basically connected with the properties of their assets and capacities which are important and exorbitant to mimic. The study highlighted the need to pay more attention to planning and resource mobilization to ensure full implementation of the strategic plan with adequate resources for the intended outcome. The study findings will enable NGOs, donors, government and stakeholders to align their resources and capabilities with the environment to address identified strategy implementation challenges.

#### **5.4.2 Implications for Managerial Policy**

On the basis of the above conclusions the following recommendations were made with respect to tackling challenges of strategy implementation in NGOs in Migori County. From the findings, the study recommends that management should lead in strategy implementation, and deal effectively with the potential problems that would hinder effective strategy implementation. All NGOs should always refer to the strategic plans and policies when developing proposals for funded project to make sure the proposal is aligned to the organization strategic plans.

Close coordination should be established by the County Government among the NGOs operating within the County to reduce the level of competition over scarce resources and duplication of interventions. In addition, the County Government should ensure that all the NGOs operating with Migori County align their interventions with the National Development plan.

The study will help the key decision makers in NGOs in Migori County to create value in terms of guiding managerial policy for monitoring and evaluation consultancy industry. The study may also be useful to the NGO Council board, Donors, Governments, partners and other stakeholders in seeking accountability and efficient ways of cooperating and partnership with NGOs in Kenya and formulation and planning areas of intervention and support.

### **5.4.3 Implications for Managerial Practices**

The researcher recommends that proper planning and resource mobilization to ensure full implementation of the strategic plan with adequate resources for the intended outcome. Wider participation and consultation with key stakeholders and staff to ensure the buy in of the stakeholders since most of the beneficiaries are from the community who should own the project. Alignment of the core interventions with the strategic directions of the organization.

The researcher recommends that the organizations should have regular capacity building of staff and participation during the designing of strategic plan. The organizations should ensure that they recruit relevant and qualified staff at all levels to

ensure organization skills and competencies are adhered to. To develop and strengthen the organization monitoring and evaluation systems and use of standardized monitoring and evaluation tools and also ensuring at same time that the strategy implementation is realized within the timeframe and according to the procedures required.

Finally, NGOs have generally realized great achievement in terms of impact from the communities from their areas of operations. However, there is still untapped opportunity existing in other sectors and hence they should increase their strategies more to cover more areas of intervention especially in the rural areas. This calls for an additional effort for NGOs competing for the inadequate resources to emerge as leaders in best practices of governance, accountability, efficiency, effectiveness, timeliness and sustainability.

## **5.5 Limitations of the Study**

The findings of this study are directly applicable to NGOs operating in Migori County for both National and International NGOs which could not give a general picture of challenges of strategy implementation in NGOs sector in Kenya considering that Kenya has 47 Counties and the factors affecting the NGOs may vary from one County to another since their operating environments are different. In addition, study only single out challenges of strategy implementation aspect and thus, cannot be generalized to challenges of strategy management practices in NGOs in Migori County.

The researcher encountered difficulties in getting the project directors, project/program coordinators, M&E officers and relevant managers who were to be interviewed during the data collection. It wasn't easy considering that these are the senior level management and the nature of their job involve a lot of travelling hence it required frequent follow ups and regular visits which forced the researcher to extend the period of data collection hence managed to get at least 75% response.

## **5.6 Suggestions for Further Research**

This study sought to evaluate the challenges of strategy implementation in Non-Governmental Organizations in Migori County Kenya attempting to bridge the gap, in knowledge that existed. Although the study accomplished these objectives, it mainly focused on NGOs in Migori County. There is need to replicate the study by looking at the wider view to the regional and other international NGOs not necessarily based in Migori County to establish whether there are significant deviations from the results in this study.

There is therefore need to conduct further study which will attempt to find out other factors and or emerging issues within the NGO sector that influence the adoption of strategic plans within the organizations.

