

**STRATEGY IMPLEMENTATION CHALLENGES FACING  
NONGOVERNMENTAL ORGANIZATIONS (NGO'S) IN EDUCATION  
SECTOR – A SURVEY OF NGO'S IN NAIROBI COUNTY**

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**DECLARATION**

I declare that this is my original research work and has not been presented in any other University or College for examination or academic purposes.

Signed.....

Date.....

**Kivuva Mutinda**

**REG. NO: D61/77395/2015**

I confirm that the work reported in this proposal was carried out by the candidate under my supervision.

Signature.....

Date.....

**Dr. Victor Monayo**

## **DEDICATION**

This research work is dedicated to my beloved my parents, family and to my supervisor for their unfailing support and sacrifice during this proposal writing.

## **ACKNOWLEDGEMENT**

I wish to express my greatest gratitude to the lecturers and academic staff in the school of School of business, University of Nairobi and specifically my supervisor Dr.Victor Monayo, for availing himself in between his busy schedule to provide the much needed insight and direction for this research work and most of all for his patience and understanding. I also acknowledge my entire family for encouragement and moral support.

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## **ABSTRACT**

The study sought to investigate the strategy implantation challenges facing non-governmental organizations (NGO's) in the education sector. A survey of NGO's in Nairobi County. The study undertook a descriptive survey of all the 39 NGO's in the education sector; the study findings indicated that most of these institutions have been in operation for over ten years. These institutions had various strategy implementation challenges, ranging from ineffective leadership, communication processes, employee ownership, organizational culture, resources and budgeting issues. The study indicated that most of these education institutions had more than one level or kind of education centre, others had secondary schools, kindergarten & primary and even tertiary college(s) the study further noted that some of the mitigation measures towards challenges of strategy implementation included the climate tools, consultations with stakeholders, participative management commitment and management of change, the study conclusions were that for effective strategy implementation practices, there need be participative approaches and adequate resource utilization there is also need to have a knowledge sound academic team in place to oversee operations.

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background of the Study**

The formulation and implementation of a firm's competitive strategy, has to go beyond establishment of a fit between its resources and competencies and the competitive environment. The strategy has to be formulated and implemented in terms of visualizing and realizing a highly challenging dynamic vision of the future. Such a vision would serve to stretch and extend the firm's competencies and capabilities, determination and persistence to their utmost limits; this direction taken by the firm's strategy would in turn protect it from decay and stagnation. The implementation of a formulated strategy is they are meant to meet the requirements of strategic effectiveness; but is continually affected by the exigencies of a dynamic environment. The implementation affects and influences the firm's competitive environment. Successful firms with their effective strategies dominate their competitive environment (Rastogi, 2008).

Several theories can be advanced towards this study. The implementation theory of Jackson (1991) focuses on the systematic techniques which can be designed in exchange of information and processes followed by outline of resource allocations and proper decision making; The resource based view of Wernerfelt (1984) indicates the firm's advantage rooted on how products and services are created and delivered, it also stresses core competency, resources and capabilities. The dynamic capability theory (Hamel 1989) centers on capability of the organization and its capacities, the theory intends to reduce the gap by adopting a process which unifies the firm's resources, the environment. It's a very critical theory which portrays a firm's competitive advantage.

The Nairobi County based education NGOs play a very critical role in the development of education and life uplift of the disadvantaged few within our community. The NGOs under study provides essential education services right from nursery, primary and secondary level education. These institutions provide a solid foundation towards tertiary level of education which leads to placement of jobs within the informal and formal sector(s) in the Kenyan Economy. These NGOs are regulated by the NGOs regulatory Board and operate within the County Governments education all policies and parameters as stipulated by the central government ministry of education. (County Education Department 2016)

### **1.1.1 Concept of Strategy**

According to Thompson and Strickland (1999) a strategy is a game plan which a firm management utilizes to position the firm in the market so that it can compete successfully in terms of meeting customer expectations and achieving good business performance. Johnson and Scholes a strategy is the direction and scope of an organization through its configuration of resources within a dynamic environment to meet customer needs, market targets, and fulfill stakeholder expectations. Koch (2004) explains that a strategy is a commercial logic of business that defines reasons of a firm to be competitive. Johnson and Scholes further indicate that strategy deals with long term direction of the firm.

Strategic decisions are concerned with the firm's scope of activities; the strategy is also meant to achieve some advantage, and attain strategic fit between the organization and the business environment. Strategy formulation can also be a source of opportunities through building on an organizational resources and competencies. Finally the strategy of an organization is also affected by environment forces and strategic capability, as well as

the values and expectations of those in leadership. In many organizations strategy is practices at business level, or corporate level, at business unit levels and operational level; all these meant to facilitate and enable the firm to move to greater heights of success.

### **1.1.2 Strategy Implementation**

Implementation is a logical process of connected activities that enable the firm to put its strategy into action, David (1997) asserts that successful strategy formulation does not guarantee strategy implementation, there is need for environmental assessment; increase of departments, undertaking of recruitment of personnel; pricing strategy; developments; pricing strategy; development budgets; better technology utilization and good organizational leadership. Successful strategy implementation involves creating fit between strategy and the organizational resources, strategy to policies and procedures strategy to best practices and improvements; strategy to information and operating systems and finally strategy to rewards and resources; Stoner and Colleague (2001) David (1997) observes that changes in the organizations strategic directions do not occur automatically rather on day to day basis, policies are required to make a strategy work effectively. Effective strategy implementation requires timely information about firms operations. If management is to gauge how progressive the strategy is (Thompson and Strickland 2007).

