MONITORING, EVALUATION AND CONTROL OF STRATEGY IMPLEMENTATION BY NON-GOVERNMENTAL ORGANIZATIONS IN THE WILDLIFE INDUSTRY, NAIROBI COUNTY

BY

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DECLARATION

This Research Project is my original work and has not been presented for a degree in any other University.

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The Research Project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

I dedicate this research project to my parents Mzee Chongwa Bakari and Mama Luvuno Mnyika and in particular my mother who tirelessly encouraged me to pursue the highest level of education in the land despite her not going to a formal school. While am still on that route, her encouragement keeps me going. I also dedicate this project report to my children, Hassan Chirunga and Shaneez Mnyazi who give me the impetus to work hard and ensure they have the best in their lives.

Special dedication too goes to my wife, Khadija Jacqueline Koni, for being there for me and even when the studies seemed to consume me. Finally, I dedicate this project report to my brother, Ali Gwaru, sisters Mwanaisha Mbeyu, Riziki, Zawadi Kwekwe and Mariam Luvuno for their love and prayers. Thank you guys for being there and May Allah reward you accordingly.

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To my fellow MBA students of the 2013 class; thanks for your encouragement, not to forget especially Lawrence, Francisca, Sylvia, Lydia, Jacky, among others for being there, review of my work and report and support rendered throughout the MBA studies. Those I left behind like Liz, Esther, Shiphira, Lucy and Josphat life is a journey. You will have your moment. You guys were part of a great study group and for that I say keep it up. Many thanks also go to the staff of the various non-governmental organizations in the wildlife industry within Nairobi County. You guys have a special job alongside the government of Kenya to ensure the national heritage is well preserved for generations to come. Lastly, thank you to all other persons that might have contributed to my studies in one way or another and ensured that I was successful.

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ABBREVIATIONS AND ACRONYMS

CBOs   Community Based Organizations

CEO   Chief Executive Officer

CWS   Community Wildlife Service

ECOM   Executive Committee

KWS   Kenya Wildlife Service

MCSs   Management Control Systems

NGOs   Non Governmental Organizations

UN   United Nations

ABSTRACT

The general purpose of the study was to determine how non-governmental organizations in the wildlife industry within Nairobi County carry out the practice of monitoring, evaluation and control in the implementation of their strategic plans to enhance organizational performance and what challenges if any they encounter in monitoring and evaluation and what strategies do they put in place to overcome those challenges. The study was carried out through cross sectional survey focusing on non-governmental organizations within Nairobi County in the wildlife industry. Primary data was collected from the respondents through questionnaires and key informant interviews. A total of 28 questionnaires were sent and administered out of which, 22 responded and 6 did not respond. Secondary data from respondent organization, reports and past strategic plans was used to verify and validate the primary data. The data collected was analyzed using content analysis and descriptive statistics to present information pertaining to the study objectives. Research findings revealed that most non-governmental organizations (100%) had strategic plans ranging from one year to five year plans that help them achieve better performance. It was also determined that the non-governmental organizations encountered numerous challenges in monitoring, evaluation and control of strategy implementing process. According to this research, the majority of the non-governmental organizations cited lack of adequate training and skills and external influence of stakeholders as the average challenges while these non-governmental used clear strategies and training and development as among the best coping strategies in place to help cope with the challenges. The research recommends that most NGOs engage the services of professional strategic managers as well as monitoring and evaluation personnel other than general administrative staff. This will help anchor the practice of monitoring, evaluation and control of the strategic implementation process. The research findings therefore addressed the questions under investigation and would be practical to the practitioners of strategic management and especially monitoring, evaluation and control of the planning process.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Johnson and Scholes (2002) define strategy as the direction and scope an organization over the long term which achieves the advantage for the organization through its configuration of resources within a challenging environment to meet the needs of markets and fulfil stakeholders' expectations. Monitoring, evaluation and control is a process that ensures that a company achieves what it set out to accomplish. Wheelen and Hunger (2005) assert that evaluation and control compares performance with desired results and provides feedback necessary for management to evaluate results and take corrective action, as needed. Strategy is a plan, direction, a guide or a course of action into the future and as a pattern, that is, consistency in behaviour overtime, Mintzberg, (1994).

The open system theory advanced by the British Tavistock group led by A. K. Rice and F.E. Emery in 1950s, and the Americans, Katz and Khan in 1966; described organizations that interacted with their environment; on which they rely on obtaining essential inputs and for the discharge of their system outputs. Cole, (2004). The essential or pragmatic theory (contingency) advanced by Burns and Stalker in the 1950s in Scotland and England and Lawrence and Lorsch of Harvard School in 1967; was developed out of the open system theory, states that there is no single one theory at present which can guarantee the effectiveness of organizations. Management of organizations has to select a mix of theories which seem to meet the needs of the organization and its internal and external pressures at a particular period in its life.

In organizational theory, Pfeffer (1997), studies provide an interdisciplinary focus on, the effect of social organizations on the behaviour and attitudes of individuals within them, the effects of individual characteristics and action on organization, the performance, success, and survival of organizations, and the mutual effects of environments, including resource and task, political, and cultural environments on organizations and vice versa.

The Wildlife Industry in Kenya has attracted a multifaceted number of organizations across the country. Some of these organizations are CBOs, private organizations with national outlook and international organizations brought into play by the abundance of wildlife resources in Kenya which also serves as world heritage. Wildlife resources in the country, support jobs and economic activity throughout the country, especially in the construction, travel, hotel and agricultural sectors. Kenya's wildlife resources are found in protected areas and are also the focus of much interest and goodwill from international agencies, scientific foundations and international conservation organizations, many of whom locate their global or regional headquarters in Nairobi. Non-governmental organizations are the focus of this study.

1.1.1 The concept of strategic management

Strategic management is a set of managerial decisions and actions that determines the long run performance of corporations. It includes environmental scanning (both external and internal), strategy formulation (strategic or long range planning), strategy implementation, and evaluation and control. Wheelen and Hunger, (2005).