## REFERENCES

- Aaltonen, P. and Ikavalko, H. (2001), "Implementing Strategies Successfully". A *Paper Presented at the XII World Productivity Congress*.
- Al-Ghamdi, S. M. (1998), "Obstacles to Successful Implementation of Strategic Decisions: The British Experience", *European Business Review*, Vol. 96, 6. MCB UP.
- Aosa, E. (1992). *An Empirical Investigation of Aspects of Strategy Formulation and Implementation within Large Private Manufacturing Companies in Kenya*, Unpublished
- Ansoff, H. I. & McDonnell, E. J. (1990). *Implementing Strategic Management*. (2<sup>nd</sup> ed.). Cambridge: Prentice Hall.
- Arasa, R.M. (2008). *The Challenges of Implementing Strategic Plans in Large Management Consultancies*. University of Nairobi: Unpublished PhD thesis.
- Alexander, L.D. (1985), Successfully Implementing Strategic Decisions, *Long Range Planning, Volume 18, No. 3, 1985*.
- Akio, T. (2005). The Critical Assessment of the Resource-Based View of Strategic Management: The Source of Heterogeneity of the Firm. *Ritsumeikan International Affairs Vol.3*, pp.125-150 (2005).
- Barnat Ryszard (2005). *The Nature of Strategy Implementation*. Retrieved from <http://www.strategy-implementation.24xls.com/en101>



- Beer, M., & Russell, A. E. (2000). The Silent Killer of strategic Implementation and Learning. *Sloan Management Review*, 41(4), 29-41.
- Borg, Walter R. & Meredith Damien Gall. Educational Research. Third Edition. United States of Amerika: Longman Inc., 2008.
- Byars, L. L. et al (1996), *Strategic Management*, Richard D. Irwin.
- Busenitz, L. W. & Barney, J. B. (1997). *Differences between Entrepreneurs and Managers in Large Organizations: Biases and Heuristics in Strategic Decision- Making*. Blackwell Publishers: Oxford.
- Bwibo A. (2000). *A survey of Strategic Change Management Practices within Nongovernmental Organizations (CSOs) in Kenya*. Unpublished MBA Project, University of Nairobi.
- Byars and Lloyd.L. (1996). *Strategic Management Formulation and Implementation Concepts and Cases*, USA: Harper Collins Publishers.
- Burns, T., & Stalker, G. M. (1971), *The management of innovation*, London: Tavistock,.
- Bryson, J.M., Crosby, B.C. and Bryson, J.K. (2009) Understanding Strategic Planning and the Formulation and the Implementation of Strategic Plans as a Way of Knowing: The Contributions of Actor-Network Theory. *International Public Management Journal* **12** (2):172-207

- Carlopio, J., & Harvey, M. (2012). The Development of a Social Psychological Model of Strategy Implementation, *International Journal of Management*, 29(3), 75-85.
- Cater, T., & Pucko, D. (2010). Factors of Effective Strategy Implementation: Empirical Evidence from Slovenian Business Practice. *Journal for East European Management*, Vol.15 (3).
- Carlopio, J., & Harvey, M. (2012). The Development of a Social Psychological Model of Strategy Implementation, *International Journal of Management*, 29(3), 75-85.
- Creswell, J. (2003). *Research design: Qualitative, quantitative and mixed methods approaches (2nd ed.)*. Thousand Oaks, CA: SAGE Publications.
- Cater, T., & Pucko, D. (2010). Factors of effective strategy implementation: Empirical evidence from Slovenian business practice. *Journal for East European Management Studies*, 15(3), 207-236.
- Cetinkaya B., Cuthbertson R., Ewer G., Klaas-Wissing T., Piotrowitz W., Tyssen C., 2011, *Sustainable supply chain management: practical ideas for moving towards best practice*, Berlin; London: Springer, 283 p.
- Cooper, D. R. & Schindler, P. S. (2001). *Business research methods*. New York: McGraw-Hill
- Cooper, C. R., & Schindler, P. S. (2008). *Business research methods (10 ed.)*. Boston: McGraw-Hill.