### **1.1.3 Challenges of Strategy Implementation**

Challenges are constraints which prohibit effective strategy implementation within organizations Pearce and Robinson (1991) explains the various challenges faced by

managers in strategy implementation which includes the interpretation of ideas, and translating them into action plans. Good strategies fail because the top management fails to articulate the real issues related to its successful implementation. Strategy implementation calls for proper understanding of key tasks involved, provision of required functional support, skills and personnel involved in the implementation process. Rastogi (2008) indicated some of the requirements for global competitive effectiveness of organizations as ability to assess the business environment and competitive forces /pressures including technological developments, ability to compete in time or respond quickly to environmental changes, innovations, customer requirements, through flexible systems and information technology; and effective strategy implementation; Pearce and Robinson (1991) argues that lack of proper set of organizational policies also present a challenge; lack of adequate skills; lack of budgetary allocations for programmes set in the implementation plan.

#### **1.1.4 The Non-Government Organizations Coordination Board**

The Nongovernmental organization board is a state corporation established by the non-governmental organizations coordination act (Cap 19 of 1990). The Board has the responsibility of regulating and enabling the NGO sector in Kenya. The NGO's coordination board started its operations in 1992 under the Ministry of state in the office the president, the board is currently under Ministry of Devolution and Planning. The Board is responsible of registering, facilitating, and coordinating al national and international NGO's operating in Kenya; advising the government on their contributions to national development; providing policy guidelines for NGO's to align their activities

with national priorities and receiving and analyzing NGO's annual reports to facilitate and coordinate the work of all national and international NGO's operating in Kenya.

The Boards mission and vision is to be efficient, effective, and sustainable charitable sector; and enable the charitable sector to compliment the government in national development through effective regulation capacity development and policy advisory. Core values include customer focus; integrity (honest and transparency) probity (maintaining accountability and fairness), professionalism, excellence and collaboration (team spirit, healthy work environment with external stake holders)

#### **1.1.5 NGO's in Education Sector Nairobi County**

The education sector among the locally based NGO's in Nairobi County is regulated by the Nongovernmental organization coordinating board under act (cap 19) of 1990. There are 39 NGO'S operating in Nairobi County providing education services and other related activities such as food and nutrition among others. The registered NGO'S in Nairobi County provides education services from primary secondary and tertiary levels. The NGO's have greatly assisted the needy and poor children from the disadvantaged community's background(s). Schools provide the country's curriculum in education related programmes; some tertiary institutions provide technical education and self-enhancing skills; as well as computer literacy programmes. (NGO'S Coordination Board 2016). These institutions face a number of challenges which range from lack of funds; poor governance, absence of strategic planning, poor networking, limited capacity, conflicting strategies at community level.

## **1.2 Research Problem**

Organization operating in a global market place faces a tumultuous complex and uncertain environmental challenges coupled by shifts and discontinuities. These organizations require basic capabilities and core competencies to provide district service activities. Formulation and effective implementation of the firm's activities becomes very critical for the firm's success. The formulation and implementation of strategy have to meet the competitive requirements of a dynamic scene of today's business world (Rastogi 2008) According to Thompson and Strickland (2007) argues that effective strategy execution heavily relies on personnel, competitive and an effective internal organization ,these must be updated and re-engineered as times dictate with coupled rapid changes in the business environment and even changing business expectations; the organization structure should also match the strategy hence management of individual organization need to recognize and ensure that the decision making process has a strategy fit.

NGO's offering education services in Nairobi County faced the challenges from operational strategy issues. Most of these NGO's operate as nonprofit making organizations hence find it quite difficult to cope with the challenges in light of the resources they have. The challenges impact negatively on their performance as organization .County regulations as well as central government demands pulls these e NGO's on a collusion path especially where the government disapproves their operations, hence effective strategy formulation and implementation becomes key for success.

Previous studies have been undertaken on the contribution of NGO's in various sectors of the economy. Wairimu (2011), undertook a study on the challenges of strategy implementation facing citizen network, foreign affairs as an international NGO in Kenya



on Kenyan programs. The findings of the study revealed the following challenges lack of funds in terms of operations and continuity of services; poor governance was also cited, since founder of NGOs finally pursued their own goals, absence of strategic planning was also cited, poor networking, limited capacities among others, almost all the other NGOs registered similar concerns in terms of challenges affecting their operations. Karimi (2007) carried a research on the strategic implementation in Mathare 4 slum in Nairobi. Kulna (2007) researched on strategy implementation challenges on the mainstream churches in Kenya. Ndinda (2008), undertook a study on the challenges of the implementation of multiple alliances between Practical Action East Africa and NGO'S in the water and sanitation sector in Kenya. From the above research findings no known research has been in the field of NGO'S in the education sector in Kenya. The research question is, what are the challenges of the strategy implementation among NGO's in education sector in Nairobi County?

### **1.3 Research Objective**

The objective of the study is to establish the challenges of strategy implementation among NGO's in education sector.

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

The study will be of great importance to the sector participation including NGO's in different services. The study will enlighten the process of strategy formulation and implementation challenges, and will be a source of inspirations for research and development as well as delivering of relevant documents; policy guidelines and manuals which can be used to educate and enhance knowledge within employees of an

organization the study will be of valuable contribution towards understanding the various challenges associated with strategy implementation in organization.

To the academia and scholarly circles the study will contribute greatly to knowledge development agenda the study will be a motivational push for improving the curriculum reviews and also develop study materials for the development of relevant NGOs sector knowledge base. To the specific NGOs in education sector the study will enable them with relevant skills they require to their specific operation. Especially the administrative nature of their education agenda. The outcome of this will be quality manpower produced as a result of these academic input.