These scholars add further that the study of strategic management, therefore, emphasizes the monitoring and evaluating of external opportunities and threats in light of a corporation's strengths and weakness. Mintzberg (1994) defines strategy as a plan, a ploy, a pattern, a perspective and a position. Strategy as a plan since strategy defines the means through which organization moves from one state to another, usually from bad to good state. A pattern since it is concerned with repetitive actions over a period of time, a perspective since it provides a clear vision and a sense of direction where the organization is heading; a ploy to decoy the competitors in the industry and a position which means that organizations are willing to offer particular products and services to new markets other than existing markets.

Ansoff and McDonnell (1990) define strategic management as a process through which a firm manages its relationship with the environment in which it operates. Researchers assert that many organizations or firms have adopted strategic planning to cope with the turbulent environment. Ansoff, (1984) suggests that for a firm to optimize its competitiveness and profitability, it has to match its strategy and supporting capability with the environment. Pearce and Robinson (1997) observed that all organizations have to interact with the environment that is constantly changing and therefore have to establish a match between themselves and the environment. Aosa (1992) states that strategic management helps organizations provide that long term direction whereby they view them in terms of their long term implications for probable success.

1.1.2 Strategy Implementation

Strategy implementation without checks and balances may give management a false sense of achievement. Through evaluation and control function the board mandates the committee(s) to continuously monitor and evaluate the strategic implementation process and provide feedback that can inform management of the status, successes, and failures and propose corrective action. Several definitions of strategic management point to the fact that it is a process that includes formulation, implementation and evaluation and control.

Miller (2002), reports that organizations fail to implement more than 70 per cent of their new strategic initiatives. With this significance, focus of strategic management shifts from formulation to implementation. This further puts pressure to organizations to not only formulate and implement strategies but monitor, evaluate and control how the implementation of the strategy is going so as to achieve desired results.

1.1.3 Monitoring, evaluation and control

Antony and Govindarajan (2004), state that management control systems are tools designed to implement strategies. Different strategies require different task priorities, different key success factors and different skills, perspectives, and behaviour. Monitoring, evaluation and control is thus a key aspect of strategic management process without which the process is incomplete.

Sharplin (1985) defines strategic evaluation as the process of obtaining information about strategic plans and performance and comparing the information with standards. He further defines strategic control as the process of changing the strategic plan in light of changed conditions or additional knowledge and or taking corrective action to bring activities into conformity with the plan.

1.1.4 The Wildlife Industry in Kenya

Wildlife traditionally refers to non-domesticated vertebrates, but has come to broadly refer to all wild plants, animals and other organisms, Wikipedia.org (July, 2013). Domesticating wild plant and animal species for human benefit has occurred many times all over the planet, and has a major impact on the environment, both positive and negative. Wildlife can be found in all ecosystems; deserts, forests, rain forests, plains, and grasslands. Other areas including the most developed urban sites, all have distinct forms of wildlife.

Since the colonial era that ended with Kenya's independence in 1963, environment and wildlife management has been geared towards preserving the status of pristine areas solely to attract tourists from the developed countries. With the tourists came the much sought after tourism dollars. In the ostensible bid to preserve the wilderness in Kenya, several categories of protected areas are recognized by law (Wildlife Act, Cap 376). These categories are national parks, national reserves and marine national parks/reserves and lately wildlife sanctuaries. Landowners in various forms and names have grown to form the wildlife industry players.

The national parks are intended for the exclusive use of wildlife. Some of the national parks in Kenya include the expansive Tsavo National Park, Mt Kenya National Park, Aberdare Range National Park and the Lake Nakuru National Park. Nairobi National Park is the only of its kind in the world; just 10km from the capital.

1.1.5 Non-governmental organizations in the wildlife Industry in Nairobi County

The interest generated by the wildlife resources in Kenya has not only jolted the government into setting areas (National Parks) for conserving and protecting the wildlife resources, it has also attracted attention from non-state actors such as non-governmental organizations. These organizations are either local organizations or international organizations. Other than the state through KWS, other players include; ranchers who maintain cattle and wild animals, wildlife sanctuaries, hoteliers and tourism investors, game reserves by county councils and conservancies and national and international organizations like NGOs and UN affiliated bodies.

The state as major player, through KWS established a pilot extension service, the community wildlife service (CWS), which encouraged landowners in selected districts to accept wildlife on their land, along with training and certain responsibilities delegated to them by KWS. It would be important to investigate the strategies being implemented by the non-governmental organizations in monitoring, evaluation and the control mechanisms in place to steer those strategies within the wildlife industry.

1.2 Research Problem

Strategic management is a set of managerial decisions and actions that determines the long run performance of corporations. It includes environmental scanning (both external and internal), strategy formulation (strategic or long range planning), strategy implementation, and evaluation and control. Wheelen and Hunger, (2005). These scholars add further that the study of strategic management, therefore, emphasizes the monitoring and evaluating of external opportunities and threats in light of a corporation's strengths and weakness. Strategy without control is not only unachievable but also not likely to be achieved in the intended fashion.

There are non-governmental organizations operating in the wildlife industry in Nairobi County as registered by the NGO Council in the country. These organizations may be either local or international with interest and business in the wildlife industry in Kenya. According to the NGO Council, there are over 200 registered non-governmental organizations in Nairobi county working in the wildlife industry as at July, 2013. These organizations may develop strategies but it is not clear whether they are evaluated and examined and the frequency so as to get timely feedback and information management on possible causes of action(s) to be taken.

Various studies carried out on strategy, evaluation and control in organizations include; Oriko (2010), Githiomi (2010), Nandama (2010), Mithike (2009), Kariuki (2008) Atieno (2012) and Otieno (2012). Mithike (2009), Kariuki (2008), Githiomi (2010), Oriko (2010), Nandama (2010) and Atieno (2012) studied strategic control and evaluation in

dairy, pharmaceuticals, banks and employee organizations to determine challenges and the evaluation and control strategies adopted by these organizations. Kung'u (2007) and Otieno (2012) researched on strategy control and evaluation in churches. None of these studies was carried out in organizations dealing with wildlife conservation.

