

**CHALLENGES OF STRATEGY IMPLEMENTATION: A STUDY OF
INTERNATIONAL NON-GOVERNMENTAL ORGANIZATIONS IN KENYA**

BY

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DECLARATION

I declare that this research project is my original work and has not been presented for a degree in any other university for purposes of award or any credit.

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

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DEDICATION

This project is devoted to my family for instilling in me the virtues of hard work and discipline.

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ABBREVIATIONS

CEO: Chief Executive Officer

INGOs: International Non-Governmental Organization

NGOs: Non-Governmental Organization

UK: United Kingdom

ABSTRACT

The success of a strategy is defined as much by the soundness of the strategy itself as by the implementation of the strategy. Even though INGOs benefit from abundant resources and capabilities coming from firm traits and aptitudes, designing the organizational structures and processes that best support the strategies they deploy and using the resources and capabilities that suit the demand of their external opportunities is mandatory in realizing their objectives. This study sought to determine the challenges faced by INGOs in Kenya while cascading their strategies. This study was anchored on open systems theory and resource-based theory. Descriptive research was used to determine the factors affecting strategy implementation in INGOs in Kenya. The population of interest consisted of all Humanitarian international NGOs operating in Kenya under the umbrella of the National Councils of NGOs. This research used primary data, which was collected by the use of a structured questionnaire. Percentages were used to summarize the responses on the general information section of the questionnaire. To find out the key factors that influence the implementation of strategies, factor analysis was conducted to reduce the dimensions and give better suggestions of factors considered when implementing strategies. The study revealed that at international NGO's in Kenya, company upward and downward feedback between the top management and lower-level employees facilitates strategy implementation. In addition, the study established that at international NGOs in Kenya, employees of these organizations are encouraged to practice the core values of the organization, which enable strategy implementation. Further, the study established that at international NGOs in Kenya, the top management of this organization is committed to the strategic direction. The study recommends that the management of NGOs consider putting in place structures that support their strategies. The INGOs develop cultures supportive of implementing a strategy to ensure that all the strategies are properly implemented at all levels. The international NGOs in Kenya need to increase technical capacity to implement the strategy. It should train the employees to boost the human resource capacity in the county in the implementation of the strategy.

CHAPTER ONE: INTRODUCTION

1.1. Background of the study

For a company to grow and develop, it needs a strategic approach. The strategy concept entails preparing for the future by planning through prudential long-termed periods (Dulmaz & Dusun, 2016). The term strategy refers to means and techniques for achieving the organization's intended goal. Strategic management aims to formulate a vision and goals, determine the best strategy for delivering the goals, formulate a strategic plan of action, and implement the plan. A strategic plan helps an organization narrow down on essential things to its success and dedicate resources toward them. A business that does not have a strategy lacks direction. Strategic management also helps to align the business with its internal and external business environment (Persaud, Woodhouse, & Scriven, 2016). It enables the organizations to capitalize on their strengths, address their weaknesses, take advantage of opportunities, and mitigate threats

The basic idea behind strategic management is that firms need to match their capabilities to the ever-changing business environment to achieve superior performance (Hussler, Penni, Dietrich, & Helmsmen, 2012). Strategic management requires both the organization to formulate a strategy and the strategy to be implemented. The ability to develop and execute effective business strategies is becoming a vital ingredient of organizational success. Strategic management is a complex process that requires strong efforts, skills in various areas such as planning and forecasting, and strong team effort (Petkovic, Jasinkas, & Ufartiene, 2016). It also requires an organization to learn continuously by gathering

knowledge about its environment, examining its strategies, and evaluating its economic situation.

This study was anchored on open systems theory and resource-based theory. The open system theory sees organizations as composed of several interconnected sub-systems (Burnes, 2004). It follows that any change to one part of the system will impact other parts of the system, and in turn, on its overall performance (Scott, 1987). However, the open system theory does not just see organizations as systems in isolation; they are 'open' systems. Organizations are seen as open systems in that they are open to, interact with, their external environment and open internally: the various sub-systems interact. Therefore, changes internally in one area affect other areas and impact the external environment and vice-versa (Buckley, 1968). The resource-based view theory postulates that an organization can deliver higher performance and attain a competitive advantage through its internal capabilities and resources through its internal capabilities and resources. This is achieved by capitalizing on opportunities and neutralizing threats to meet specific mandates using available resources (Mills et al., 2003).

International NGOs in Kenya have a significant impact on the social and economic development of the country. Their interventions fill the humanitarian and development gaps that exist due to the limited capacity of the government. The context in which INGOs operate in Kenya has become more dynamic than before. INGOs. INGOs must be competitive for the scarce resources available and continuously align with the environment.

1.1.1 Concept of strategy

Strategy is a multidimensional concept defined differently by different parties depending on context and perspective. Management theory defined strategy as the course taken and resources allocated by an organization to achieve its pre-determined primary long-term goals and objectives. Mintzberg sees it as a ploy, pattern, plan, position, and perspective an organization takes regarding its environment and can be intended, emergent, or realized (Omajala and Eruola, 2011).

Strategy is also a master plan that comprehensively states how an organization will achieve its goals and a coherent, unifying, and integrative set of decisions that an organization makes (De Wit and Meyer, 2010). In the public sector, strategy is seen as a pattern of actions through which organizations meet set goals, change circumstances and deliver services through the realization of opportunities and provide resources for the provision of the said services. It helps focus the collective efforts of all parties towards the achievement of goals (Boyne and Walker, 2010). The existence of a strategy alone does not guarantee the success of an organization; it must be implemented appropriately to succeed.

Mintzberg (1987) defines strategy as a plan, ploy, pattern, position, and perspective. The concept of strategy as a plan espouses how leaders chart the direction for the organization in advance, while as a ploy, it refers to the maneuver employed to outsmart the competition. As a pattern strategy emerges from past organizational behavior as opposed to being an intentional choice. A consistent and successful way of doing business can develop into a strategy. Strategy as a position helps one explore the fit between an organization and its environment to protect, avoid or unsettle competition. Strategy as a perspective is an

ingrained way of perceiving the world and is significantly shaped by the organization's culture. Hambrick (2007) defined strategic management as the formulation and implementation of major goals and initiatives taken by a company's top management on behalf of owners, based on consideration of resources and an assessment of the internal and external environments in which the organization competes.

Chandler (1962), author of the classic study of the relationship between organization structure and its strategy, defined strategy as "the determination of the basic long-term goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources for carrying out these goals." Ghemawat (2002) states that strategic management provides overall direction to the enterprise and involves specifying the organization's objectives, developing policies and plans designed to achieve these objectives, and then allocating resources to implement the strategies.

Organizations operate in very dynamic environments that bring with them uncertainty. Safari (2018) points out that most organizations' most significant concerns are formulating and implementing strategies that ensure their success and survival in a complex environment. To successfully deal with uncertainty and achieve strategic competitiveness, firms must fully understand the different manifestations of the external environment. Such understanding enables the organizations to respond appropriately by building up their capabilities and getting the core competencies required in buffering themselves from any negative environmental effects while pursuing opportunities (Kacperczyk, 2009). The firm must remain alert to the effects of changes in the external environment on the strategy employed at any given time to make strategic changes. Yaprak et al. (2011) view strategy

as an outcome of identifying the alignment of the resources and capabilities of the firm and the opportunities present in the environment.

1.1.2 Strategy implementation

Once strategies have been developed, they need to be implemented. Otherwise, they are worthless unless they are efficiently translated into action (Aosa,1992). Johnson and Scholes (1997) define strategy implementation as an activity that embraces all necessary actions to put a strategy into practice. It involves identifying essential tasks to be performed, allocating tasks to individuals, coordinating separated tasks, designing and installing appropriate management systems, and drawing up specific programs of action. According to Safari (2018), what matters most in strategic management is translating the strategies developed in the strategic planning phase into the operational program in the implementation phase. Hrebiniak (2013) noted that strategy formulation had been more prominent in strategic management over the past two decades. Still, recent research has shown that strategy implementation is more critical than strategy formulation. Experts believe that if big strategies cannot be implemented, they are worthless (Pryor et al., 2007). Strategic success will only be realized if the right strategy is cascaded rightly (Safari, 2018). Activities geared to actualize the strategy should be adequately resourced and a proper plan to ensure the seamless rollout of events.

Pearce and Robinson (2007) note that every organization needs to implement strategy effectively. Still, various issues arise that pose challenges, including resource mobilization, restructuring, cultural changes, technological changes, policy changes, and leadership changes. Safari and Mazdeh (2018) found in their research of mission-based organizations

that successful implementation of strategies required a systematic and a stepwise model that consists of several stages; the formulation of strategy, the prioritization of strategy with strategic tools, comparative studies to determine the transformation of the strategy into the program, and finally the design of the operational program and its quantitative objectives and measures. There is no one prescribed approach to strategy implementation as management adjusts to the context in which it is practiced; organizational and environmental factors define an organization's context. In a changing environment, managers need to adapt to changing trends in strategy implementation while embracing the critical success factors.