- Coulter, K. S. (2005). The effects of congruent/incongruent magnitude representation on explicit and implicit knowledge of prices. *Journal of Product and Brand Management featuring Pricing Strategy and Practice* 12(5), 293–306.
- David, F. R. (2011). *Strategic Management: Concepts and Cases*. New Jersey: Pearson Education.
- DiMaggio, Paul J., and Walter W. Powell. 1983. "The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields," *American Sociological Review* 48:147-60
- Grant R. M., (2010). *Contemporary Strategy Analysis*. New York: John Wiley & Sons.
- Gall, J., Borg. W., & Gall, M. (2003). *Educational research: An introduction* (7th ed.). Boston: Pearson Education.
- Godwin-Charles A. Ogbeide, Robert J. Harrington. 2011. "The relationship among participative management style, strategy implementation success, and financial performance in the foodservice industry", *International Journal of Contemporary Hospitality Management*, Vol. 23 Iss: 6, pp.719 – 738.
- Harrington, R. J. (2006). The how and who of strategy making: Models and appropriateness for firms in hospitality and tourism industries. *Journal of Hospitality & Tourism Research*, 29(3), 372-395.
- Hunger, J.D. and Wheelen, T.L. (2008). *Strategic Management*, 5th ed., New York: Addison-Wesley Publishing Company, USA Judson,

- Hrebiniak, L.G (2006). Obstacles to Effective Strategy Implementation, *Organizational Dynamics*, 35, 12-31.
- Hsieh H.-F. & Shannon S. (2005) Three approaches to qualitative content analysis. *Qualitative Health Research*15, 1277–1288
- Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2011). *Strategic Management: Competitiveness and Globalization* (9th ed.). Mason, OH: Thomson South-Western.
- John M. Bryson (2011). *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement; Volume 5 of Bryson on Strategic Planning.*
- Jalali, S.H. (2012). The Explanation of Relationship Between Strategic Orientation and Export Performance. *The Journal of Commerce*, 4(1), 40-46.
- Johnson, G., Scholes, K., & Whittington, R. (2008). *Exploring Corporate Strategy: Text and Cases*. Pearson Education Limited. 8th Edition: Harlow Essex.
- Jones, P. (2010). *Communicating Strategy*. Gower Publishing Limited: Farnham Surrey.
- Johnson G. and Scholes K. (2002), *Exploring Corporate Strategy*, 6th ed. Prentice Hall, NJ, USA.
- Korten, D. (1990). Non-governmental organizations and management: A feminist perspective. *Women and Language*, 28(1).

- Kazmi, A. (2002), *Business Policy and Strategic Management*, 2nd edn. Tata McGraw-Hill Company.
- Kazmi, A. (2008). A Proposed Framework for Strategy Implementation in the Indian Context. *Management Decision*, 46 (10), 1564 - 1581.
- Kepes, L., Wider, E.,(2012). Lib Guides. Nonprofit Research @ Pitt. Strategic Management Theories. [WWW Document]. URL <http://pitt.libguides.com/content.php?pid=116994&sid=2119502> (accessed 7.9.14).
- Karimi, C. W. (2011). *Balance Score Card as a Strategy Implementation Tool at Toyota East Africa Limited*. Unpublished MBA Project, University of Nairobi.
- Kaplan, R. S., & Norton, D. P. (2004). *Strategy Map; Converting Intangible Assets into Tangible Outcomes*. Boston: Harvard Business School Press.
- Kothari, C.R., Quantitative Techniques, 2nd ed., New Delhi: Vikas Publishing House Pvt. Ltd., 1984.
- Leyla, R. (2001). Finding the right managers: Why Boards often make poor choices. *Sloan Management Review*, 43 (1) 91-95.
- LeSage, J. P. & Pace, R. K. (2009) *Introduction to Spatial Econometrics*, Boca Raton, Taylor & Francis
- McEwan, H. and Bull, B. (1991) The pedagogic nature of subject matter knowledge, *American Educational Research Journal*, 28 (2), 316 – 334