This study intends to highlight monitoring, evaluation and control strategies being used by non-governmental organizations in the wildlife industry. The organizations in the wildlife industry are not homogenous and have evolved depending on business models and focus. In the wildlife industry, the role the government of Kenya (KWS) plays in the management of wildlife resources , that it has to be clear and distinctive as an oversight, facilitative and that of policy formulation and direction. While it has the overall responsibility in managing and conserving the wildlife resources, policing and regulation functions, it has to allow other players to come on board.

This study was carried out to answer the following questions; do non-governmental organizations in the wildlife industry within Nairobi County practice monitoring, evaluation and control while carrying out implementation process of their strategies and what are the challenges non-governmental organizations in the wildlife industry within Nairobi County face during the monitoring, evaluation and control of their strategy implementation process and what strategies as coping mechanisms in addressing those challenges are in place?

1.3 Research Objectives

The study has two main objectives namely;

i) To determine how non-governmental organizations in the wildlife industry in Nairobi monitor, evaluate and control the implementation of their strategies.

ii) To determine the challenges faced by non-governmental organizations in the wildlife industry in Nairobi during monitoring, evaluation and control as they implement their strategic plans; and their strategic responses to overcome the challenges.

1.4 Value of the Study

This study will provide useful insights to non-governmental organizations in the wildlife industry in Nairobi on strategies they use to monitor, evaluate and control and on the challenges faced by these non-governmental organizations and how they overcome them. This information can be replicated to other areas of the country like Taita Taveta County, Narok County, Tana River County and Kajiado County, areas with most of their economic stay dependent on wildlife resources. Government and policy makers will use this information generated by the study to better understand the challenges faced by wildlife industry players. The study finally will seek to bring forth information how organizations in the wildlife industry, monitor, evaluate and control strategic implementation, which adds to the body of knowledge to the scholarly world. The study will also open more opportunities for further research in the area of monitoring, evaluation and control of strategy implementation in the wildlife industry.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature that has been done by other scholars on the areas of evaluation and control in strategy implementation. This study will examine the relationship that exists between monitoring, evaluation and control to successful implementation of an organization's strategy. Monitoring, evaluation and control provides checks and balances on whether organizations are attaining their set out goals or non-compliance to the set goals.

2.2 Theoretical framework

The open system theory advanced by the British Tavistock group led by A. K. Rice and F.E. Emery in 1950s, and the Americans, Katz and Khan in 1966; described organizations that interacted with their environment; on which they rely on obtaining essential inputs and for the discharge of their system outputs. Cole, (2004). The essential or pragmatic theory (contingency) advanced by Burns and Stalker in the 1950s in Scotland and England and Lawrence and Lorsch of Harvard School in 1967; was developed out of the open system theory, states that there is no single one theory at present which can guarantee the effectiveness of organizations. Management of organizations has to select a mix of theories which seem to meet the needs of the organization and its internal and external pressures at a particular period in its life.

In organizational theory, Pfeffer (1997), studies provide an interdisciplinary focus on, the effect of social organizations on the behaviour and attitudes of individuals within them, the effects of individual characteristics and action on organization, the performance, success, and survival of organizations, and the mutual effects of environments, including resource and task, political, and cultural environments on organizations and vice versa. This study will be anchored on the organizational theory with focus on the effect of social organizations on the behaviour and attitudes of individuals within them, and their influence on performance.

2.3 Concept of Strategy

Thompson, Strickland and Gamble (2007) argues that concept of strategy defines various approaches that top corporate managers use to be able to achieve a better performance of the set of business which the organization has diversified to. Ansoff and McDonnell (1990) define strategic management as a process through which a firm manages its relationship with the environment in which it operates. Porter (1996), explains that many firms operate within an environment whereby they are expected to meet various stakeholders' expectations hence need to formulate strategies that would help them meet this need.

Mintzberg (1994) defines strategy as a plan, a ploy, a pattern, a perspective and a position. Strategy as a plan since strategy defines the means through which organization moves from one state to another, usually from bad to good state. A pattern since it is concerned with repetitive actions over a period of time, a perspective since it provides a

clear vision and a sense of direction where the organization is heading; a ploy to decoy the competitors in the industry and a position which means that organizations are willing to offer particular products and services to new markets other than existing markets. Researchers assert that many organizations or firms have adopted strategic planning to cope with the turbulent environment. Ansoff, (1984) suggests that for a firm to optimize its competitiveness and profitability, it has to match its strategy and supporting capability with the environment.

Pearce and Robinson (1997) observed that all organizations have to interact with the environment that is constantly changing and therefore have to establish a match between themselves and the environment. Aosa (1992) states that strategic management helps organizations provide that long term direction whereby they view them in terms of their long term implications for probable success. Strategies are therefore forward looking, designed to be accomplished several years into the future, and based on management assumptions about numerous events that have not yet occurred, Pearce and Robinson (1991).

2.4 Corporate governance

Corporate governance refers to the sets of mechanism and processes that help ensure that organizations or companies are directed and managed to create value for their owners while concurrently fulfilling responsibilities to other stakeholders like employees, suppliers, and society at large. Many mechanisms, including boards of directors, external auditors, corporate governance ratings, shareholder voting rights, takeover threats, can have corporate governance effect. Corporate governance systems and management

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control systems (MCSs) are inextricably linked. Fayol's general statement about management in many ways still remains valid after more than ninety years. Management can also be defined as a social process consisting of planning, control, coordination and motivation. Brech, (1975). Managing is an operational process initially best dissected by analyzing the managerial functions of; planning, organizing, staffing, directing and leading and controlling. Koontz and O'Donnel, (1968). Corporate governance focus is slightly broader than an MSCs focus. An MCSs focus takes the perspective of top management and asks what can be done to ensure proper behaviour of employees in the organization.

Corporate governance focus is on controlling of the behaviour of top management and turns their direction, those of other employees. They give authority to delegates called board of directors. Board of directors or corporate officers have fiduciary to foster long term and debt-holders. The basic fiduciary duty elements are; duty to care, duty to loyalty, duty to good faith, and duty not to waste. Boards safeguard the equity investors interests' by ensuring management maximizes value for shareholders and protect interest of other stakeholders (employees, audit committees). Pearce and Robinson (1991) refer to strategy as a game plan that provides a framework for managerial decisions. It reflects the company's awareness of how, when and where it should compete; against whom it should compete; and for what purposes it should compete.