Ambiyo (2015) notes that an organization's strategic intent may not be attained if the implementation process is not well executed. Successful implementation of strategy requires its operationalization and institutionalization. Strategy operationalization refers to developing strategy-directed action plans and tactics that ensure an otherwise abstract strategy is implemented (Barnat, 2007). This links the organization's daily activities and works efforts directly to the strategy since they are set out short-term. On the other hand, institutionalization involves integrating strategy to the organization's culture, structure, leadership, support systems, processes, and policies (Barnat, 2007). What is essential in the strategic management process is that strategic plans are translated into operational plans and facilitated by their implementation (Safari, 2018). Organizations achieve a competitive advantage if they have a complete and superior strategy implementation (Toolsee, 2012).

1.1.3 International Non-Governmental Organizations in Kenya

The NGO Coordination Act Section 2 defined an NGO to mean “A private voluntary grouping of individuals or associations not operated for profit or for other commercial purposes but which have organized themselves nationally or internationally for the benefit of the public at large and for the promotion of social welfare development, charity or research in the areas inclusive but not restricted to health relief, agricultural, education, industry and supply of amenities and services.” Margaret (2019) defines NGOs as non-profit organizations independent of governments and international governmental organizations and are active in humanitarian, educational, healthcare, public policy, social, human rights, environmental, and other areas to effect changes according to their objectives. An international non-governmental organization (INGO) has the same mission as a non-governmental organization. Still, it is global in scope and has outposts worldwide to deal with specific issues in many countries. Most INGOs are directly involved in planning, implementing, and managing development programs and humanitarian assistance in developing countries (Morton,2017). A distinctive characteristic that endears the NGOs to society and stakeholders, in general, is their non-profit motive that does not limit them to short-term financial objectives but focuses on issues that occur across longer time-horizons such as climate change, malaria prevention, etc. and sustainable development.

In Kenya, the INGOs are regulated by the Non-Government Organizations Coordination Board. The NGO coordination board is a state corporation established by the Non-Governmental Organizations Coordination Act (Cap 19 of 1990). The board started its operations in 1992 under the Ministry of State in the president's office and is currently under

the Ministry of Devolution and Planning. Under Section 7, the board is responsible for registering, facilitating, and coordinating all the national and international NGOs operating in Kenya. The board monitors the contribution of the INGOs to the national development and provides a policy framework for the NGOs to align their activities to the national priorities. Additionally, the board receives and analyzes the Ngo's annual reports to aid in the co-ordinational role of the organizations in Kenya. Section 23 of the Act established the Kenya National Council of NGOs, a self-regulatory agency whose mandate is to ensure the self-regulation of NGOs via a code of conduct and other regulation on activities, funding, foreign affiliations, national security, training, and institutional building.

In a broad sense, NGOs, though relatively recently identified with an acronymic label and as a "third sector" (Salamon & Anheier 1992), are not new in Kenya (Brass,2010). The NGO growth has been truly staggering: in 1974, there were only 125 NGOs in Kenya. By 1990, over 400 registered with the government, soaring to nearly 3000 in 2004 and through 4200 by 2007 (Bratton 1989 citing USAID, National Council of NGOs 2005, NGO Coordination Bureau 2006). According to (Brass 2010), most NGOs in Kenya are involved in one or more of the following eight types of activities: agriculture, education, environment, general development, peace and governance, health, emergency or refugee relief, and programs directed at disadvantaged communities.

1.2. Research problem

The success of a strategy is defined as much by the soundness of the strategy itself as by the implementation of the strategy (Dekhane, 2014). Studies show that a significant number of firms fail to implement strategies despite having formulated them well correctly. An

Economist survey puts at 57 percent the number of firms that were unsuccessful in implementing their strategic initiatives in the past three years (Allio, 2009). The White Paper of Strategy Implementation of Chinese Corporations in 2006 likewise showed that around 83 percent of the surveyed companies did not have a smooth implementation of their strategies; only 17 percent felt that they had a successful strategy implementation process. This thus shows that strategy implementation is a significant challenge for firms. In the modern dynamic era, the possibility of strategy implementation failure is real. Previous studies and literature also seemed to be skewed against strategy implementation. According to Hannagan (2012), a significant portion of literature has focused on the formulation component of strategy instead of strategy implementation. Even though studies of strategy implementation are increasing, they are still few and considered less stimulating than those about strategy formulation (Atkinson, 2008). Otherwise, difficulties involving implementation of strategy continue unabated (Al-Gamdhi, 2009)

Hunger & Wheelen (1995) identified unique characteristics of NGOs that influence their behavior and how strategic management is practiced: intangible services that are difficult to measure, resulting in multiple objectives to satisfy numerous development partners, weak, non-profit distributing, voluntary, of public benefit, reliance on donations as a source of revenue among others. Even though INGOs enjoy the benefit of abundant resources and capabilities coming from firm traits and aptitudes, designing the organizational structures and processes that best support the strategies they deploy and that use the resources and capabilities that suit the demand of their external opportunities is mandatory in realizing their objectives (Yaprak et al., 2011). Stowell & Stephanie (2016) found that with a process, strong leadership, and consistent follow-through, cascading strategy to all levels of

the organization could be done efficiently and, more importantly, done well. Unfortunately, most managers know far more about developing strategy than they do about executing it (Hrebiniak, 2006). Remarkably, organizations fail to implement about 70% of their new strategy (Franklen et al., 2009). According to (Kaplan and Norton,1996), 95% of its employees are unaware of or do not understand their company strategy. Strategy implementation is about designing appropriate organizational structure and control systems to put the organization's chosen strategy into action (Hill et al., 2007). Without effective structures and processes, it becomes difficult for INGOs to cascade their strategy from the highest organ to the various branches across the globe.

Okumus (2001) identified ten key variables which were critical for strategy implementation. These include strategy formulation, environmental uncertainty, organizational structure, culture, operational planning, communications, resource allocation, people, control, and outcome. Pryor et al. (2007) proposed a conceptual framework based on the alignment and integration of widely accepted activities and functions of effective and successful strategy implementation. These activities and functions include structure, systems, leadership behavior, human resource policies, culture, values, and management processes. Hill and Jones (2008) believed that organizational structure, control systems, and culture directly affect people's behavior, values, and attitudes and help them implement the organization's business model and strategies.

Safari (2018) tried to extract and suggest a conceptual framework and operational model of strategies and their associated implementation action plans for organizations focusing on mission-based organizations. The results showed that the model was suitable for application in organizations for implementing a step-by-step strategic implementation.

Mumbua (2004) sought to establish factors that influence strategy implementation among international NGOs operating in Kenya. The results highlighted the strategic management practices and the factors that influence strategy implementation among the INGOs. Bagire et al. (2012) set out to establish the implications of strategy and resource configurations on the performance of Non-governmental organizations. The results revealed that different configuration settings rendered into various performance outcomes. The conclusion was that the configuration approach offers promise in a better understanding of the performance of NGOs.

The emphasis of context in cascading strategy has been discussed in various studies (Muguni,2007; Aiko, 2009; Abuya, 2011; Mumbua,2004). These studies have not provided sufficient answers to how strategies can be effectively cascaded within the INGOs in Kenya. For a strategy to deliver the desired results, everyone must understand it, align with it, and do something about it (Stowell & Stephanie, 2016). There is a gap in connecting individuals within the organization to understand how they fit and why it matters when it comes to strategy implementation. This study will be seeking to know how the INGOs cascade their strategy and the factors that affect the cascading of these strategies. A lot of time and resources go into planning and implementation of strategy in INGOs in a bid to improve their responsiveness in addressing their mandates. Therefore, INGOs must cascade their strategies in practical ways to save on time and resources and boost their impact among their beneficiaries. An in-depth study of how INGOs cascade their strategies will unveil best practices in this area and guide organizations with challenges in permeating their strategy through their structures.

1.3. Objective of the study.

To determine the challenges faced by INGOs in Kenya while cascading their strategies.

1.4. Value of the study

The findings of this study will fill the information gap that exists on cascading of strategies among the INGOs.

Policymakers within the INGOs will have an insight into best practices regarding implementing global strategies and replicate them in their spheres of influence to improve their practice. Similar organizations will understand the factors that affect the permeation of strategies in their industry and respond accordingly for better results.

The study shall provide information to potential and current scholars on strategic management within the INGOs. It shall provide further research to scholars who may want to research the permeation of strategies among the INGOs.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

This chapter highlights the significant issues relating to strategy implementation and the challenges thereof. The chapter will provide a detailed literature review on theories underpinning the study, strategy implementation, challenges of strategy implementation, and cascading strategy implementation challenges.