Specific beneficiaries include international and local development organizations who often seek to collaborate with each other to deliver common projects aimed at different developmental goals, government policy makers who often enter into alliances with other governments, development organizations or for profit companies. Other foreseen beneficiaries to this study include researchers, either in academic, business or development specialists as a reference tool in developing strategic alliances for development organizations.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This section introduces the basic theories underlying the study. It also covers, strategy implementation, strategy evaluation and controls; challenges of strategy implementation.

### **2.2 Theoretical Foundation**

This study is founded on the following theories, the resource based view theory; dynamic capability theory and implementation theory.

#### **2.2.1 Implementation Theory**

Jackson (1991) argues that implementation theory is a component of mechanism design which gives an outline for situations where various resources are being allocated, among various users and agencies, but the information required for these decisions is dispersed and privately held and those who use this private type of information behave strategically to ensure maximum utilization of the same. After a careful examination and situation plus information assessment is undertaken decisions are made. Jackson (2001), indicates that has to be effective cooperation in execution of tasks, delegation of responsibility and meeting required deadlines.

The implementation theory focuses on a systematic technique for designing exchange of information, processes followed by regulations about resources allocations that can lead to optimal allocation of decisions with regard to prior and specified performance standards. This theory explains the systematic methodologies for designing information

exchange processes and allocations with specific references to standard. The theory tries to explain the importance of designing strategies that match with the needs of the organization to achieve increased customer satisfaction and positive outcome in strategy implementation. Srivastava and Palfrey (1992), indicates that implementation can be examined from the perspectives of corporation between top management and employees. They argue that corporation is the key ingredient in achieving strategy implementation success.

### **2.2.2 The Resource Based View Theory**

The resource based view initially developed by Werner Felt (1984) stresses on strategic identification of resources by a firm for developing a sustained competitive advantage. Resource Based View (RBV) approach assumes that the organization is a bundle of resources and capabilities (Rumelt 1991). These aspects of resources and capabilities are made up of financial; physical human and intangible resources. A proponent of the theory including Mahadok (2001) who indicates that the resource based view encompasses varying firm trueness resources. The resource based view proposes that not all resources can be a source of competitiveness advantage. A resource must possess a number of characteristics and these characteristics must hold simultaneously.

### **2.2.3 The Dynamic Capability Theory**

These theory is the works of Gary Hamel (1989). The theory analyses the importance and capacity of an organization to purpose fully adopt an organizations resource base. The dynamic capability theory holds that the capacity to review competencies so as to achieve congruence with the changing business environment through adapting, integrating and

reconfiguring internal and external organizational skills resources and functional competencies is a source of competitive advantage (Teece et al; 1997), resources must be capable of ease of reorganization to change within the business environment. The dynamic capabilities theory tries to close the gap by adapting a process type approach. Which absorbs of the firm between firms resources and the business environment. Dynamism of resources enables the firm to adjust its resource mix and thereby maintaining sustainability of the firm's competitive advantage which can be quickly overcome. The RBV emphasizes on resource choice while capability emphasizes resource development and renewal.

### **2.3 Strategy Implementation**

The purpose of implementation is to facilitate plans and make them into action so that the organization can achieve strategic objectives and goals of the organization; Lynch (2012) identifies the four elements of implementation these include, identification of strategic plans; allocation of resources and budgets; monitoring and controlling the procedures.

According to Wheelan and Hunger (2008), strategy implementation is a sum total of the activities and choices required for the execution of a strategic plan. It includes the processes by which objectives, strategies and policies are put into action through the development of programmes, budgets, procedures; Chapman (2004), makes diverse observation, he views strategy implementation as the processes by which a chosen strategy is made into action. He observes that these involve design and management systems to achieve effective integration of people, processes structure and resources in achieving organizational objectives. Strickland et al. (2008) concludes that a good

strategy implementation mechanism requires team effort and that it's the responsibility of all in charge of strategy execution process to take responsibility in their respective areas of authority and every employee in the organization to be a good participant in the strategy execution process.

Owen (1982) clearly asserts that in order to minimize the problems linked with strategic plan implementation after issues need be addressed adequately; theirs should be clear allocation of responsibilities necessary steps identified; secondly there should be a limitation of number of changes at a particular time to ensure adequacy resources thirdly progress and constraints need be established, incorporate measures of performance, monitoring and control mechanism is also vital. There must be a consistent pattern of strategy formulation & implementation in order to ensure organizational success. Alexander (1985) articulates the methodologies that need be followed by managers to enable effective strategy implementation issues of leadership; delegation of authority, freedom and incentive reward systems are critical.

Successful strategy execution majority relies on various factors including reliable manpower competitive capabilities and an effective internal organization; The human resource capacity is a major ingredient in terms of knowledge, experience and intellectual capacity; There is also need to build core competencies in the critical value chain line of activities that can yield individual and stakeholder satisfaction. (Thompson et al. 2008)

According to Allio (2005) there's need to have few practical guidelines for implementing strategy that will enable successful implementation of strategy, these guidelines encompasses a simple set of processes; a common language, dividing roles and

responsibilities, balancing short term targets, with long-term targets effective channels of communication, regular meetings and anchoring implementation activities. Dandira (2011) indicates management need to improve the processes if communication, feedback, mechanisms, adequate employee treatment, value their actions, incorporate performance management contracts to ensure successful results. Other critical factors for successful strategy implementation include clearly defined goals, sufficient resource allocation, top management support project plans and schedule and responsiveness to clients. Organizations need to appreciate and accommodate the variances in the business environment through acceptance of change itself and resultant consequences; the challenges arising out of the processes need also be factored. Okumu (2001) argues that there's inadequacy of knowledge in strategy implementation encouraging more research into this critical area of management.