2.5 Strategy Implementation

Strategy implementation takes place as a series of steps, programs, investments, and moves that occur over an extended period of time. Special programs are undertaken. Managers implement strategy by converting broad plans into concrete, incremental actions and result specific units and individuals. Implementation control is the type of control that must be exercised as those events unfold. Implementation control is designed to assess whether the overall strategy should be changed in light of results associated with incremental actions that implementation overall strategy.

By their very nature, premises and implementation controls are focused control; strategic surveillance, however, is unfocused; strategic surveillance is designed to monitor a broad range of events inside and outside the firm that are likely to affect the course of its strategy. It is a loose environmental scanning activity. A special alert control is thorough, often rapid, reconsideration of the firms' strategy because of a sudden, unexpected event. Monitoring, evaluation and controlling strategy implementation will give organizations a competitive edge in the wildlife industry.

2.6 Strategy monitoring, evaluation and control, techniques and challenges

Strategic controls are concerned with tracking a strategy as it is being implemented, detecting problems or changes in its underlying premises, and making necessary adjustments. In contrast to post-action control, strategy control is concerned with guiding action on behalf of the strategy as that action is taking place and when the end result is

still several years off. According to Pearce and Robinson (2011), managers responsible for the success of a strategy are typically concerned with two sets of questions:

Are we moving in the proper direction? Are key things falling into place? Are we doing the critical things that need to be done? Should we adjust or abort the strategy? And how are we performing? Are objectives and schedules being met? Are costs, revenues, and cash flows matching projections? Do we need to make operational changes?

Strategic control augmented by some operational controls, are designed to answer these questions. The control of strategy can be characterized as a form of 'steering control' according to Yavitz and Newman (1982). Ordinarily, a good deal of time elapses between the initial implementation of a strategy and achievement of intended results. During that time, investments are made and numerous projects and actions are undertaken to implement the strategy.

At the same time changes are taking place in both the environmental situation and the firm's internal situation. The best-formulated strategies become obsolete as a firm's external and internal environments change. It is essential, therefore, that strategists systematically review, evaluate, and control the execution of the strategies according to David (2009).

There are four basic types of strategic control; these include; every strategy is based on certain planning premises or assumptions or predictions. Premise control is designed to check systematically and continuously whether the premises on which the strategy is based are still valid. Which premises should be monitored?

Planning premises are primarily concerned with environmental and industry factors. Monitoring, evaluation and control information consists of performance data and activity reports. Evaluation and control information must be relevant to what is being monitored; usually this follows developing appropriate measures of important activities and outputs.

2.7 Strategy evaluation and control and implementation relationship

Strategy is a carefully devised plan of action to achieve a goal or the art of developing or carrying out such a plan while on the other hand structure is a framework or system of parts: a system or organization made up of interrelated parts functioning as a whole in which the coordination of the strategy and structure leads to strategy implementation. Strategy implementation deals with ways in which a firm creates the organizational arrangements that allow it to pursue its strategy.

Wheelen & Hunger, (2005). Strategy evaluation is necessary for all sizes and kinds of organizations. Strategy evaluation should initiate managerial questioning of expectations and assumptions, should trigger a review of objectives and values, and should stimulate creativity in generating alternatives and formulating criteria of evaluation. David, (2009).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presented the research design that was used in the study. It showed the sampling techniques of the target population, data collection techniques and the methods that were used and the way data collected from the industry was be analyzed. This section specifies the framework or blue print for the entire research process that enabled the researcher to achieve the objectives of the study.

3.2 Research design

The research was conducted through cross-sectional survey, and the study examined representative of the non-governmental organizations in the wildlife industry based in Nairobi County and data obtained was used to find out whether carrying out strategy implementation, monitoring, evaluation and control of the strategic process was carried out. According to Glesne and Alan (1992) survey research is probably the best method available to social scientists who are interested in collecting data for purposes of describing a population which is too large to observe.

Mugenda and Mugenda (2003), aver that while surveys are costly and time consuming, they are beneficial when investigating more than one study unit due to the comparisons within the sample and generalization with the entire population. The research used primary data that was collected through self and administered questionnaires and interviews on key management personnel to qualify the primary data and information gathered.

3.3 Population of the study

The population target in the study comprised of the non-governmental organizations working or dealing with the business of wildlife conservation and enterprises in Nairobi County. The estimated target population was 200 non-governmental organizations in Nairobi County working in the wildlife industry.

The population frame was therefore drawn from the list of all registered and full operational non-governmental organizations operating in Nairobi County who had businesses in the wildlife industry. These organizations were local, national or international but operating in Nairobi County. With greater emotional appeal as world heritage, wildlife had pulled research, scientific and animal welfare groups and organizations that included lobbyists into Kenya to support the government mandate of managing and conserving the wildlife.

3.4 Sample Design

The sample population for the study was selected using simple random sampling techniques that involved randomly selecting representatives from the different non-governmental organization in population under study in Nairobi County. The study intended to examine the practice and culture of strategy monitoring, evaluation and control of the strategy implementation by non-governmental organizations in the wildlife industry operating in Nairobi County.

Randomization of the sample representatives was done to ensure that each member had a known, non-zero chance of being selected as part of the sample. A sample size was 28 organizations out of over 200 firms/organizations of the target population. This represented a figure slightly higher than the 10% of the total population but fitting in the larger sampling frame as proposed by Mugenda and Mugenda (2003) who concur that thirty observations are sufficient to represent a large a population.

3.5 Data collection

Data for this study was collected using questionnaires. The questionnaires were be administered face to face and also self-administered to the non-governmental organization owners, managers or senior representatives. Secondary data was also used to validate the information that arose from the primary data on the various non-governmental organizations that were examined in the wildlife industry in Nairobi County.

Cooper and Schindler, (2006), prefer face to face interviews as the interviewer can control the interview situation, has higher response rate and is best method to get insights through probing. Key informant interviews were also carried out by researcher with key players to verify and to validate the primary data. The researcher physically visited the organizations and in some cases emailed the questionnaires to the organizations interviewed. This was to examine them on whether they had strategic plans and what control mechanisms they had put in place to help steer strategic implementation.