2.2. Theoretical foundation

Theories form the basis on which a study is undertaken. This study is based on three main theories: open systems theory, resource-based theory, and strategy and structure relations. An understanding of these theories helps to form a basis for conducting this study.

2.2.1. Open systems theory

Organizations operate in open systems in a very dynamic environment that affects the implementation of the strategy. To successfully deal with uncertainty and achieve strategic competitiveness, firms must understand the different manifestations of the external environment and their implications for strategy implementation (Kacperczyk, 2009). Such understanding enables the organizations to respond appropriately by building up their capabilities and getting the core competencies required in buffering themselves from any adverse environmental effects while pursuing opportunities (Kacperczyk, 2009). According to (Aosa 1992), the setting in which managers operate differs. Ghoshal and Bartlett (1994) argue that the organizational context influences the actions of all those within the company and is a crucial influencer of organizational performance.

Today, the most important concern of most organizations is to formulate and implement strategies that ensure their success and survival in a complex environment (Mazdeh,2018). For most organizations, the dynamic process of maintaining an effective alignment with the environment while managing internal interdependencies is enormously complex, encompassing myriad decisions and behaviors at several organization levels (Miles et al., 1978). The task of management is to formulate strategies based on the resources and capabilities of the firm and match them with identifiable opportunities in the external environment by selective market entry (Yaprak et al., 2011). Recent research shows that the interaction of strategy, structure, and processes leads to towering performance levels when they are moderated by co-alignment of strategy with the market context (Xu et al., 2006).

2.2.2. Resource-based theory

According to Ambiyó (2015), this theory focuses on the firm's distinctive current or potential competencies that enable it to provide superior value in its offerings. Organizations should be prepared to shift resources from one area to another to support new strategic initiatives and priorities (Thomson & Strickland, 2003). According to Wanjiku (2013), strategy implementers can either promote or impede the strategy implementation process by linking the budget allocations to the needs of the strategy. Koske (2003) stated that strategy implementation can be undermined if the strategy-critical groups are deprived of the funds required for its execution. Yaprak et al. (2011) view strategy as an outcome of identifying the alignment of the resources and capabilities of the firm and the opportunities present in the environment.

2.3. Strategy Implementation

Implementation over time is much more complex and challenging than development. Strategy implementation involves the realization in practice of an organization's mission, goals, and strategies, the meeting of its mandates, continuous organizational learning, and ongoing creation of value (Bryson, 2017). Strategy implementation is the disciplined process and logical set of related activities that involve action through which programs, budgets, and procedures are developed (Hrebiniak, 2006).

Implementation fashions a framework through which an organization can emphasize its continuity while purposely adapting to the changing environment to gain a competitive advantage and create value (De Wit and Meyer, 2010). Thompson, Strickland, and Gamble (2007) explain that implementation involves working with different teams and individuals, building competitive capabilities, rewarding and motivating employees in a strategy-supportive manner, and instilling the culture of discipline to get things done. Successful strategy implementation thus includes building a capable organization, marshaling resources, instituting policies and procedures, continuous improvement, installing information and operating systems, and tying rewards and incentives to achievement. An organization must also include management of change and resources allocation among strategic business units (Cole, 1997).

Implementation can also be operationalizing, institutionalizing, and controlling strategy (Pearce and Robinson, 2002). Operationalization involves annual objectives identification, specific functional strategies design, and policy statement to guide decisions. At the same time, institutionalization is the placement of structures that enable, have effective

leadership, and create a fit between culture and strategy. Control is adjusting the organization to changing conditions and establishing strategic controls. A strategy must first be institutionalized then operationalized (Pearce and Robinson, 2005). Implementation can be initiated in three interrelated stages: identifying annual objectives that are measurable and mutually determined, developing strategies at functional levels, and developing and communicating policies that guide decisions.

2.4. Challenges of strategy implementation

Strategy guides organizations by making plans, marshaling assets, and making daily decisions. A simple, descriptive and congruent approach is imperative. Otherwise, organizations and individuals can go the wrong way efficiently. An inadequate or vague approach is one of the variables that can hinder the execution of the strategy process. A poorly formulated strategy brings all manner of confusion during implementation (Alharthy et al., 2017). A plan that is too ambitious or unrealistic acts as a turn-off for stakeholders. It tends to shut off stakeholders. A plan that is also disconnected from a crucial aspect of business also creates implementation difficulties. Another factor that hinders strategy implementation is inadequate resources. Implementing strategies requires resources, including financial, time, technology, and human resources (Hourani, 2017). The organization must have sufficient funds to acquire the goods and services needed to succeed in implementing the action plans. For instance, if one of the action plans entails promoting the company's products, the organization must get the fund for financing promotional activities. The organization must have enough people to implement the strategy (Alharthy et al., 2017). The people should also have the requisite skills and attitude. In addition, the organization must possess the technology needed to implement

the strategy. Unfortunately, most organizations operate in an environment of scarcity (Lu et al., 2013). Limited budgets and many competing needs characterize many businesses. Getting the proper staffing can also be a challenge.

A different impeding factor is a resistance from key stakeholders. Strategy implementation entails introducing some changes in how the organization operates (Moore, 2018). Change tends to bring about some element of uncertainty and anxiety among stakeholders who were used to the old way of doing things. The change often brings about the fear of the unknown resulting in resistance. The level of resistance varies from one situation to the next depending on the magnitude of the change proposed by the strategy, the level of stakeholders' tolerance to change, and the number of stakeholders involved (Brinkschrider, 2014). If this resistance is not effectively managed, it can scuttle the strategy implementation process.

The inability to translate strategy into actionable activities and tasks is another significant barrier to strategy implementation. Zaidi et al. (2018) noted that 90% of companies fail to implement their strategies because they cannot cascade the strategy from the managerial level to lower levels of the organization. Carucci (2017) also observed that in most organizations, employees are unaware of what their role is in the strategy implementation process. They cannot relate how their day-to-day work is connected to the realization of the company's strategy.

Only organizations that can effectively overcome challenges in strategy implementation are successful. Judson (1996) highlights that only 10% of developed strategies are effectively implemented while Raps (2004) pegs success rate somewhere between 10 and 30%. This

low success rate is attributed to a gap in academic implementation literature and the limited attention strategy implementation has been given over the years. Different researchers also argue that organizations encounter numerous challenges in the implementation of strategies in various factors.

Effective implementation of strategies fails because those executing are not part of the planning team. Implementation takes longer than formulation, is a process and not a single step, involves more people and requires management of changes in the organization (Hrebiniak,2006). Politics, inertia, and resistance to change contribute to the challenges. Aosa (1992), on the other hand, argues that impeders to implementation include poor communication, insufficient coordination, misunderstanding of strategy, lack of supporting organizational system, resources and capabilities, uncontrollable environment, and poor management support.

Beer and Einsenstat (2000) attributed the failure to silent killers. The leading factors were top-down senior management style, unclear strategy and conflicting priorities, and ineffective senior management team. Others included poor vertical communication and coordination and inadequate leadership skills and development. Nour (2013) identified weak coordination, unforeseen problems, a longer time than expected, and lack of stakeholder commitment as challenges. Not engaging implementers in strategy formulation was a challenge to practical implementation.

Thompson, Strickland, and Gamble (2007) argued that challenges in strategy implementation are tied to an organization's leadership and management. They accentuated that challenges arise when managers see strategy as contrary to the organizations' best

interests, have long-standing attitudes, see it as a time-consuming additional responsibility, and have competing activities. Lack of the manager's adeptness will cripple strategy implementation and poor communication and culture (Aaltonen and Ikävalko, 2002).

2.5 Empirical Studies and Research Gaps

Several empirical studies have been carried out to examine the implementation of the strategy process and related factors. In their study involving G7 construction companies in Kuala Lumpur-Malaysia, Zaidi et al. (2018) found that providing sufficient training to employees was the essential ingredient for successful strategy implementation. Providing adequate training to staff was significant and positively associated with the strategy implementation process ($r = .641$, $p = .002$). Other factors that were strongly correlated with strategy implementation effectiveness include allocating sufficient resources for strategic action ($r = .618$, $p = .001$), involving staff in decision-making ($r = .600$, $p = .002$), ensuring staff understands the company vision and mission ($r = .471$, $p = .018$), and rewarding employees ($r = .427$, $p = .033$). From Zaidi et al.'s (2018) findings, it is evident that human resource issues play a critical role in determining the effectiveness of the strategy implementation process. However, the study did not focus on the retail industry, which is the target in the proposed study.

Aaltonen and Ikävalko (2002) studied 12 service organizations in Finland. The qualitative study concluded that the main impediments to effective strategy implementation were misalignment between strategy and organization reward system, conflicting activities, poor strategy communication, and poor understanding of strategy. Kalali et al. (2011) focused on strategy implementation in the Iranian health sector. The team analyzed the factors that lead

to failure while implementing strategy in the health sector in Iran. Using exploratory and confirmatory factor analysis from secondary data found that four dimensions contributed to the loss of effective strategy implementation: contextual, content, operational and structural.