#### **2.4 Strategy Evaluation and Controls**

Pearce and Robinson (2002) indicate that evaluation processes need be undertaken on time to identify potential problem. Implementation of strategy must be monitored to determine the extent to which objectives are achieved and controlling methods to ensure their success. The strategy evaluation phases involve three basic activities which include an analysis of organizational strategy, comparison of expected results with the actual results and taking corrective action. Evaluation of strategy is an essential element or activity since the business environment is rapidly undergoing change; this suddenly affects the planned events, programmes and schedules. David (1997) indicates that annual objectives are essential for strategy implementation because active participation in establishing annual objectives can lead to acceptance and commitment. Policies guide

both employees and managers know what is expected of them, increasing chances of strategy implementation. Policies serve as guideposts to increased managerial effectiveness and limit the discretion of managers and subordinates in implementing strategies.

## **2.5 Challenges of Strategy Implementation**

There are a host of challenges associated with strategy implementation practices; these include issues relating to budgeting allocations, structural deficiencies, culture, manpower shortages and general non responsive management teams.

### **2.5.1 Inadequate Budgetary Allocations**

Ryckman (2011), agrees that budgetary allocations are an integral part and component to an integral part and component to an annual financial plan, budget, of all organizations. These include the level of resources which organizations need to commit to its operations. Without adequate allocation budgets, expenditures and operations will experience a negative shortfall(s). A budget allocation is the amount of finding an organization requires to spend on its operations with a particular designated period of time. Budgets are periodically prepared to facilitate revenue estimates and enable organization make right decisions. Wangui (2010) concludes that budget allocations are usually insufficient and hence affecting operational efficiencies in terms of strategy implementation. These should be continuous evaluation of processes & events.



### **2.5.2 Capacity Building Ethical Practices**

Capacity encompasses the organizations human, technological institutional and resource capabilities whose objective is to enhance the ability to evaluate and focus on critical issues related to policy choices and implementation among development options, relative to environmental potentials and limits (UNCED 1992).

According to Lysons (2006) ethics is a norm or practices that are expected of behaviour in line with employee duties and practices. Koome (2011) states that the integrity and transparency of a public procurement system relies on a number of control systems and mechanisms, including effective controls and audit systems an efficient appeals systems, a comprehensive information system enabling the civil society and interested stakeholders to conduct social audit and effective ethics and anti-corruption measures organization need to enhance ethics awareness programmes and adopt measures to reduce the widespread in organizations; these measures include introduction of ethics education, sticking to fundamentals, cultivation of imagination, using guidelines to avoid rationalization; lead by examples, make ethics part of dialogue, emphasize on responsibilities & accountability, foster communication and push back. Unethical practices in organizations are fostered by the following combination of factors and these poses a great challenge to strategy implementation practices, these causes include, normal self-interest, stunted moral growth, rationalization distancing oneself from responsibility, external pressures, authority, tunnel vision and communication breakdown.

### **2.5.3. Organizational Structures Leadership and Culture**

Chandler (1962) explains that structure is a design of the organization through which strategy is administered. Pearce and Robinson (2007) argues positively that successful strategy implementation depends on a large part on the firm's primary organizational structure. Structures enables the firms key activities and the manner in which they are coordinated to achieve the firms strategic purpose For effective strategy implementation five basic primary structure which organizations should adhere to these include simpleness, functional, divisional, strategic business unit and matrix structures. The choice of the structure depends on the immediate business environment. Good structures facilitates effective strategy implementation. Poor structures also affects strategy implementation.

MacDonnel and Anoff (1990) indicates that leadership roles in management of strategy executions quite critical. A leader acts as a resource acquirer, allocator, capabilities builder, motivator, policy maker, policy enforcer, crisis solver, decision maker and task master. Curtin (2009) indicates that the top management of any organization plays an important role in strategy implementation sets performance targets and encourage the employees to achieve the stated goals. Leadership roles should reflect all the listed, the behavioural, transformational, transactural situational trends. Aosa (2008) indicates that the participation in the implementation of strategic plans highly depends on the kind of management approach used by organization, participative decision making is seen as an important ingredient in enhancing strategy implementation. Mintzberg (2006) positively indicates that a leader should show how committed they are in strategy implementation leadership should provide adequate support in resource allocation for effective strategy

implementation processes top management should lead by example and ensure conducive climate and supervision of employees operations to avoid losing focus on direction in strategy implementation. Any organization has its unique culture, which encompasses of set of important assumptions that members of an organization share together (Pearce & Robinson 2011). Culture gives direction meaning and basis of action. It also regulates member behaviour within the organization.

## **2.6 Summary Literature Review and Knowledge Gaps**

Hrebniak and Joyce (2012) indicate two significant shortcomings of strategy implementation. They cite bounded rationality where the management are limited by their own circumstances and thus tends to impair the implementation process. Whipp and Pettigrew (2012) argues that implementation of strategy should be a continuous process.

Gebhardt and Eagles (2014) indicate that successful implementation of a particular strategy does not always guarantee profitable results structural adjustments and changes might affect the process.

Studies by Arturs Zepša, Leonids Ribickis (2015) indicate the importance of organization to prioritize the actual strategy as against intended changes. Alkandi, Austay & Dixon (2013) complement that organizations need to take care of their environment where strategy is being implemented as to keep abreast with the latest in terms of change. Shahrooz and Yashar (2015) cite organization culture as one of the basic ingredients of strategy implementation they also argue that synergy and compatibility are quite necessary in the process.

In a related study undertaken in Afghanistan Dorronsoro (2009) indicates that the strategy implementation depended more on the local environment and culture where its operation is intended. The study focused on the challenges of removing insurgents from the entire population.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter examines the research design which was used in the study to achieve the stated objectives. These include the research design, study population, data collection and data analysis.