3.6 Data Analysis

Data collected from the survey of the non-governmental organizations working in the wildlife industry in Nairobi County on the respondents' views about the monitoring, evaluation and control of the strategy implementation process. Descriptive statistics was used in analyzing the data and generating frequency distribution tables. Both quantitative and qualitative data was analysed. Various measurement scales to define the way data collected will be analyzed and presented will be used. With the aid of appropriate software analytical packages data will be keyed into computer and analyzed to give out production.

In part A, B and C of the questionnaire, data was analyzed using frequency distribution and percentages. Data in part D, E and F was analyzed using frequency distribution, mean scores and standard deviation. Mean Scores were used to determine the extent to which non-governmental organizations in the wildlife industry in Nairobi County practiced monitoring, evaluation and control in implementing their strategic plans. Standard deviations were used to determine the varying degrees of the differences in which the non-governmental organizations in the wildlife industry in Nairobi County practiced strategic management monitoring, evaluation and control.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

The study had two objectives. The first objective was to determine how non-governmental organizations in the wildlife industry in Nairobi monitored, evaluated and controlled the process of implementation of their strategies. The second objective was to determine the challenges faced by non-governmental organizations in the wildlife industry in Nairobi during monitoring, evaluation and control they implemented their strategic plans; and their strategic responses to overcome the challenges.

In this chapter, data from non-governmental organizations within Nairobi County working in the wildlife industry was collected to find out the practice and culture of monitoring, evaluation and control of strategic implementation practice so as to improve organizational performance. The study examined 28 non-governmental organizations working in Nairobi County in the wildlife industry and as registered by the NGO Council in Kenya. Out of 28 questionnaires sent out or administered, only 22 of them responded representing a response rate of 78.6% and a non-response rate of 21.4%.

4.2 General Information on Respondents

Respondents in the wildlife industry in Nairobi County were asked to indicate information about their age, gender, academic qualification, position held and length of service in the organizations. The findings are summarized in the tables below;

Table 1: Respondents Age Bracket

Age bracket of respondent	Frequency	Percent	Valid Percent	Cumulative Percent
30 years and below	9	40.9	40.9	40.9
31-40 years	11	50.0	50.0	90.9
41-50 years	2	9.1	9.1	100.0
Total	22	100.0	100.0	

According to the findings as presented in Table 1, majority of the respondents were within the age bracket of 30 years and below (40.9%) and 31-40 years (50.0%) and only 9.1% were above the age bracket of 41-50 years.

Table 2: Respondents of Gender

Gender of respondent	Frequency	Percent	Valid Percent	Cumulative Percent
Male	9	40.9	40.9	40.9
Female	13	59.1	59.1	100.0
Total	22	100.0	100.0	

According to the findings as presented in Table 2, majority of the respondents were females representing (59.1%) and males accounted for only (40.9%).

Table 3: Respondents Academic qualifications

Education level of respondent	Frequency	Percent	Valid Percent	Cumulative Percent
University	22	100.0	100.0	100.0

According to the findings as presented in Table 3, all respondents had university academic qualification (100%) with some holding master degrees beside the bachelors.

Table 4: Respondents position in the organization

Position of respondent in the organization	Frequency	Percent	Valid Percent	Cumulative Percent
Junior manager	2	9.1	9.1	9.1
Middle manager	6	27.3	27.3	36.4
Senior manager	10	45.5	45.5	81.8
M&E officer	2	9.1	9.1	90.9
Others	2	9.1	9.1	100.0
Total	22	100.0	100.0	

According to the findings as presented in Table 4, majority of the respondents were senior managers at (45.5%) and (27.3%) middle managers, 9.1% junior managers, M&E officers, and other categories respectively.

Table 5: Respondents length of service in the organization

Length of service of respondent	Frequency	Percent	Valid Percent	Cumulative Percent
1yr	4	18.2	18.2	18.2
2yrs	2	9.1	9.1	27.3
3yrs	4	18.2	18.2	45.5
4yrs	5	22.7	22.7	68.2
over 5yrs	7	31.8	31.8	100.0
Total	22	100.0	100.0	

According to the findings as presented in Table 5, majority of the respondents (31.8%) had served their organization for over five years, (22.7%) had served for four years and about (18.2%), (18.2%) and (9.1%) had served for three years, two years and one year durations in their organizations respectively.

4.3 Strategic Management Practice by Non-governmental Organizations

Respondents in the wildlife industry in Nairobi County were examined on the practice and culture of strategic management by their organizations. The findings are summarized in the tables below;

Table 6: Organization has vision and mission statement

Vision and mission of organization	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	22	100.0		100.0
No	0	0.0	100.0	0.0
N	22			100.0

According to the findings as presented in Table 6, all the respondents (100%) organization had vision and mission that guided strategic operations as they strived to achieve their goals.

Table 7: Does organization vision and mission inspire the respondents

Inspiration by vision and mission	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	22	100.0		100.0
No	0		100.0	0.0
N	22	0.0		100.0

According to the findings as presented in Table 7, (100%) of the non-governmental organizations through the respondents had vision and mission that inspired them.

Table 8: Time frame of organization's strategic plan

Time of strategic plan	Frequency	Percent	Valid Percent	Cumulative Percent
1yr	4	18.2	18.2	18.2
2yrs	4	18.2	18.2	36.4
3yrs	5	22.7	22.7	59.1
5yrs	9	40.9	40.9	100.0
Total	22	100.0	100.0	

According to the findings as presented in Table 8, all the organizations had strategic plans ranging from one year to five years in life span. Majority of the respondents (40.9%) had strategic plans running for five years while at the lower end (18.2%) had one year strategic plans.