Jiang and Carpenter (2013) studied the issues of strategy implementation of higher education in the UK. The study found that strategy implementation was the main issue in resource allocation, communication, operational process, organizational culture, and resistance to change. Rajaseka (2013) studied strategy implementation challenges in the electricity sector in Oman. The study identified leadership, organizational structure, and control mechanisms as the critical challenges in strategy implementation

Koech and Were (2016) assessed factors affecting the Kenya National Treasury strategy implementation process in Kenya. It utilized the descriptive survey design where data was collected from a sample of 63 staff working at the National Treasury headquarters using semi-structured questionnaires. Results revealed that organizational culture and organization structure were the two main factors affecting strategy implementation. The focus on National Treasury, a public sector organization, in the study by Koech and Were (2016) makes the findings less applicable to the NGOs in Kenya. Commercial organizations differ from NGOs in many aspects, including priorities, culture, and structure.

Nabwire (2014) also examined factors influencing the implementation of strategies at Barclays Bank of Kenya. The study employed a descriptive case study design where data was collected from 69 staff of Barclays Bank, Nairobi branches using semi-structured questionnaires. Results showed that resource allocation, information systems influenced

strategy implementation at the bank, and quality of supervision was among the factors that significantly influenced the strategy implementation process. Although Nabwire's (2014) study was conducted in the private commercial sector, it focused on the banking industry that differs from the NGOs in various aspects, including product offered, typology of customers, characteristic of human resource, and regulation levels, among others.

Specifically, the studies show that strategic management practices lead to improved organizational performance, which cuts across all sectors regardless of the size of the organization's market. Nonetheless, there have been several gaps in the study. It has been shown that most studies on the subject have focused on commercial organizations, and few studies have paid little attention to the challenges of strategy implementation in Kenyan NGOs.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology and procedures that will be followed in executing the research work. It outlines the research design, the target population, sample design, data collection, and analysis.

3.2 Research Design

Cooper and Schindler (2008) define the research design as the blueprint for collecting, measuring, and analyzing data. Descriptive research was used to determine the factors affecting strategy implementation in INGOs in Kenya. Descriptive survey studies are useful in telling us the what, who, where, when, and how variables. This research design is appropriate as the researcher would like to investigate the variables under this study.

3.3 Population of the study

The population of interest consisted of all Humanitarian international NGOs operating in Kenya under the umbrella of the national Councils of NGOs. According to the NGO coordination bureau, 389 registered international Humanitarian NGOs were working in Kenya as of August 2007. Systematic random sampling technique was used to pick the sampling units upon whom the questionnaires were administered. A sample size of 20% of the 389 Humanitarian INGOs (77 Humanitarian INGOs) was picked to represent the entire population to provide adequate data for the study. Kothari (2004) indicates that up to 30% of the population can be expressed in a survey.

3.4 Data Collection

This research used primary data, which was collected by the use of a structured questionnaire. The questionnaire contained close-ended questions and a few open-ended questions. The close-ended questions required respondents to rate the items under investigation using a Likert scale. Open-ended questions were used in elaborating some responses in the close-ended questions. The questionnaire was considered an efficient data collection tool.

The respondents consisted of the CEOs from different international Humanitarian INGOs within Nairobi. The CEOs are responsible for aligning their operations and divisional strategies to the core strategy and defining how their teams succeed. The respondents were better placed to understand the challenges of cascading strategy in their respective organizations. The researcher applied self-administered questionnaires that were dropped and picked from the respective offices since most of the humanitarian INGOs in Kenya are headquartered in Nairobi.

3.5 Data Analysis

Percentages were used to summarize the responses on the general information section of the questionnaire. Measures of central tendencies like the mean were used to determine how the variables under study affect the cascading of strategy among the INGOs. Percentages, tables, and charts were used to depict the factors affecting cascading of strategy. To determine how the essential factors influence strategy implementation, factor analysis was conducted to reduce the dimensions and better suggest factors considered

when implementing strategies. This was important because the researcher was able to identify the significant challenges in implementing strategies.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS, AND DISCUSSION

4.1 Introduction

This chapter provides the analysis and findings of the study. The data was collected from 77 international NGO's in Kenya.

4.2 Response Rate

The population was made up of 77 international NGOs in Kenya. Out of the 77 target companies, 70 responded by filling the questionnaires. This gave a response rate of 90.9%. According to Mugenda and Mugenda (1999), a response rate of 50% is sufficient for analysis and reporting. This is also consistent with Kothari's (2004) conclusion that a survey response rate of 50% is sufficient, while a response rate greater than 70% is outstanding. This means that the response rate for this study was adequate and, therefore, enough for data analysis and interpretation.

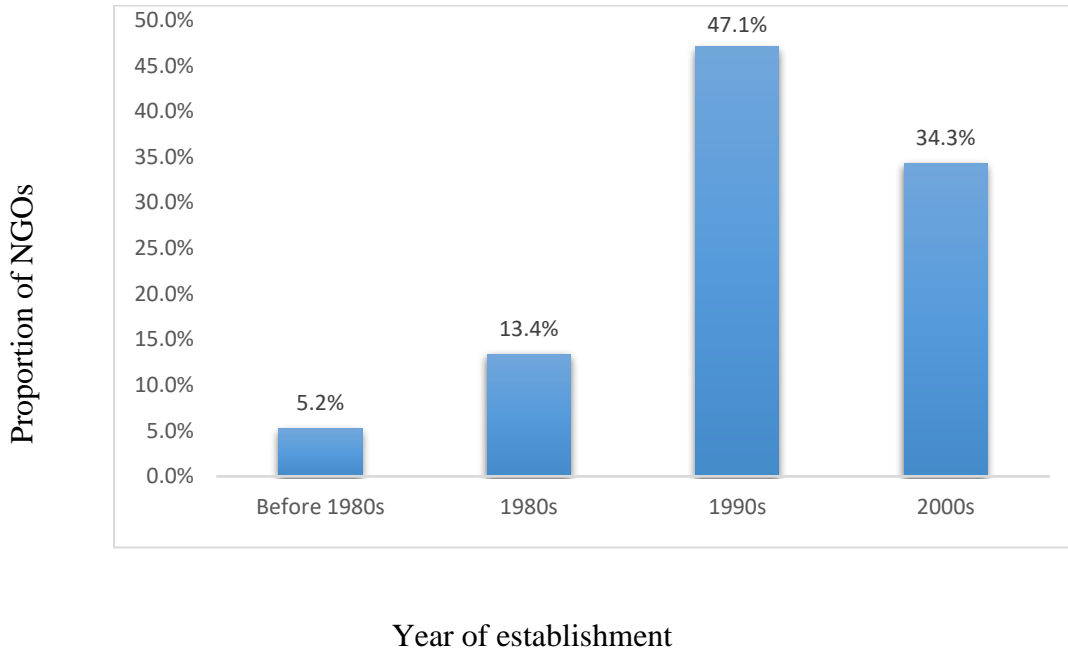
4.3 General Information

This section discusses the general information on the respondents' organization in the study. These include the year of establishment, number of countries of operation, number of employees, a written vision, and a mission. Background information is essential to check out the extent of suitability of the respondents in answering the questions.

4.3.1 Year of establishment

The study sought to establish the year the respondents' organization started. Figure 4.1 Summarizes the findings of the study.