### **3.2 Research Design**

Kothari and Grag (2014) defines research design as the arrangements of circumstances for gathering and examination of data in a manner that aims to combine relevant issues to the research objective(s). It stipulates a foundation which research is conducted and stipulates the framework on which data collected measured, and analyzed. The study utilized a descriptive survey. This approach according to Kumar & Ranjit (2005) is cheap, low cost and quick. Further to that a survey was more appropriate in answering questions that do not require control over issues or events including questions of how and why nature (Mugenda and Mugenda 2003)

### **3.3 Population of Study**

The target population was all the NGOs in the education sector in Nairobi County. Since they are twenty in total a census approach will be adopted.

### **3.4 Data Collection**

The study utilized primary data which will be collected using a questionnaire administered by drop and pick method. The questionnaire were structured with closed and open ended questions to enable the respondent respond adequately to the questions.

The respondents were senior executives in management positions in education portfolios; planning & administration; and heads of operations.

### **3.5 Data Analysis**

The study used quantitative data. This was presented using descriptive statistics using means, modes, percentages and standard deviations as well as tabulations and results presented in charts, tables, diagrams, pie charts, graphs etc. Qualitative information gathered was analyzed through content analysis and presented using thematic themes.

## **CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION.**

### **4.1 Introduction**

This chapter outlines a presentation of results and findings from the field responses; The first section deals with the background information, followed by analysis based on the objectives of the study. The objective of the study was to determine the strategy implementation challenges facing nongovernment organizations in the education sector in Nairobi County. Data generated was quantitative in nature and analysed through descriptive statistics results were presented in the form of frequencies, means, mode and percentages, tables and figures.

### **4.2 Response rate**

The response rate is the degree of positive response in relation to the research process undertaken through the use of questionnaires, which were successfully administered and distributed and returned. A total of 117 (one hundred and seventeen) questionnaires were distributed to the 39 NGOs in the education sector, this implies that a total of three questionnaires were distributed to the 39 different organizations. Out of these 117 questionnaires, a total of 100 questionnaires were successfully administered and collected. This represents an 85% response rate. Mugenda and Mugenda (2003) articulates that a response rate of 50% is a dequate, 60% is good and 70% very good; The same view is shared by barley (2000) who indicates that a response rate of 50% is adequate. While any higher percentage signifies a very impressive response rate. Based

on the two scholars contemporary arguments the current outcome of 86% is quite impressive.

This high response rate can be attributed to the cooperativeness of the respondents, the good procedures adopted and generally conducive research facilitated environment.

**Table 4.1:Response Rate**

	<b>Frequency</b>	<b>Percentage</b>
Returned questionnaires	100	85%
Unreturned questionnaires	17	15%
<b>Total</b>	<b>117</b>	<b>100%</b>

**Source (Researcher 2017)**

## **4.2 Demographic Information**

### **4.3.1 Position in the Organization**

The study sought to investigate the respondent's current position in the organization to ascertain the relative and authoritative information such by the respondents. The findings indicate that respondents were quite senior in their respective organizations and had relevant authority in decision making in relation to strategy formulation and implementation.

### **4.3.2 Duration of Service in the Organization**

The study sought to understand the years of continuous service the respondents had in the organization; this could highlight the nature of experience the employees had in strategy



implementation. The study revealed that approximately 65% of employees that's around seventy six employees had worked for our five to ten years in their respective organization. This implies that the quality and content of information given was quite rich and resourceful as these employees were quite familiar with the operations of their respective firms.

**Table 4.2:Duration of Service in Organization**

<b>Statement</b>	<b>Frequency</b>	<b>Percentage</b>
Over 5 – 10 years	76	65%
Less than 5 years	41	35%
<b>Total</b>	<b>117</b>	<b>100%</b>

**Source: Researcher**

### **4.3.3 Level of Education**

The researcher analysed the level of respondent's qualifications in bid to find out their competency and knowledge in strategy formulation and implementation. The findings indicated that 75% equivalent of 88% of these respondents had university and postgraduate qualifications. The immediate conclusion of these qualifications background is that these employees are highly qualified in their respective positions and have sound and necessary qualifications to make credible decisions related to strategy implementation practices. The other dimension of these highly qualified staff respondents is that the organization is operating as per ISO standardization and procedures and rules. The study also revealed 25% (29) of these respondents have diploma & special training & other relevant management credentials like leadership and integrity qualifications, business management and related qualifications from reputable organizations.

**Table 4.3:Academic Qualifications**

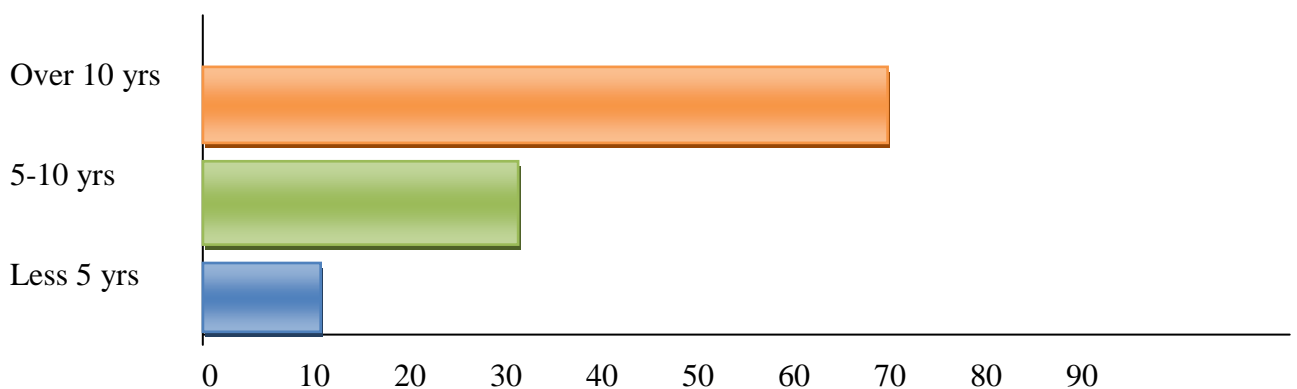
<b>Statement</b>	<b>Frequency</b>	<b>Percentage</b>
University and postgraduate qualifications	103	88%
Diploma & other special trainings	14	12%
<b>Total</b>	<b>117</b>	<b>100%</b>