Table 9: duration taken to review the strategic plan

Duration of reviewing organization's strategy	Frequency	Percent	Valid Percent	Cumulative Percent
Quarterly	4	18.2	18.2	18.2
Semi-annually	2	9.1	9.1	27.3
Annually	7	31.8	31.8	59.1
Every 3yrs	2	9.1	9.1	68.2
Every 5yrs	5	22.7	22.7	90.9
Other	2	9.1	9.1	100.0
Total	22	100.0	100.0	

According to the findings as presented in Table 9, most respondents (31.8%) revised their strategic plans annually, (22.7%) revised theirs every five years, some (18.2%) revised their quarterly and yet some (9.1%) revised strategies semi-annually and others (9.1%) didn't know when they revised their strategic plans.

4.3.1 Strategic monitoring, evaluation and control process by non-governmental organization

Respondents in the wildlife industry in Nairobi County were examined on the process of monitoring, evaluation and control of strategy implementation. The findings are summarized in the tables as below;

Table 10: who develops/sets departmental strategies in the organization

Development of departmental strategies	Frequency	Percent	Valid Percent	Cumulative Percent
Functional/Unit manager	2	9.1	9.1	9.1
Management committee/board	3	13.6	13.6	22.7
Top management	2	9.1	9.1	31.8
All employees	10	45.5	45.5	77.3
Consultants	4	18.2	18.2	95.5
8.00	1	4.5	4.5	100.0
Total	22	100.0	100.0	

According to the findings as presented in Table 10, (45.5%) of non-governmental organizations had their departmental strategies developed by all employees. Some organizations (18.2%) used consultants, (13.6%) used their board/management committees, (9.1%) used functional/unit managers, and (9.1%) used top management to set departmental strategies.

Table 11: how is the strategy evaluated

How evaluation is done	Frequency	Percent	Valid Percent	Cumulative Percent
Formal	20	90.9	90.9	90.9
Informal	2	9.1	9.1	100.0
Total	22	100.0	100.0	

According to the findings as presented in Table 11, (90.9%) of the organizations evaluated their strategic plans formally while (9.1%) carried out informal evaluations.

Table 12: who develops strategic monitoring, evaluation and control

Who develops strategic monitoring, evaluation and control system	Frequency	Percent	Valid Percent	Cumulative Percent
Chief Executive Officer	6	27.3	27.3	27.3
Board & Management committee	8	36.4	36.4	63.6
M&E Officer	2	9.1	9.1	72.7
Consultants	6	27.3	27.3	100.0
Total	22	100.0	100.0	

According to the findings as presented in Table 12, (36.4%) of organizations had the board/management committee develop strategic monitoring, evaluation and control tools; (27.3%) used consultants and the CEO while the M&E officer (9.1%) was used to set out the monitoring, evaluation and control tools of strategic implementation.

Table 13: does the organization train people depending on the results of these reviews

Training of employee	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	20	90.9	90.9	90.9
No	2	9.1	9.1	100.0
Total	22	100.0	100.0	

According to the findings as presented in Table 13, (90.9%) of the organizations trained their staff depending on the results of the reviews that were not favouring strategic planning and implementation and only (9.1%) did not train their staff.

4.3.2 Environmental scanning by non-governmental organization

Respondents in the wildlife industry in Nairobi County were examined on whether the organizations engaged in environmental scanning as a tool to aid in monitoring, evaluation and control of strategy implementation. The findings are summarized in the tables as below;

Table 14: who does the environmental scanning in the organization

Who does environmental scanning	Frequency	Percent	Valid Percent	Cumulative Percent
Internal	12	54.5	54.5	54.5
Consultants	8	36.4	36.4	90.9
Don't know	2	9.1	9.1	100.0
Total	22	100.0	100.0	

According to the findings as presented in Table 14, (54.5%) of environmental scanning by the organizations is done by internal teams, (36.4%) done by consultants and (9.1%) done by unknown people to the respondents.

Table 15: which parts of environment are scanned and analyzed

Parts of environmental scanning	Frequency	Percent	Valid Percent	Cumulative Percent
Both	20	90.9	90.9	90.9
Don't know	2	9.1	9.1	100.0
Total	22	100.0	100.0	

According to the findings as presented in Table 15, (90.9%) of the organizations scanned and analysed both internal and external environment in the process of obtaining information to help with monitoring, evaluation and control of strategy implementation.

Table 16: how often is the environmental scanning done

Frequency of environmental scanning	Frequency	Percent	Valid Percent	Cumulative Percent
Monthly	4	18.2	18.2	18.2
Quarterly	4	18.2	18.2	36.4
Semi-annually	2	9.1	9.1	45.5
Annually	10	45.5	45.5	90.9
Don't know	2	9.1	9.1	100.0
Total	22	100.0	100.0	

According to the findings as presented in Table 16, (45.5%) of the organizations scanned their environment annually, while some (18.2%) did monthly, (18.2%) quarterly, (9.1%) did semi-annually and others didn't know when environmental scanning was done (9.1) at all.

Table 17: how is information collected from environmental scanning used

Usage of environmental scanning information	Frequency	Percent	Valid Percent	Cumulative Percent
Taken to the right people in the organization	9	40.9	40.9	40.9
Everyone is given	11	50.0	50.0	90.9
Do not know	2	9.1	9.1	100.0
Total	22	100.0	100.0	

According to the findings as presented in Table 17, (50.0%) of the organizations gave everyone in the organization information collected from the environmental scanning. (40.9%) of organizations gave the information obtained to the right people in the organization and (9.1%) did not know what to do with the information obtained.

Table 18: does organization change its strategy depending on the information collected

Does strategy change	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	20	90.9	90.9	90.9
Don't know	2	9.1	9.1	100.0
Total	22	100.0	100.0	

According to the findings as presented in Table 18, (90.9%) of the organizations changed their strategies when the information obtained from environmental scanning indicated that a change was desirable and (9.1%) of organizations did not know whether to effect change of strategy or not.

4.3.3 Strategic planning assumptions by non-governmental organization

Respondents in the wildlife industry in Nairobi County were asked to state the assumptions they consider in the process of setting out strategic plans. The findings are summarized in the tables as below;

Table 19: assumptions on strategy development

Planning assumptions	Frequency	Percent	Valid Percent	Cumulative Percent
Core business remains a going concern	10	45.5	45.5	45.5
Funding will be available	4	18.2	18.2	63.6
Politics will be favourable to the business	2	9.1	9.1	72.7
All of above	4	18.2	18.2	90.9
No assumption	2	9.1	9.1	100.0
Total	22	100.0	100.0	

According to the findings as presented in Table 19 below, strategy planning assumptions included (45.5%) as core business of the organization remains as a going concern, (18.2%) as that funding will be available for the organizations.