Figure 4.1: Period of inception

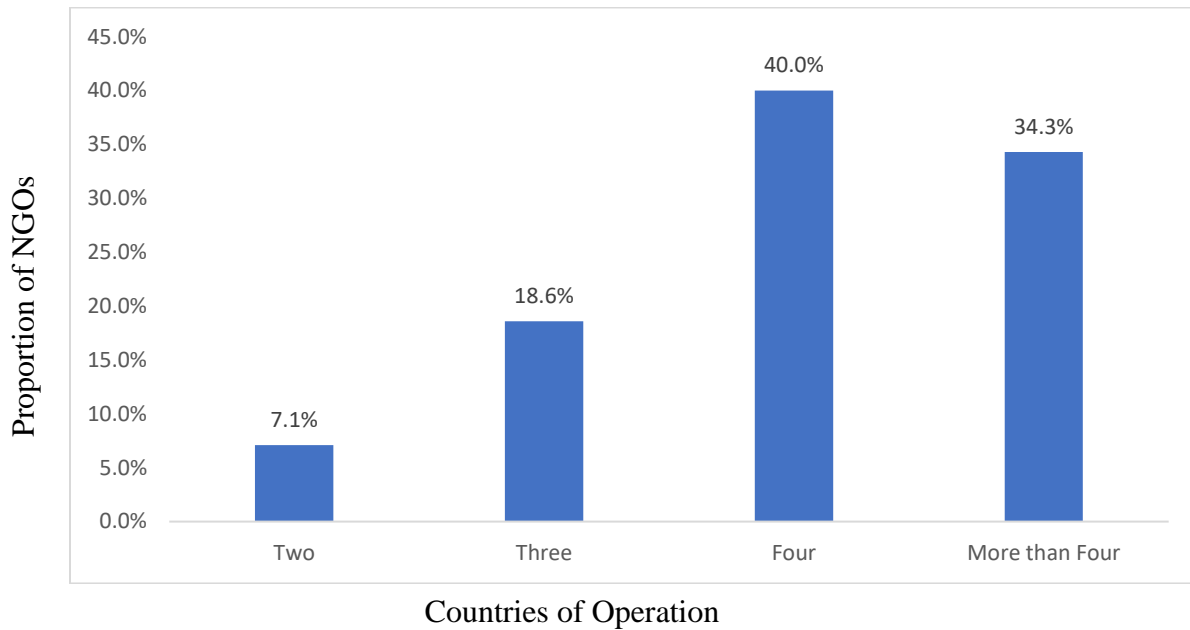


As shown in Figure 4.1, most international NGOs in Kenya (47.1%) started their operations in the 1990s, 34.3% started in the 2000s, and 18.6% started before the 1990s. This indicates that most of the international NGOs in Kenya have been operating for a while. Thus, they have higher chances of getting reliable information regarding the challenges faced by INGOs in Kenya while cascading their strategies.

4.3.2 Countries of Operations

Respondents were asked to indicate the number of the countries their organization operates in. The study findings are as shown in Figure 4.2 below.

Figure 4.2: Countries of Operations

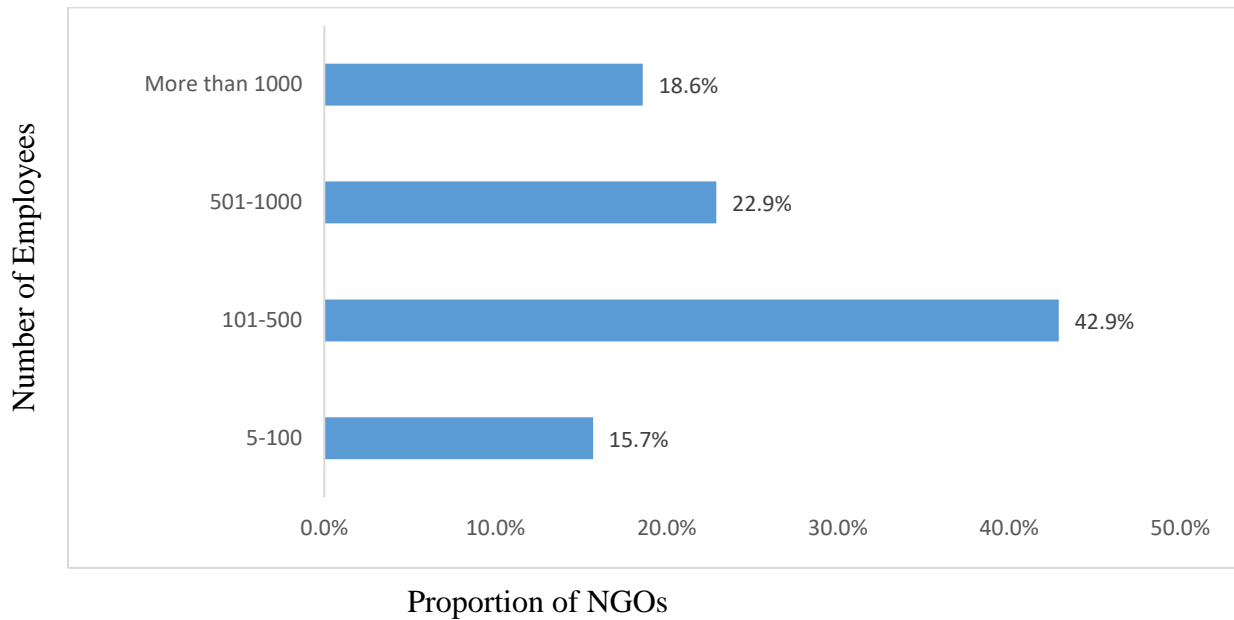


As per the study findings, most respondents (40%) indicated that their organization operates in four countries, 34.4% indicated more than four countries, 18.6% indicated three countries, and 7.1% indicated two countries. This is an indication that the majority of international NGOs in Kenya operate in four countries.

4.3.3 Number of Employees

The researcher sought to determine the number of employees that the respondents' organizations have. The findings of the study are as shown in Figure 4.3.

Figure 4.3: Number of Employees

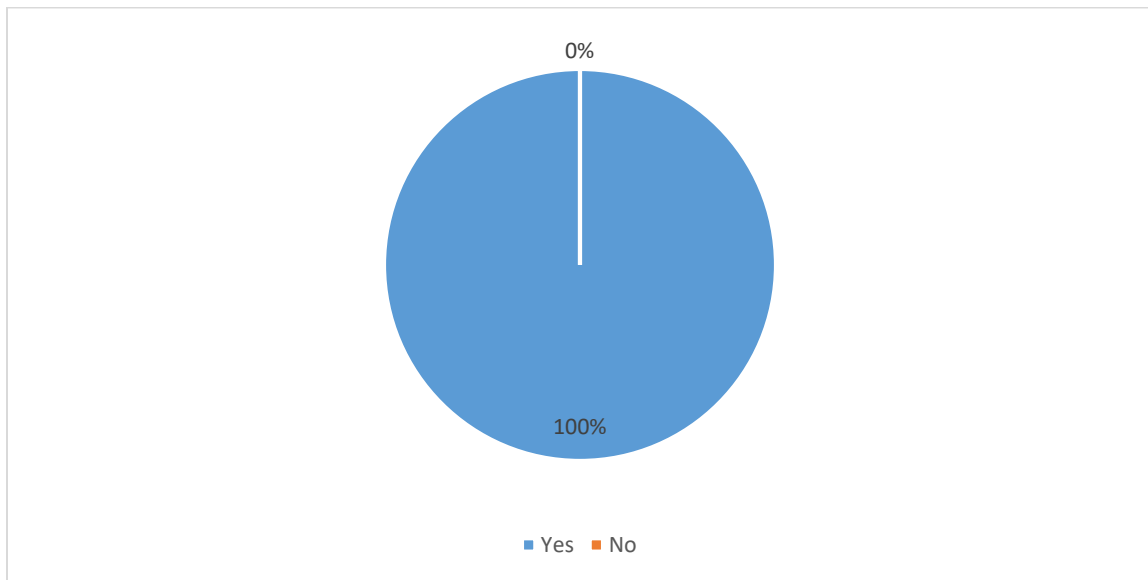


As per the study findings, most respondents (42.9%) indicated that their organization consists of employees ranging from 101-500, 22.9% indicated 501-1000, 18.6% showed more than 1000 employees, and 15.7% told 5-100. This implies that most international NGOs in Kenya have many employees ranging from 101-500, indicating a broad scope of operations.

4.3.4 Existence of Vision Statement

Respondents were asked to indicate whether their organization had a vision statement. Figure 4.4 presents the findings of the study.

Figure 4.4: Existence of Vision Statement



As indicated in figure 4.4, all the NGOs have a vision statement. This implies that all the international NGO's in Kenya have a vision statement

4.3.5 Existence of Mission Statement

Respondents were kindly asked to indicate whether their organization has a mission statement. Figure 4.5 presents the findings.