- McAdam, Doug, and W. Richard Scott 2004. "Organizations and movements." In *Social Movements and Organization Theory*, xx-xx, Gerald Davis, Doug McAdam, W. Richard Scott, and Mayer Zald. New York: Cambridge University Press.
- Musyoka, L.W. (2011). Challenges of Strategy Implementation in Jomo Kenyatta Foundation. *International Journal of Current Research*, 3(11):301-308.
- Mintzberg, H., Lampel, J., Quinn, J. B, & Ghoshal, S. (2002). *The Strategy Process Concepts, Contexts and Cases*, Pearson, Edinberg Gate.
- Mintzberg, H., Lamb, N., & Ruth, D. (1988). Strategy development and Implementation challenges. *Harvard Business Review*, 4(2). Mintzberg, H. (2004).
- Mintzberg, H. (2004). Formulating workable strategies: A perspective of Company formation. *Harvard Business Review*.
- Ministry of Planning and Devolution. *Department of Social Services Migori County* (2016)
- Mutuvi, J. M. (2013). Factors Affecting the Implementation of strategic plans By Non-governmental Organizations in Nairobi County. (Unpublished MBA project). University of Nairobi.
- March, J. G., & Simon, H. (1958), *Organizations*. New York: Wiley.
- Mugenda, O., M. & Mugenda, A. G. (2006). *Research Methods: Quantitative and Qualitative Approaches*. Nairobi, Acts Press

- Muthuiya, F. A. (2004), “Strategy Implementation and its Challenges in Non-Profit Making Organizations in Kenya: The Case of African Medical Research Foundation (AMREF) - Kenya”, *Unpublished MBA Thesis*, University of Nairobi.
- Maragia, S. N. (2011). *Challenges of Strategy Implementation at Mavoko Municipal Council, Kenya*. Unpublished MBA Project, University of Nairobi.
- McAdam, Doug and W. Richard Scott. 2005. “Organizations and Movements.” Pp. 4–40 in *Social Move-ments and Organization Theory*, edited by Gerald F. Davis, Doug McAdam, W. Richard Scott, and Mayer N. Zald. Cambridge, UK: Cambridge University Press
- Nutt, P. C. (1983), “Implementation Approaches for Project Planning”, *Academy of Management Review*, 8(4), 600-611.
- NGOs Co-ordination Board. (2014). *NGO board strategic plan (2014-2017)*. Nairobi: NGO Coordination Board.
- Noble, C. H. (1999). Building Strategy Implementation Network. *Business Horizons*, 42(6), 19-28.
- Ngonze, P. M. (2011). *Factors influencing Strategy implementation at the co-operative bank of Kenya*. Unpublished MBA Project, University of Nairobi.
- Obiero (2015). Factors Influencing Service Delivery Among NGOs in Migori County. Unpublished MBA Research Project. University of Nairobi.

- Oduor, N. W. (2007). *Difficulties faced by Eastern and Southern African Trade and Development Bank in Implementing the Strategy for Capital Resource Mobilization*. Unpublished MBA Project, University of Nairobi.
- Ogbeide, G.A. and Harrington, J.R. (2011). The Relationship among Participative Management Styles, Strategy Implementation and Performance in Service Industry. *International Journal of Hospitality Management*, 23, 719-738.
- Ombati P.A.(2007). Strategy Implementation of HIV/AIDS Workplace Policies at Red Cross. Unpublished MBA Research Project. University of Nairobi.
- Pearce, J. A. & Robinson, R. B. (2011). *Strategic Management, Formulation, Implementation and control*. New York: McGraw-Hill.
- Polit, D., Hungler, B. & Beck, C. 2003. *Research Methodology*. vol. 29, pp.489-497.
- Pearce, A., Robinson, R., & Mital, A. (2007). *Strategic Management: Formulation Implementation and Control*. McGraw Hill Inc. 10th Edition: New York (NY).
- Pearce, J. A. & Robinson, R. B. (2011). *Strategic Management, Formulation, Implementation and control*. New York: McGraw-Hill.
- Pearce, J. A., & Robinson, R. B. (1997). In *Strategic Management; Formulation, Implementation, and Control* (Sixth ed.). Irwin Professional Publishing.
- Speculand, R. (2011). Who murdered strategy?. *Strategic Direction*, 27 (9), 3-4.
- Sterling, J.(2003). Translating Strategy into Effective Implementation, Dispelling Myths and Highlighting what Works. *Strategy and Leadership*, 31(3), 27 -34.