**Source (Researcher 2017)**

#### **4.3.4 Number of Organizations years of Operation**

The study sought to understand the number of years the organization has been in operation, from the statistics collected, majority of these institutions have been in operation for over five to ten years. Some have been in these service provision for over twenty years, a small fraction of other organizations have been in operation for less than five years.

**Figure 4.1 Organizations Years of Operation**



**Researcher (2017)**

From the statistics it is clear that 70% of the organizations have been in operation for more than ten years. This indicates that they have had quite enormous challenges and opportunities in their strategy implementation processes. Twenty percent (20%) of this organization have been in operation for up to ten years of operation, while a ten percent (10%) of these organizations have been in operation for five years.

#### **4.3.5 Educational Institutions & Staff Levels**

The researcher sought to understand the nature of organizations in terms of level of education offered through these establishments. It was noted that most of the organizations offered a combination of basic education and higher level of education that's primary level and secondary level of education. These institutions have various academies which offer nursery level of educational and lower primary level of education certification. Some institutions offer technical and special educational skills to the youth and the disadvantaged in the society. Most of these organizations are adequately staffed and have adequate resources to undertake their operations.

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

This section indicates the various findings related to challenges of strategy implementation of these educational organizations in Nairobi County; The findings are hereby indicated in the format of mean and standard deviation and the resultant interpretation of the findings.

**Table 4.4: Organizational culture & structure Processes**

<b>Statement</b>	<b>Mean</b>	<b>SD</b>	<b>Interpretation</b>
The organization structure accommodates strategic goals	2.24	0.43	Important
The structure facilitates information flows	2.1	0.16	Important
The structure is a hindrance factor	2.0	0.16	Important
The structure contributes to effective strategy implementation	1.99	0.37	Important
The organization culture does fit the strategy importation	1.99	0.37	Important
Culture of the organization provides conclusive with environment	1.97	0.34	Important
Organizational culture facilitates team work with others	1.97	0.38	Important
Organizational culture motivates staff & senior management	1.96	0.36	Important
Organizational culture as hindrance to effective strategy implementation	1.94	0.33	Important
The organizational budgets enough resources for implementation plans	1.49	0.50	Important
The organizations priotize resource allocations	1.68	0.56	Important
Resource allocations is participatory undertaken	1.65	0.53	Important
The organization doesn't have proper resources to undertake the processes	1.69	0.58	Important
The inadequacy of resources	1.78	0.49	Important
Top management provides leadership	1.92	0.33	Important
Experience of top management	1.90	0.42	Important
The management team understands processes & procedures	1.90	0.43	Important
Good leadership practices undertaken	1.70	0.38	Important
Employees adequately involved in decision making	1.83	0.37	Important

From the analysis undertaken all the variables seem to have an equal weight as constraints in strategy implementation in various organizations. The results and findings indicate that a host of factors contribute towards challenges of strategy implementation practices in organizations. The organizational structure accommodation of strategic goals scored a mean of 3.24 and SD of 0.43; this implies that the structure of organizations contribute greatly towards the successful or failure/ constraints of the strategy implementation team work has a mean score of 1.97 and SD of 0.38; organization culture contributing in terms of mean of 1.96 & SD of 0.36, this clearly indicates that without team work strategy implementation is likely to fail.

The findings indicate that organizational culture is also a strong constraint to effective strategy implementation practices. The score of these factors indicated a mean of 1.97 and a STD deviation of 0.38 respectively. The culture encompasses of the values norms, rites, rituals, ceremonies, heroes and scoundrels in the history of the organization, key aspects of organizational culture include the sharing of these values and a structuring of experiences in an organization; The findings revealed that culture of the organizations enables the organizations to adapt to the external environment and coordination of internal systems and processes. Further to the above critical contributions of culture the organizational culture also enables the definition of rewards in terms of individual performance, culture also defines the boundaries of groups, it also gives a clear vision of organizational mission and also presents a consistent image to its markets, customers and customers. The study also revealed that culture defined rules for social stratification and methodologies in which social systems are determined, peer relationships, interpersonal interactions are defined by organizations culture. Therefore the ratings of culture in the

study clearly indicates that in absence of these critical contributions of culture there are likely to be constraints and impediments in the strategy implementation process. The study revealed that there's need for effective management of these variables.

#### **4.4.1 Organizational Resources & Budgeting Allocations**

The study findings indicated that lack of enough organizational resources was a critical constraint in strategy implementation practices as indicated by a mean score of 1.49; SD 0.50; without enough resources in clan power, materials and capital requirements organizations will not be able to implement their respective strategies. The firms inability to prioritize its resource allocation mean 1.68 SD 0.56, indicates that there's need to priotize the various resources especially financial and budgeting allocations towards effective strategy implementation practices. Resource allocation participatory practices mean 1.65, SD 0.53 indicates that the input is also paramount if implementation process has to be a success.

Strategy implementation fails where there is lack of participatory practices in its undertakings; Resource inadequacy MD 1.78, SD 0.49 and failure to process proper resources to undertake the various organizational processes MD 1.69; SD 0.58 is clear testimony that resources can be a critical constraint in strategy implementation in organizations.