As many as (9.1%) of organizations thought politics and the legal environment will favour the work of the non-governmental organizations and (18.2%) favoured the above as assumptions and (9.1%) did not have planning assumptions.

Table 20: frequency of reviewing these assumptions

Review of assumptions	Frequency	Percent	Valid Percent	Cumulative Percent
Quarterly	10	45.5	45.5	45.5
Semi-annually	2	9.1	9.1	54.5
Annually	6	27.3	27.3	81.8
Don't know	2	9.1	9.1	90.9
Other	2	9.1	9.1	100.0
Total	22	100.0	100.0	

According to the findings as presented in Table 20 above, (45.5%) of the organizations reviewed their planning assumptions quarterly, (27.3%) reviewed their assumptions annually and (9.1%) revised theirs semi-annually while (18.2) didn't review their assumptions or didn't know what to do at all.

Table 21: who handles sudden internal crisis in the organization

Handling of internal crisis	Frequency	Percent	Valid Percent	Cumulative Percent
Consultations	4	18.2	18.2	18.2
Team exists to deal with crisis	2	9.1	9.1	27.3
Management handles it	14	63.6	63.6	90.9
Not Applicable	2	9.1	9.1	100.0
Total	22	100.0	100.0	

According to the findings as presented in Table 21, (63.6%) of the organizations used their management teams to handle sudden internal crisis, (18.2%) of organizations used consultants, (9.1%) had existing teams to deal with crisis and (9.1%) did not experience crisis hence the question was not applicable to those organizations.

Table 22: who handles sudden external crisis in the organization

Handling of external crisis	Frequency	Percent	Valid Percent	Cumulative Percent
Consultations	7	31.8	31.8	31.8
Team exists to deal with crisis	2	9.1	9.1	40.9
We seek external support	3	13.6	13.6	54.5
Management handles it	8	36.4	36.4	90.9
Not Applicable	2	9.1	9.1	100.0
Total	22	100.0	100.0	

According to the findings as presented in Table 22, (36.4%) of the organizations used management teams to handle sudden external crisis while (31.8%) used consultants to solve external crisis. (13.6%) sought external support, (9.1%) had existing teams to deal with the crisis and finally (9.1%) did not experience external crisis hence did not find the question relevant.

Table 23: how does the current strategic monitoring, evaluation and control support strategic plan

Current monitoring, evaluation and control versus strategy plan implementation	Frequency	Percent	Valid Percent	Cumulative Percent
Very adequately	8	36.4	36.4	36.4
Adequately	9	40.9	40.9	77.3
Slightly adequate	4	18.2	18.2	95.5
Not at all	1	4.5	4.5	100.0
Total N	22	100.0	100.0	

According to the findings as presented in Table 23, (40.9%) of the organizations found out that their current monitoring, evaluation and control supported the strategic plan process adequately, (36.4%) supported strategic plan process very adequately and (18.2%) of organizations found out that process was supported slightly adequately. (4.5%) were categorical that their current strategy monitoring, evaluation and control did not support the strategic plan at all.

Table 24: extent to which monitoring, evaluation and control supports continuous improvement

Measure extent which strategic monitoring, evaluation and control supports continuous improvement	N	Minimum	Maximum	Mean	Std. Deviation
To what extent does strategic monitoring, evaluation and control support continuous improvement	22	2.00	4.00	3.2727	.70250
N	22				

According to the findings as presented in Table 24, (mean score of 3.27 with standard deviation of .70) of the organizations found out that strategic monitoring, evaluation and control supported continuous improvement of performance in the organizations to the extent of supports to a great extent.

4.4 Key success factors in strategic monitoring, evaluation and control of strategy implementation

Respondents in the wildlife industry in Nairobi County were examined on what they considered as key success factors in the process of monitoring, evaluation and control of strategy implementation. The findings are summarized in the tables as below;

Table 25: Rating scale on success factors

This table was a rating of the extent to which the following processes had been effectively used in monitoring, evaluation and control of strategy implementation in the organization

Measure extent of Processes	N	Minimum	Maximum	Mean	Std. Deviation
Direct supervision	22	2.00	4.00	3.3636	.65795
Planning and control forum	22	1.00	5.00	3.5909	1.14056
Performance targets	22	2.00	5.00	4.4545	1.01076
Reward systems	22	1.00	5.00	2.8636	1.39029
Product knowledge	22	1.00	5.00	3.6818	1.12911
N	22				

According to the findings as presented in Table 25 above, product knowledge with (mean score of 3.68 with standard deviation of 1.12) was a process with significant extent, planning and control forum (mean score of 3.59 with standard deviation of 1.14) also had significant extent, direct supervision process (mean score of 3.36 with standard deviation of .65) had average extent alongside reward system (mean score of 2.86 with standard deviation of 1.39) and performance targets (mean score of 4.45 with standard deviation of 1.01) had the greatest extent as a process.

Table 26: Rating scale on factor contribution

This table was a rating scale of the extent the following factors contributed to the success of monitoring, evaluation and control of strategy implementation in the organization.

Factors	N	Minimum	Maximum	Mean	Std. Deviation
Change of structure	22	1.00	4.00	2.1818	.90692
Change of culture	22	1.00	4.00	2.3182	.83873
Leadership of CEO	22	1.00	3.00	1.8636	.56023
Employee participation	22	1.00	2.00	1.5455	.50965
Employee training	22	1.00	4.00	1.9545	1.17422
Financial resources	22	1.00	3.00	1.9545	.65300
Management support	22	1.00	3.00	1.7727	.61193
Open communication	22	1.00	2.00	1.4545	.50965
N	22				

According to the findings as presented in Table 26, employee training (mean score of 1.95 with standard deviation of 1.17), Financial resources(mean score of 1.95 with standard deviation of .65), employee participation (mean score of 1.54 with standard deviation of .50), open communication (mean score of 1.45 with standard deviation of .50) and leadership of CEO (mean score of 1.86 with standard deviation of .56) were factors that contributed varying from successful to very successful in the monitoring, evaluation and control of strategy implementation. Change of structure (mean score of

2.18 with standard deviation of .90) and change of culture (mean score of 2.31 with standard deviation of .83) were also successful in contributing to strategic monitoring, evaluation and control.