Shuttleworth, M. (2008). How to choose between different research methods. Experiment Resources. Available at: <http://www.experiment-resources.com/differentresearch-methods.html>

The Economist, January 29, 2000: Sins of NGOs, Center for Civil Society International.

Thompson, A.A. and Strickland, A. (2003). *Strategic Management Concept and Cases edition*, New York, USA

Thomas L. Wheelen, J. David Hunger Strategic Management and Business Policy Toward Global Sustainability, 13th Edition 2007.

[www.ngobureau.or.ke](http://www.ngobureau.or.ke).

Wanjiku J. N. & Ombui, K. (2013). Factors Influencing Implementation of strategic plans in Public Secondary Schools in Lari District, Kiambu County. *International Journal of Science and Research* .2(11): 23-58

Zaribaf, M., & Bayrami, H. (2010). An effective factors pattern affecting implementation strategic plans. Academic and Business Research Institute.

## APPENDICES

### Appendix I: Letter of Introduction

**Nancy Akeyo**

**P.o Box 3455-00100**

**Nairobi Kenya**

**Akeyo.nancy@gmail.com**

**0722978446**

**Dear Respondents,**

#### **RE: RESEARCH INTERVIEW**

I am a postgraduate student at The University of Nairobi, pursuing Masters of Business Administration (MBA) with thematic area in Strategic Management in partial fulfillment of the course. I intend to carry out a research on challenges of strategy implementation in Non-Governmental Organizations in Migori County, Kenya.

It is towards this noble course that your esteemed organization that has been preselected to be instrumental in successful completion of the same. Is it in this regard therefore, that I am writing to seek your kind audience in answering few questions to unpack issues surrounding the topic of my study.

The information requested for your Organization will be treated with at most confidentiality and purely for academic purposes, and shall not be disclosed in any other party whatsoever.

Your cooperation will be highly appreciated.

Thank you in advance

Nancy Akeyo

## Appendix II: Letter of Introduction from UON



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

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

P.O. Box 30197  
Nairobi, Kenya

DATE..12/7/2014

**TO WHOM IT MAY CONCERN**

The bearer of this letter ..... Nancy Adwo Akayo .....

Registration No..... D.61/72556/2014 .....

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**  
**SENIOR ADMINISTRATIVE ASSISTANT**  
**SCHOOL OF BUSINESS**

### APPENDIX III: Questionnaire

This questionnaire seeks to investigate the challenges of strategy implementation in NGOs and measures taken to deal with challenges faced in implementation of strategic plans in NGOs in Migori County, Kenya. This study is an academic study and the information obtained through this questionnaire will be treated confidentially and will not be used for any other purpose other than academic research.

Date: \_\_\_\_\_

Questionnaire No: \_\_\_\_\_

#### A. General Information and NGO Profile

1. Name of Organization: \_\_\_\_\_ Address \_\_\_\_\_

\_\_\_\_\_

2. Organization size: (No. of Employees) Less than 50  50-100

Other :( Specify) \_\_\_\_\_

3. Name of the Respondent (optional) \_\_\_\_\_

4. How long have you worked for your organization? (No. of Years) \_\_\_\_\_

5. Gender: Female  Male

6. Position/Designation of respondent: \_\_\_\_\_

7. When the NGO started: (Year) \_\_\_\_\_ Headquarters: (Town/City) \_\_\_\_\_

8. What type of NGO is your organization (International/ National/County)?

\_\_\_\_\_

9. Within how many sectors do you operate?

A. Education

B. Health

C. Water, Hygiene, & Sanitation (WASH)

D. Child Protection

E. Gender Equality and Women Rights

F. Others, please specify \_\_\_\_\_

10. In how many counties in Kenya are your operations based?

Two  Three  Four  More than Four

11. What is your core sector of your intervention? .....

## **B. Strategy Implementation**

12. a) Does your organization have annual objectives? Yes ( ) No ( )

b) If yes, how are they set?

i) By board of Directors/Head Office

ii) By top management

iii) Heads of Departments

iv) Through participation of all employees

v) Development partners' policies (Donors)

vi) Other, please specify \_\_\_\_\_

13. a) Does each department in your organization have functional strategies?