#### **4.4.2 Organizational Leadership Practices**

The study findings indicated various constraints in relation to strategy implementation related to the element of leadership practices; leadership represents a category of

behaviour that encourages and helps organizational members perform better; it's the ability of management to influence the subordinates to willing fully commit themselves to undertake specific tasks associated with goal accomplishment and in that process, derive satisfaction & proud contribution. From the analysis it revealed that top management leadership provision mean 1.92 SD 0.33 indicates that top leadership is crucial in any successful strategy implementation process; because top leadership provides the required vision and mission of the organization experience of top leadership mean 1.90 SD 0.42 also reflected need to have adequate experience if implementation strategies have to succeed.

Teamwork MD 1.90; SD 0.43 and good management practices MD 1.70; SD 0.38 have corresponding effect on strategy implementation practices. The problem with lack of teamwork & management practices can be attributed to poor organizational interpersonal relations. Non cooperative attitude of the employees and non democratic organizational leadership practices. Employees failure to participate in the decision process MD 1.83; SD 0.37 also indicates the weight attributed to poor human resource management practices.

The study also noted that other challenges & constraints a strategy implementation practices included lack of employee ownership which is a reflection of participative practices in the organization, poor communication also was indicated among key constraints factors. Communication is critical in any management processes as it generates information flow and creates awareness among organizational members. Good and effective communication practices promotes positive employee relations and effective decision making processes.

#### 4.5 Mitigation Measures against Strategy Implementation Challenges

The study sought to find out the various measures these organizations undertake to reduce/ minimize strategy implementation challenges. Table 4.4 below indicates

**Table 4.5: Mitigation Measures**

<b>Statement</b>	<b>MD</b>	<b>SD</b>	<b>Interpretation</b>
Adequacy of resources	1.93	0.26	Important
Supportive climate tools	1.84	0.34	Important
Consultations with stakeholders	1.83	0.38	Important
Participative management	1.92	0.26	Important
Top commitment	1.90	0.25	Important
Management of change	1.94	0.27	Important

From the above table its indicated that all mitigation measures in strategy implementation have the same weightage in terms of relevance and importance. The adequacy of resources MD 1.93; SD 0.26 clearly spells out the need for organizations to have enough resources if they are to be successful in their strategy implementation processes. Supportive climate tools MD 1.84; SD 0.34, consultative approaches with stake holders MD 1.8; SD 0.38, also portrays the significance of these processes in strategy implementation; participative management SD 1.92; SD 0.26 and top management commitment SD 1.90 and SD 0.25 are also very paramount processes in any strategy practices especially in implementation phase as employees need be involved through various mechanism outlined by the organizations. Management of change is also of great input in its process.



## **CHAPTER FIVE: SUMMARY CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter is a summary of the research findings, discussions and conclusions in line with the objective(s) of the study.

### **5.2 Summary of findings**

The objective of this study was to establish the strategy implementation challenges facing non-governmental organizations in the education sector survey of NGOs in Nairobi County. The study found that there are thirty nine NGOs in the education sector in Nairobi County. These institutions offer primary/ secondary and tertiary level of education. These NGOs are founded by own income sources and others through their respective sponsors. Most of these organizations have been in operation for over ten years. The study revealed that the management of these institutions were highly qualified in their respective fields as most of them are university degree holders; others hold post graduate qualifications. This is a clear indication of well-trained management staff in these institutions. The study revealed that challenges of strategy implementation existed in all spheres of organizational operations; the challenges were notable in the structure of the organization, in the sense that structure doesn't accommodate strategic goals, structure affecting information flow and even the structure hindering effective strategy implementation.

The second element of constraint was noted as the organization culture in that culture(s) not fitting with strategy implementation culture not providing conducive climate and

culture being hindrance to effective strategy implementation; the third set of constraints to effective strategy implementation was organizational resources, the firms inability to prioritize resource allocation, inadequacy of resources and lack of participatory practices in resource allocations contributed significantly; Finally the study noted leadership practices also contributed to strategy implementation constraint, especially if top leadership is inexperienced, poor leadership practices and even when there's no climate for participative management practices. The study finally noted some of the mitigation measures towards challenges of strategy implementation and these included climate tools, consultations with stakeholders, participative management; top management commitment and the management of change.

### **5.3 Conclusion(s)**

From the study findings the study concludes that effective strategy implementation in any organization especially in the education sector undertakings required contribution of various stakeholders, employees so that they all pull their efforts and resources towards a common goal. The study also concluded that there is need to iron out all constraints contributing to ineffective strategy implementation practices notably the organizational resources the organization structure; and finally issues addressing on leadership and management practices. The study also concluded that for effective strategy implementation, there is need for sound academic discipline and qualifications of the management of these organizations.

#### **5.4 Recommendations**

The study recommends that organizations provide conducive environment in terms of leadership resources and climate to facilitate strategy implementation practices. The study also recommends that training be undertaken in all levels of management cycles and levels, from suspensory management to top level management. The study also recommends that there is need for regular checkups and up determent of strategy issues in terms of relevancy and addition(s) top up with the current business environmental changes.

#### **5.5 Limitations of the study**

Challenges of time and resources were greatest felt while undertaking the research. Data collection movement and time management were quite experienced; The element of confidentiality also tried to prevent information sourcing and provision. Some respondents were not quite cooperative in fear of revealing their challenges and constraints with public through this research; this challenge was overcome by constant promising of confidentiality handling and processing of these information.

#### **5.6 Suggestions for Further Research**

The research considered need to further research on possible alternative ways of overcoming strategy implementation constraints. Further research is required to analyse the effects of each contributory factors. The study should also be extended to other organizations other than NGOs in the education sector. Further research need be extended to other institutions which are in other industry other than education sector.