Figure 4.5: Existence of Mission Statement

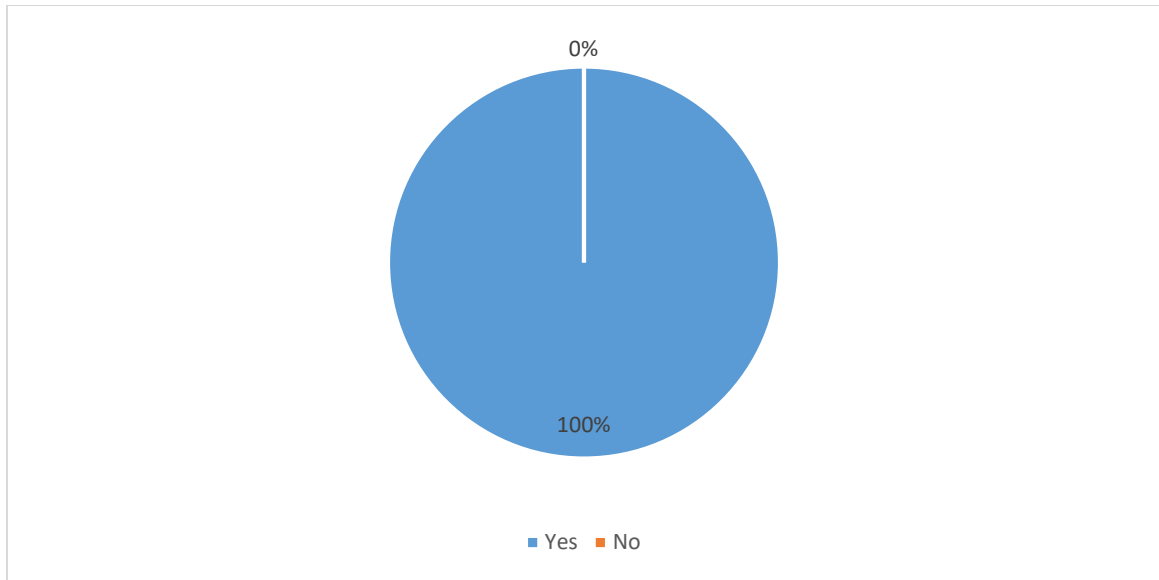


Figure 4.5 shows that all the NGOs have a mission statement. This implies that all the international NGO’s in Kenya have a mission statement

4.4 Implementation of Strategy

4.4.1 Organizational Structure and Goals

Respondents were asked to rate statements on various attributes of their organization’s goals and structure on a 5 – point Likert scale. The findings are as shown in Table 4.1 below.

Table 4.1: Organizational Structure and Goals

	Mean	Std. Deviation
The organizational structure of our NGO matches the strategy in use	4.271	0.448

All employees of our organization, including those at the lower level, are aware of the goals of the NGO	4.229	0.802
Tasks and responsibilities are adequately defined and are aligned to the organization's strategy	3.243	1.334
The organizational design is flexible, thus promoting creativity and participation in line with the current strategy	3.886	0.772
All the departments of the organization are free to develop their unique reporting structures to enable strategy implementation	3.714	1.374
Managers in our organization turn to restructure as a means of implementing strategic change aimed at improving performance	3.843	0.792
In our company, upward and downward feedback between the top management and lower-level employees facilitates strategy implementation	4.829	0.450
Our organization's strategic objectives have distinct milestones and clear timelines	3.771	0.516
Each employee in the organization has precise roles that are directly linked to the attainment of strategy.	3.829	0.851
Every team in the organization has clear goals that are aligned to the attainment of strategy.	3.486	0.974

Research findings presented in table 4.1 indicate that:

The majority of the NGOs (mean=4.829) under study have in place a two-way hierarchical feedback mechanism that facilitates strategy implementation; most NGOs (mean=4.271) have a fit between their strategy and their structure, all employees in most NGOs (mean=4.229) are aware of the goals of the NGO; (mean=4.229), most NGOs

(mean=3.886) organizational design is flexible thus promoting creativity and participation in line with the current strategy (mean=3.886), in most of NGOs (mean=3.843) managers turn to restructure as a means of implementing strategic change aimed at improving performance and that in most of NGOs (mean=3.829) each employee has precise roles that are directly linked to attainment of strategy. Further, it was observed that in most NGOs (mean=3.771), objectives have distinct milestones and clear timelines, NGOs departments (mean=3.714) are free to develop their unique reporting structures to enable strategy implementation, NGOs (mean=3.486) have clear goals that are aligned to the attainment of strategy and that in NGOs (mean=3.243) tasks and responsibilities are adequately defined and are aligned to the organization's strategy. This is an implication that at international NGO's in Kenya, company upward and downward feedback between the top management and lower-level employees facilitates strategy implementation, the organization structure of their NGO matches the strategy in use all employees of their organization, including those at the lower level are aware of the goals of the NGO, the organizational design is flexible thus promoting creativity and participation in line with the current strategy, managers in their organization turn to restructuring as a means of implementing strategic change aimed at improving performance and that each employee in the organization has precise roles that are directly linked to attainment of strategy.

4.4.2 Organizational Culture

Respondents were asked to indicate the extent to which they agreed that the attributes of culture listed in table 4.2 are characteristics of their NGO. The findings are as shown in Table 4.2

Table 4.2: Organizational Culture

	Mean	Std. Deviation
The employees well understand strategy implementation plans	4.014	0.925
Customers and staff fully appreciate the strategy	3.843	1.072
In implementing the current strategy of our organization, difficulties and obstacles are acknowledged, recognized, and acted upon	3.857	1.133
In our organization, employees' actions are guided by norms, beliefs, and habits	4.114	0.671
Leadership principles in our organization enable strategy implementation	3.600	1.160
Employees of this organization are encouraged to practice the core values of the organization, which enable strategy implementation	4.214	0.587
Our internal policies and procedures facilitate strategy implementation	4.043	1.042
Our organization has regular scheduled formal reviews of the new strategy	3.871	0.850

Table 4.2 the following in respect of various aspects of the NGOs culture:

Employees are encouraged to practice their organization's core values by the majority of NGOs (mean=4.214). The above is followed by slightly more than 80% (mean 4.214) of the NGOs in which employees' actions are guided by norms and habits (mean=4.114). In most of NGOs (mean=4.043) internal policies and procedures facilitate strategy

implementation; in majority of NGOs (mean=4.014) employees understands strategy implementation plans. In addition, in most of NGOs (mean=3.871) has regular scheduled formal reviews of the new strategy; NGOs (mean=3.857) acknowledges the difficulties and obstacles experienced in implementing the current strategy of our organization, difficulties and obstacles are and that leadership principles in NGOs enable strategy implementation (mean=3.600). This implies that at international NGO's in Kenya, employees of this organization are encouraged to practice core values of the organization which enable strategy implementation, in their organization, norms, beliefs and habits guide employees' actions, their internal policies and procedures facilitate the employees well understand strategy implementation and that strategy implementation plans

4.4.3 Leadership

Respondents were asked to rate statements on various attributes of their organization's leadership on a 5 – point Likert scale. The findings are shown in Table 4.3 below.

Table 4.3: Leadership

	Mean	Std. Deviation
The top management of this organization is committed to the strategic direction of the organization	4.486	0.607
The top managers have demonstrated their willingness to expend their energy for the implementation of the strategy	4.014	0.434
The managers do not spare any effort to persuade the employees of their ideas for strategic plan implementation to be effective	4.114	0.692
Managers' commitment to performing their roles diligently motivates the lower ranks of employees to embrace and support the implementation of the strategy	3.071	0.922

The top management emphasizes adherence to high levels of integrity and accountability as necessary conditions for effective strategy implementation	4.271	0.741
Necessary tweaks or improvements on the strategy are always made after reviews	3.600	1.160
Clear indicators have been established in the organization to track progress in the implementation of strategy	4.214	0.587

Research findings presented in table 4.3 indicate that:

The majority of the NGOs top management (mean=4.886) under study is committed to the strategic direction; most of NGOs top management (mean=4.271) emphasizes adherence to high levels of integrity and accountability; most of NGOs (mean=4.214) have established clear indicators to track progress in the implementation of strategy, in most of NGOs managers (mean=4.114) do not spare any effort to persuade the employees of their ideas for strategic plan implementation to be effective and that in most NGOs (mean=4.014) the top managers have demonstrated their willingness to expend their energy for the implementation of the strategy. In addition, NGOs (mean=3.600) ensure improvements on the strategy are always made after reviews. NGOs (mean=3.071) managers' commitment to performing their roles diligently motivates the lower ranks of employees to embrace and support the implementation of the strategy. This implies that at international NGOs in Kenya, the top management of this organization is committed to the strategic direction of the organization, the top management emphasizes adherence to high levels of integrity and accountability as necessary conditions for effective strategy implementation, clear indicators have been established in the organization to track progress in the implementation of strategy, the managers do not spare any effort to persuade the

employees of their ideas for strategic plan implementation to be effective and that the top managers have demonstrated their willingness to expend their energy for the implementation of the strategy

4.4.4 Communication

Respondents were asked to rate statements on various attributes of their organization's communication on a 5 – point Likert scale. The findings are shown in Table 4.4 below.

Table 4.4: Communication

	Mean	Std. Deviation
The management always communicate timely on all matters strategy	4.043	1.042
Management adopts top-down and horizontal communication with other staff	3.871	0.850
The management communicates to employees their roles in the strategy implementation and how their daily tasks contribute to it	3.971	1.216
There are predictable channels of communication regarding cascading of strategies	4.014	0.434
Feedback mechanism is in place to enhance strategy execution	4.114	0.692
Our staff are well trained on the use of communication channels	3.071	0.922
The organization practices honest and transparent communication on matters strategy	4.271	0.741
Our organization has clear communication lines that foster cooperation among teams working on strategies implementation	3.600	1.160

Research findings presented in table 4.3 indicate that:

The majority of the NGOs (mean=4.271) practice honest and transparent communication on matters strategy; most NGOs (mean=4.114) feedback mechanism is in place to enhance strategy execution, the management always communicates timely on all matters strategy (mean=4.043) and that in most NGOs (mean=4.014) have predictable channels of communication regarding cascading of strategies. In addition, NGO management (mean=3.971) communicates to employees their roles in the strategy implementation and how their daily tasks contribute to it; NGO management adopts a top-down and horizontal communication with other staff (mean=3.871), NGOs has clear communication lines that foster cooperation among teams working on strategies implementation (mean=3.600) and that NGOs staff are well trained on the use of communication channels (mean=3.071). This implies that most international NGOs in Kenya practice honest and transparent communication on matters strategy. A feedback mechanism is in place to enhance strategy execution. The management always communicates timely on all matters strategy and that there are predictable communication channels regarding cascading of strategies.