Yes ( ) No ( )

b) If yes, where are they derived from?

i) Company's strategic plan

ii) Stakeholders' feedback

iii) Management meeting

iv) Development partners' directive

v) Other, please specify \_\_\_\_\_

14. Do you change the organization policies when new strategies are formulated?

Always  Very often  Occasionally  Rarely  Not at all

15. Please answer the following questions by ticking in the box that best describes the extent to which each of the stated organizational factors has contributed to successful strategy implementation. Use a 5 point scale where 5 = very successful, and 1 = not at all.

i) Change of organizational structure                      1   2   3   4   5

ii) Changing organizational culture                      1   2   3   4   5

iii) Leadership of the Executive Director/CEO 1   2   3   4   5

iv) Management Skills    1   2   3   4   5

v) Employee development and reward system 1   2   3   4   5

16. Does the organization refer to the strategic plans when developing proposals for projects?

Always  very often  occasionally  rarely  not at all

### **C. Strategy Implementation Challenges**

17. Please evaluate the extent to which the following problems influenced the implementation of the strategic decision. Please use the five – point scale as shown

**5- To a very great extent , 4 – To a great extent , 3- To a moderate extent , 2 – To a small Extent , 1– Not at all.**

	<b>Potential Strategy Implementation Problems</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
17.1	Development partners interference					
17.2	Changes in security levels impact implementation					
17.3	Government interference					
17.4	Lack of feedback on progress					
17.5	Implementation took more time than originally allocated					
17.6	Un-supportive organizational culture					
17.7	Major problems surfaced which had not been identified earlier					
17.8	Co-ordination was not sufficiently effective					
17.9	Competing activities distracted attention from implementing this decision					
17.10	Capabilities of employees involved were insufficient					
17.11	Training and instruction given to lower level employees were inadequate					
17.12	Uncontrollable factors in the external environment had an adverse impact on implementation					
17.13	Leadership and direction provided by departmental managers were inadequate					
17.14	Key implementation tasks and activities were not sufficiently defined					



17.15	Information system used to monitor implementation were inadequate					
17.16	Advocates and supporters of the organization during implementation					
17.17	Overall goals were not sufficiently well understood by employees					
17.18	Changes in responsibilities of key employees were not clearly defined					
17.19	Key formulator of the strategic decision did not play an active					
17.20	Problems requiring top management involvement were not communicated early enough					
17.21	Deviation from original plan objectives					
17.22	People are not measured or rewarded for executing the plan					
17.23	Lack of feelings of “ownership” of a strategy or execution plans among key employees					
17.24	Lack of understanding of the role of organizational structure and design in the execution process					
17.25	Insufficient financial resources to execute the strategy					

17.26	Poor inter- departmental (horizontal) communication					
17.27	Lack of instituting two – way communication between top management and staff					
	<b>Other Problems (specify and rate)</b>					
17.28						
17.29						

18. How often does your organization review strategy plans?

Does not review  annually  3-5 years  10years

Others, specify \_\_\_\_\_

19. Evaluate the overall success of the strategy implementation effort 1 = low success

5= high success.

a. Achieved the intended outcome 1 2 3 4 5

b. Achieved the financial budgets expected 1 2 3 4 5

c. Was carried out within the resources initially budgeted. 1 2 3 4 5

20. What measures is your organization employing to ensure that the above factors affect the implementation of strategic plan positively?

.....

.....

.....

.....

## D. Dealing with Strategy Implementation Challenges

21. Does your NGO select strategies to address issues that confront the organization?

YES  NO

22. Rate the importance of selecting strategic solutions to address issues that confront your NGO. (5 -very important 1 -not important at all)

1  2  3  4  5

23. Please tick the number that best describes the extent to which your organization practices the following (use the scale below to tick the most appropriate response)

**5- To a very great extent , 4 – To a great extent , 3- To a moderate extent , 2 – To a small Extent , 1 – Not at all**

	Potential Strategy Practices	1	2	3	4	5
23.1	Do the mangers generate strategies to deal with issues for your organization					
23.2	The management’s commitment in putting strategic plans into actions is commendable.					
23.3	The current information systems facilitate effective and efficient dissemination of information throughout the organization.					
23.4	Having a strategy supportive budgets and adequate resource allocation is considered a priority during implementation of the strategic plan.					