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## **APPENDICES**

### **APPENDIX I: LETTER OF INTRODUCTION**

#### **TO WHOM IT MAY CONCERN**

This is to indicate that the bearer of this letter Kivuva Mutinda D61/77395/15 is a MBA student undertaking Project Research entitled.

Any assistance given to him will be highly appreciated.

Dean School of Business

University of Nairobi.



**APPENDIX II: LIST OF NGO'S IN EDUCATION SECTOR – NAIROBI**

**COUNTY**

		<b>ADDRESS</b>
1.	Youth Initiative Kenya	50622-200
2.	YMCA	63063-200
3.	World Hope Academy	25062-603
4.	UNHCR	43801-100
5.	Ujamaa Africa	54144-100
6.	SOS Children Village	40653-100
7.	SOS Children Garden Villages Kenya	40653-100
8.	SOS Children Village	40653-100
9.	Red Cross	47050-100
10.	Pais Project	47050-100
11.	Mulli Children Family	557-606
12.	Missions of Hope Centre	71484-62
13.	Macro-Justice Kenya	5918-100
14.	Make a Change International Development	70240-400
15.	Love Shack Charity Organization	377-202
16.	Kisumu Ndogo Bio Centre	701505206
17.	Islamic Relief	417-202
18.	International Medical Corps	67513-200
19.	International Institute of Rural Reconstruction	66873-800
20.	International Children Resource Institute	27075-100

21.	Huru International Kenya	45052-100
22.	Hias Refugee Trust of Kenya	58129-200
23.	Hias Africa	58129-200
24.	Hias	58129-200
25.	Hi-jung Ho Children's Home	39434-623
26.	Health Unlimited	
27.	Green –House School for the Deaf	38226-623
28.	First Step Junior Academy	31764-600
29.	Children International	47051-100
30.	Children Fund	14038-800
31.	Catholic Relief Services	49675-100
32.	Bright Angels Education Centre	75461-200
33.	Bridge International Academy	78105-507
34.	Bridge International Day Care	7810-102
35.	Bridge International Academy	714611489
36.	Bridge Academy Muthua	78105-502
37.	Alpha Plus Path Finder International	1996-502
38.	Agha Khan Academy Nairobi	
39.	ABC Children #039 in Kenya	

**Source: NGO Board of Kenya 2015**

**APPENDIX III: QUESTIONNAIRE**

**TOPIC: STRATEGY IMPLEMENTATION CHALLENGES FACING  
NONGOVERNMENT ORGANIZATIONS IN EDUCATION SECTOR IN  
NAIROBI COUNTY**

**SECTION A**

**DEMOGRAPHIC DATA**

1. Name of respondent \_\_\_\_\_

2. Position in the Organization \_\_\_\_\_

3. Years of service in the organization \_\_\_\_\_

4. Less than 1 year [  ]

1 – 5 years [  ]

6 – 10 years [  ]

10 – 20 years [  ]

Over 20 years [  ]

5. Highest level of education

Secondary level [  ]

College level [  ]

University level [  ]

Masters level [  ]

Any other professional qualification (specify) \_\_\_\_\_

\_\_\_\_\_

**SECTION B: ORGANIZATIONAL DEMOGRAPHICS**

6. Name of the NGO \_\_\_\_\_

7. Number of years of operator

1 – 5 years [ ]

5 – 10 years [ ]

10 – 15 years [ ]

Over 15 years [ ]

8. Type and level of educational institutes

Primary sector [ ]

Secondary sector [ ]

Primary & Secondary [ ]

Tertiary sector [ ]

Any other specify \_\_\_\_\_

9. Finding sources locally [ ]

Foreign findings [ ]

Foreign & local combined [ ]

10. Number of staff

Over 5 [ ]

10 – 15 [ ]

15 – 30 [ ]

Over 20 [ ]

Any other specify

**SECTION C: CHALLENGES OF STRATEGY IMPLEMENTATION**

11. Kindly respond to the indicated challenges facing strategy implementation amongst education NGOs in Nairobi County.

Rate as follows:

- 1 = No extent            2 = Little extent            3 = Moderate            4 = Large extent  
 5 = Very large extent

**Structure of the organization**

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The organization structure acuminative strategic goals					
The structure facilitates information flows					
The structure is a hindrance factor					
The structure contributes to effective strategy implementation					

**12. Organization Culture**

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The organization culture does fit the strategy implements					
Culture of the organization provides conclusive with environment					
Organizational culture facilitates team work with others					
Organizational culture motivates staff & senior management					

Organizational culture as a hindrance to effective					
Strategy implementation					

### 13. Organizational Resources

	1	2	3	4	5
The organization budgets enough resources for implementation plans					
The organization prioritizes resources allocations					
Resource allocation is participatory undertaken					
The organization does not have proper resources					
The inadequacy of resources					

### 14. Leadership practices

	1	2	3	4	5
Top management provides leadership					
The level of experience of top management					
The management team understands processes & procedures					
Top management acts as a role model					
Good leadership practices undertaken					
Employees are adequately involved in decision making					

15. Any other challenges kindly specify \_\_\_\_\_

---

**SECTION D: IMPLEMENTATION CHALLENGES MITIGATION MEASURES**

16. To what extent do you think the following measures can be adopted to mitigate the challenges faced by these NGOs rating is 1 – 5 tick as appropriate

1 = No extent

2 = Little extent

3 = Moderate extents

4 = Large extent

5 = Very large extent

<b>Mitigation Measures</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Adequacy of resources					
Supportive climate tools					
Consultations with stakeholders					
Participative management					
Top commitment					
Management of change					

17. Any other method of mitigation? Specify \_\_\_\_\_

\_\_\_\_\_