4.5 Factor Analysis

To find out the key factors that influence the implementation of strategies, factor analysis was conducted to reduce the dimensions and give better suggestions of factors considered when implementing strategies. This was important because the researcher was able to identify the significant factors in the implementation of strategies.

Table 4.5: Communalities

	Initial	Extraction
In our company, upward and downward feedback between the top management and lower-level employees facilitates strategy implementation	1.000	.892
The organizational structure of our NGO matches the strategy in use	1.000	.888
All employees of our organization, including those at the lower level, are aware of the goals of the NGO	1.000	.848
The organizational design is flexible, thus promoting creativity and participation in line with the current strategy	1.000	.850
Managers in our organization turn to restructuring as a means of implementing strategic change aimed at improving performance	1.000	.722
Each employee in the organization has precise roles that are directly linked to the attainment of strategy.	1.000	.853
Our organization's strategic objectives have distinct milestones and clear timelines	1.000	.770
All the departments of the organization are free to develop their unique reporting structures to enable strategy implementation	1.000	.739

Every team in the organization has clear goals that are aligned to the attainment of strategy.	1.000	.723
Tasks and responsibilities are adequately defined and are aligned to the organization's strategy	1.000	.740
Employees of this organization are encouraged to practice the core values of the organization, which enable strategy implementation	1.000	.743
In our organization, employees' actions are guided by norms, beliefs, and habits	1.000	.787
Our internal policies and procedures facilitate strategy implementation	1.000	.817
The employees well understand strategy implementation plans	1.000	.915
Our organization has regular scheduled formal reviews of the new strategy	1.000	.878
In implementing the current strategy of our organization, difficulties and obstacles are acknowledged, recognized, and acted upon	1.000	.837
Customers and staff fully appreciate the strategy	1.000	.873
Leadership principles in our organization enable strategy implementation	1.000	.917
The top management of this organization is committed to the strategic direction of the organization	1.000	.909

The top management emphasizes adherence to high levels of integrity and accountability as necessary conditions for effective strategy implementation	1.000	.869
Clear indicators have been established in the organization to track progress in the implementation of strategy	1.000	.907
The managers do not spare any effort to persuade the employees of their ideas for strategic plan implementation to be effective	1.000	.916
The top managers have demonstrated their willingness to expend their energy for the implementation of the strategy	1.000	.857
Necessary tweaks or improvements on the strategy are always made after reviews	1.000	.915
Managers' commitment to performing their roles diligently motivates the lower ranks of employees to embrace and support the implementation of the strategy	1.000	.865
The organization practices honest and transparent communication on matters strategy	1.000	.903
Feedback mechanism is in place to enhance strategy execution	1.000	.804
The management always communicate timely on all matters strategy	1.000	.804

There are predictable channels of communication regarding cascading of strategies	1.000	.820
The management communicates to employees their roles in the strategy implementation and how their daily tasks contribute to it	1.000	.880
Management adopts top-down and horizontal communication with other staff	1.000	.835
Our organization has clear communication lines that foster cooperation among teams working on strategies implementation	1.000	.865
Our staff are well trained on the use of communication channels	1.000	.852

Extraction Method: Principal Component Analysis.

The study sought to establish the key factors influencing the implementation of strategies in international NGOs in Kenya. The extracted values are presented in table 4.5. The table reveals that all the factors had an extraction greater than 0.700 proportion of variance and, hence, impacted the implementation of strategies in international NGOs in Kenya. These factors range from the one with the highest extraction, i.e., leadership principles in their organization enable strategy implementation 0.917, to the one with the least extraction, i.e., managers in their organization turn to restructuring as a means of implementing strategic change aimed at improving performance that has extraction of 0.722.

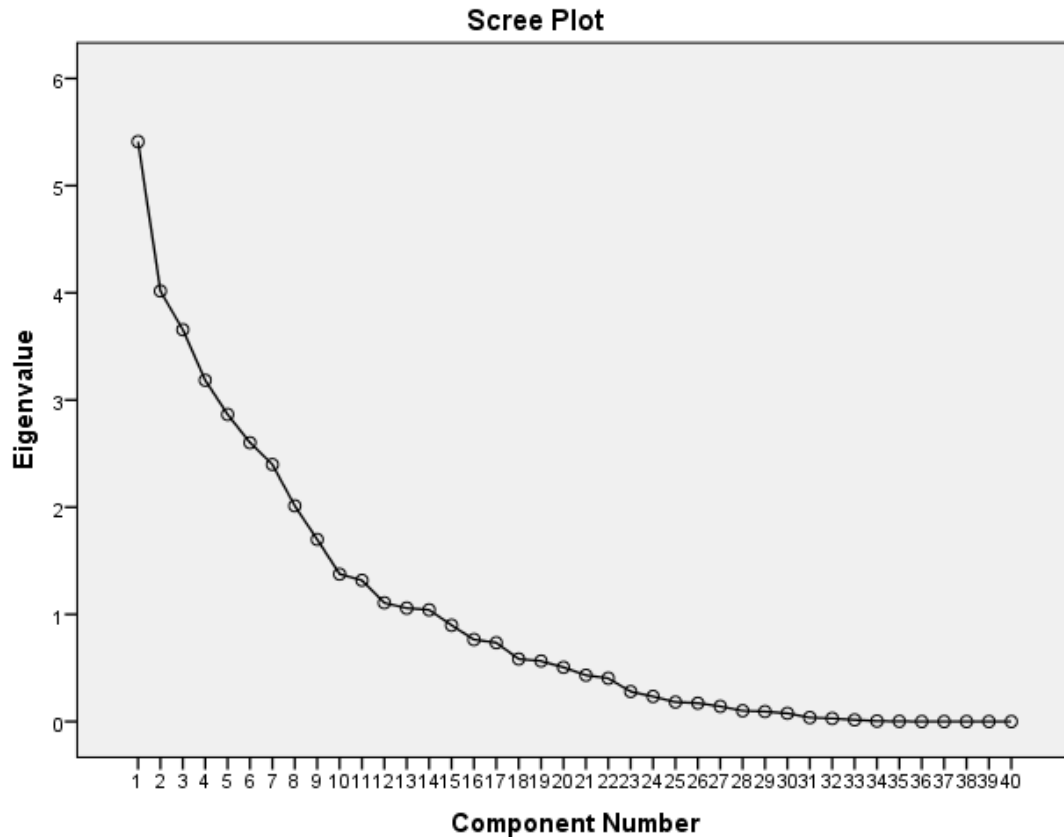
Table 4.6: Contribution of extracted variables

Component	Initial Eigen-values			Extraction Sums of Squared Loadings		
	Total	% Variance	of Cumulative %	Total	% Variance	of Cumulative %
1	5.411	13.527	13.527	5.411	13.527	13.527
2	4.017	10.042	23.568	4.017	10.042	23.568
3	3.656	9.140	32.708	3.656	9.140	32.708
4	3.185	7.961	40.670	3.185	7.961	40.670
5	2.865	7.164	47.834	2.865	7.164	47.834
6	2.602	6.505	54.339	2.602	6.505	54.339
7	2.398	5.996	60.335	2.398	5.996	60.335
8	2.013	5.032	65.367	2.013	5.032	65.367
9	1.699	4.247	69.613	1.699	4.247	69.613
10	1.376	3.439	73.052	1.376	3.439	73.052
11	1.317	3.293	76.346	1.317	3.293	76.346
12	1.108	2.770	79.116	1.108	2.770	79.116
13	1.058	2.645	81.761	1.058	2.645	81.761
14	1.042	2.605	84.366	1.042	2.605	84.366
15	.898	2.246	86.612			
16	.765	1.912	88.524			
17	.735	1.837	90.361			
18	.584	1.460	91.821			
19	.565	1.412	93.233			
20	.506	1.264	94.497			
21	.432	1.080	95.577			
22	.404	1.010	96.586			
23	.280	.699	97.285			
24	.233	.584	97.869			
25	.181	.453	98.322			
26	.172	.429	98.751			
27	.141	.354	99.104			
28	.101	.251	99.356			
29	.093	.233	99.589			
30	.077	.192	99.780			
31	.037	.092	99.873			
32	.029	.073	99.945			
33	.016	.039	99.984			
34	.004	.010	99.995			
35	.002	.005	100.000			
36	2.978E-016	7.445E-016	100.000			
37	1.811E-016	4.527E-016	100.000			
38	2.842E-017	7.105E-017	100.000			
39	-1.757E-016	-4.392E-016	100.000			
40	-6.089E-016	-1.522E-015	100.000			

Extraction Method: Principal Component Analysis.