23.5	The authority given to project managers determines the success of working through others.					
23.6	The organizational leadership preference is instrumental for achieving targeted results.					
23.7	Employee empowerment, motivation and reward are considered critical in the organization in the implementation success.					
23.8	Project managers are well informed of the organization's strategic plan					
23.9	Projects are implemented in line with organization's strategic plan					
23.10	Policies and procedure are committing the human resources to continuous improvement.					
23.11	The organization's level of available diagnostic, administrative, interpersonal and problem solving skills is the key to strategic performance.					
23.12	The organizational management structure enhances strategic leadership					
23.13	The top managers create a climate that encourages commitment to the strategic plan throughout the organization.					
	<b>Other Problems (specify and rate)</b>					
23.14						

**Thank you!**

**APPENDIX IV: List of NGOs in Migori County**

**LIST OF NON- GOVERNMENTAL ORGANIZATIONS (NGOs) IN  
MIGORI COUNTY, KENYA 2016**

<b>S/NO</b>	<b>ORGANIZATIONS' NAME</b>	<b>PHYSICAL OFFICE HQ/ COUNTY, SUB- COUNTY</b>
1.	R.A.P.A.D.O	Suna East
2.	Rieko Kenya	Nyatike
3.	KIJ	KuriaWest
4.	Green Town Environment Initiative	Suna East
5.	CIPADO	Suna East
6.	ECAW	Kuria East
7.	Lake Region Dev. Organization	Nyatike
8.	KULACE	Kuria East
9.	C-MAD	Rongo
10.	LAVAGEDO	Nyatike
11.	CARD	Suna East
12.	IMC	Suna East

13.	Action Aids	KuriaWest
14.	World Vision	KuriaWest
15.	Aphia Plus	KuriaWest
16.	Child Fund	Rongo
17.	Kenya For Christ Foundation	Suna West
18.	LRMC	Suna West
19.	CASO	Suna East
20.	HURECK	Nyatike
21.	Rise Trust	Suna West
22.	NAYA –Kenya	Kuria West
23.	COPFAM	Suna East
24.	MICONTRAP-Kenya	Suna West
25.	OBACODEP	Awendo
26.	Education Care and Support Org	Kuria West
27.	MIRA	Suna East
28.	SNAP-Org	Nyatike
29.	Kenya Relief Org	Suna East
30.	ACEP	Rongo

31.	DACE	Suna East
32.	Migori Clan	Rongo
33.	YACREN	Kuria East
34.	PBCM (Uwiano)	Suna East
35.	Impact – Migori	Suna West
36.	Care Kenya	Suna East
37.	S. Sakwa Citizen Forum	Awendo
38.	FASCOBI	Suna East
39.	KDDN	Kuria West
40.	Kenya Red Cross – Migori	Suna East, Nyatike
41.	Blue Cross	Nyatike
42.	AGAPE	Suna East
43.	USAID – CAVES/ADPP	Suna East
44.	Take Hear Africa	Kuria West
45.	Migori Gender Based Violence and HIV/AIDS Network	Awendo
46.	Dago Dala Hera	Awendo
47.	Community Development and Environmental Management Initiatives (CODEM)	Awendo

48.	Wesaphe network Project	Awendo
49.	Capacity Development, Democratic Governance, Civic and Voter Education Organization (CADEGO)	Awendo
50.	Green Border Youth project	Awendo
51.	We World Kenya Foundation	Nyatike
52.	St. Camillus Dala Kiye Children Welfare Home	Nyatike
53.	Kalando Women Organization	Awendo
54.	Research Triangle Institute (RTI)	Migori
55.	Lwala Community Alliance	Rongo

**Source: Ministry of Labour Social, Security and Services (2016)**

**Department: Social Services Migori County (2016)**