Table 4.6 shows the importance of each of the components. The first 14 components have an eigenvalue over 1.00; they explain 84.366% of the total variability of the data. The 14 components are probably adequate for making significant operational decisions in the Kenyan insurance industry. The components are the factors with the highest extraction value which include: Leadership principles in their organization enable strategy implementation, the managers do not spare any effort to persuade the employees of their ideas for strategic plan implementation to be effective, strategy implementation plans are well understood by the employees, necessary tweaks or improvements on the strategy are always done after reviews, the top management of this organization is committed to the strategic direction of the organization, clear indicators have been established in the organization to track progress in the implementation of strategy, the organization practices honest and transparent communication on matters strategy, in their company upward and downward feedback between the top management and lower level employees facilitates strategy implementation, the organization structure of their NGO matches the strategy in use, the management communicates to employees their roles in the strategy implementation and how their daily tasks contributes to it, their organization has regular scheduled formal reviews of the new strategy, customers and staff fully appreciate the strategy, the top management emphasizes adherence to high levels of integrity and accountability as necessary conditions for effective strategy implementation and managers' commitment to performing their roles diligently motivates the lower ranks of employees to embrace and support implementation of the strategy.

Figure 4.6: Scree plot



The scree plot shows that the fourteen components had an Eigenvalue greater than 1.00. These factors are specific to the international NGOs in Kenya.

4.6 Discussion of Findings

The Key factors established to affect implementation of strategy in international NGO's in Kenya include: Leadership principles in their organization enable strategy implementation, the managers do not spare any effort to persuade the employees of their ideas for strategic plan implementation to be effective, strategy implementation plans are well understood by the employees, necessary tweaks or improvements on the strategy are always done after reviews, the top management of this organization is committed to the strategic direction of

the organization, clear indicators have been established in the organization to track progress in the implementation of strategy, the organization practices honest and transparent communication on matters strategy, in their organizations upward and downward feedback between the top management and lower level employees facilitates strategy implementation, the organization structure of their NGO matches the strategy in use, the management communicates to employees their roles in the strategy implementation and how their daily tasks contributes to it, their organization has regular scheduled formal reviews of the new strategy, customers and staff fully appreciate the strategy, the top management emphasizes adherence to high levels of integrity and accountability as necessary conditions for effective strategy implementation and managers' commitment to performing their roles diligently motivates the lower ranks of employees to embrace and support implementation of the strategy.

In line with the study findings, Moore (2018) opined that strategy implementation entails introducing changes in how the organization operates. Change tends to bring about some element of uncertainty and anxiety among stakeholders who were used to the old way of doing things. The change often brings about the fear of the unknown resulting in resistance. The level of resistance varies from one situation to the next depending on the magnitude of the change proposed by the strategy, the level of stakeholders' tolerance to change, and the number of stakeholders involved (Brinkschrider,2014). If this resistance is not effectively managed, it can scuttle the strategy implementation process.

The inability to translate strategy into actionable activities and tasks is another significant barrier to strategy implementation. Zaidi et al. (2018) noted that 90% of companies fail to implement their strategies because they cannot cascade the strategy from the managerial

level to lower levels of the organization. Carucci (2017) also observed that in most organizations, employees are unaware of what their role is in the strategy implementation process. They cannot relate how their day-to-day work is connected to the realization of the company's strategy.

Only organizations that can effectively overcome challenges in strategy implementation are successful. Judson (1996) highlights that only 10% of developed strategies are effectively implemented while Raps (2004) pegs success rate somewhere between 10 and 30%. This low success rate is attributed to a gap in academic implementation literature and the limited attention strategy implementation has been given over the years. Different researchers also argue that organizations encounter numerous challenges in the implementation of strategies in different factors.

Effective implementation of strategies fails because those executing are not part of the planning team. Implementation takes longer than formulation, is a process and not a single step, involves more people and requires management of changes in the organization (Hrebiniak,2006). Politics, inertia, and resistance to change contribute to the challenges. Aosa (1992), on the other hand, argues that impeded to implementation include poor communication, insufficient coordination, misunderstanding of strategy, lack of supporting organizational system, resources and capabilities, uncontrollable environment, and poor management support.

CHAPTER FIVE: SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes findings, conclusions, recommendations for policy and practice, limitations, and suggestions for further study. The findings were summarized in line with the objective of the study that was to establish the challenges of strategy implementation at international NGO's in Kenya

5.2 Summary of findings

The study revealed that at international NGO's in Kenya, company upward and downward feedback between the top management and lower-level employees facilitates strategy implementation, the organization structure of their NGO matches the strategy in use all employees of their organization, including those at the lower level are aware of the goals of the NGO, the organizational design is flexible thus promoting creativity and participation in line with the current strategy, managers in their organization turn to restructuring as a means of implementing strategic change aimed at improving performance and that each employee in the organization has precise roles that are directly linked to attainment of strategy.

In addition, the study established that at international NGO's in Kenya, employees of this organization are encouraged to practice core values of the organization, which enable strategy implementation; in their organization, employees' actions are guided by norms, beliefs, and habits, their internal policies and procedures facilitate the employees well understand strategy implementation and that strategy implementation plans.

Further, the study established that at international NGOs in Kenya, the top management of this organization is committed to the strategic direction of the organization, the top management emphasizes adherence to high levels of integrity and accountability as necessary conditions for effective strategy implementation, clear indicators have been established in the organization to track progress in the implementation of strategy, the managers do not spare any effort to persuade the employees of their ideas for strategic plan implementation to be effective and that the top managers have demonstrated their willingness to expend their energy for the implementation of the strategy.

Also, the study revealed that most international NGOs in Kenya practice honest and transparent communication on matters strategy, a feedback mechanism is in place to enhance strategy execution, the management always communicates timely on all matters strategy and that there are predictable channels of communication regarding cascading of strategies.

5.3 Conclusion

The study concludes the Key factors that affect implementation of strategy in international NGO's in Kenya to include: Leadership principles in their organization enable strategy implementation, the managers do not spare any effort to persuade the employees of their ideas for strategic plan implementation to be effective, strategy implementation plans are well understood by the employees, necessary tweaks or improvements on the strategy are always done after reviews, the top management of this organization is committed to the strategic direction of the organization, clear indicators have been established in the organization to track progress in the implementation of strategy, the organization practices

honest and transparent communication on matters strategy, in their company upward and downward feedback between the top management and lower level employees facilitates strategy implementation, the organization structure of their NGO matches the strategy in use, the management communicates to employees their roles in the strategy implementation and how their daily tasks contributes to it, their organization has regular scheduled formal reviews of the new strategy, customers and staff fully appreciate the strategy, the top management emphasizes adherence to high levels of integrity and accountability as necessary conditions for effective strategy implementation and managers' commitment to performing their roles diligently motivates the lower ranks of employees to embrace and support implementation of the strategy.

5.4 Recommendations

There is a need for a good structure to support the implementation of the NGO strategies. The organizations have to develop a culture of implementation of a strategy to ensure that all the strategies adopted by the NGO are properly implemented at all levels of the NGO. There is also a need for increased cooperation and collaboration among the senior officers. They take part in implementing the Ngo's strategy as this is one of the challenges faced.

The international NGOs in Kenya need to increase technical capacity for implementing the strategies, and it should train the employees to boost the human resource capacity in the country in the implementation of the strategies. There is also a need for the international NGOs to effectively involve the employees in developing the strategies as this affects the implementation of the firm strategies. An effort has to be placed in proper allocation

responsibilities in implementing the strategies to ensure the employees are clear on what responsibilities they have in the implementation process.

On how to overcome the challenges in the implementation, the international NGOs should ensure that they put in place the right structures to ensure that the strategies are properly cascaded, and responsibilities and accountabilities mapped out in the implementation plan.

5.5 Limitation of the study

The findings of this research were limited by the time available for the research and particularly data collection. This is because the questionnaire method was used to collect data. Some of the respondents had limited time to respond to the questionnaire due to their tight schedules. The other challenge was accessing the senior management during the time of the study.

5.6 Suggestion for further research

The study focused on international NGOs in Kenya and their strategies to tackle the challenges in strategy implementation. However, further research can be done on other major players in the NGO sector in Kenya. Another area of further research would be a comparative analysis of the strategies used by all Humanitarian INGOs and their significance in alleviating human suffering.

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