Table 27: Rating scale on factor influence on practice

This table was a rating scale to what extent the following practices influenced strategic monitoring, evaluation and control of strategy implementation in the organization.

Extent of influence by practices	N	Minimum	Maximum	Mean	Std. Deviation
Political internal environment	22	1.00	5.00	3.0909	1.30600
Hostility to change	22	1.00	5.00	2.5000	1.30018
Application of industrial performance measures1	22	1.00	5.00	3.2727	1.07711
Aversion to strategy evaluation and control	22	1.00	5.00	3.5000	1.14434
Over dependence on financial measures	22	1.00	5.00	3.5455	1.33550
N	22				

According to the findings as presented in Table 27, hostility to change (mean score of 2.50 with standard deviation of 1.30) had little to some effect, political internal environment (mean score of 3.09 with standard deviation of 1.30) had some effect while

over dependence on financial measures (mean score of 3.54 with standard deviation of 1.33) had good effect in influencing strategic monitoring, evaluation and control of strategy implementation process.

4.5 Challenges of strategic monitoring, evaluation and control.

Respondents in the wildlife industry in Nairobi County were examined on the key challenges they faced in the process of monitoring, evaluation and control of strategy implementation. The findings are summarized in the tables as below;

Table 28: Rating scale on challenges

This table was a rating scale of the extent do you find the following a challenge in your strategy monitoring, evaluation and control of strategy implementation in the organization.

Challenges	N	Minimum	Maximum	Mean	Std. Deviation
Poor leadership	22	1.00	5.00	2.1818	1.43548
Poor/lack of follow-up strategies	22	1.00	5.00	2.9091	1.54023
Unsupportive organizational culture	22	1.00	5.00	2.2273	1.15189
Lack of strategy organizational tools	22	1.00	5.00	2.8182	1.22032
Unclear strategy	22	1.00	5.00	2.5909	1.56324
External influence of stakeholders	22	1.00	5.00	3.0909	.97145
Other competing activities given more attention1	22	1.00	5.00	2.7273	1.07711
Disconnect between formulators and evaluators of strategy	22	1.00	5.00	2.5909	1.46902
Lack of adequate training and skills	22	1.00	5.00	3.1364	1.28343
Poor coordination of strategy evaluation and control exercise	22	1.00	5.00	2.5455	1.22386
N	22				

According to the findings as presented in Table 28, lack of adequate training and skills (mean score of 3.13 with standard deviation of 1.28) and external influence of stakeholders (mean score of 3.09 with standard deviation of .97) were the significant challenges the organizations faced in monitoring, evaluation and control of strategy implementation and poor leadership (mean score of 2.18 with standard deviation of 1.43) and unsupportive organizational culture (mean score of 2.22 with standard deviation of 1.15) were the minor challenges.

4.6 Organizational coping mechanism to the challenges of strategic monitoring, evaluation and control process

Respondents in the wildlife industry in Nairobi County were examined on coping strategies they deploy in overcoming the challenges they faced in the process of monitoring, evaluation and control of strategy implementation. The findings are summarized in the tables as below;

Table 29: Rating scale on coping strategies

This table was a rating of the extent do you find the following as coping strategies in overcoming the challenge in your strategy monitoring, evaluation and control of strategy implementation in the organization.

Coping strategies	N	Minimum	Maximum	Mean	Std. Deviation
Training & development	22	3.00	5.00	4.5455	.59580
Hiring strategic mgt consultants	22	1.00	5.00	3.8182	1.00647
Clear strategies	22	4.00	5.00	4.7273	.45584
Implementation of mgt information systems	22	1.00	5.00	4.0455	1.25270
Better stakeholder expectation management	22	2.00	5.00	4.1364	.83355
Change in leadership	22	1.00	5.00	3.3636	1.09307
Change management	22	2.00	5.00	3.8636	.83355
Clear documented policies procedure	22	3.00	5.00	4.6364	.58109
N	22				

According to the findings as presented in Table 29, clear strategies in the plan (mean score of 4.72 with standard deviation of .45), clear documented policies and procedures (mean score of 4.63 with standard deviation of .58) and training & development of

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employees (mean score of 4.54 with standard deviation of .59) were coping mechanisms with significant to greatest extent in overcoming the challenges encountered during the monitoring, evaluation and control while change in leadership (mean score of 3.36 with standard deviation of 1.09) was an average coping strategy used by the organizations in the wildlife industry in overcoming the challenges they faced.

4.7 Discussion

The study determined that all organizations had strategic plans ranging from one year to five year implementation period. These plans had visions and missions that inspired the respondents and to greater extent their work force. These organizations on average reviewed their strategic plan annually (31.8%) first stage of the marketing planning process is the situation analysis. In order to undertake serious planning, the organizations engaged in environmental scanning with (90.9%) of the organizations using either internal teams or consultants to carry out environmental scanning.

The information generated from scanning the environment is used to analyze both the internal and external environment of the organizations. This study supports the open system theory as observed in Cole (2004) in which organizations interacts with the environment hence continuous examination of the same. This way the organizations were to determine assumptions that enabled them premise the strategic planning process. Some the assumptions included the core business of the organizations as going concern, government and legal support to the NGOs and they would continue to attract funding from donors so as to deliver on their mandates.

That these findings of the study are related to the research objectives. This observation by the study supports the open system theory as observed by the British Tavistock group led by A.K. Rice and F.E. Emery in the 1950s and the Americans, Katz and Khan in 1966 and advanced by Cole (2004) while studying the effects of the environment on organizations. From the study, it was determined that all the non-governmental organizations in the wildlife industry within Nairobi County have very qualified personnel and that have served for the organizations ranging between one to over five years of service.

Most of the respondents for the organization were in junior management, middle management, or senior management position in the organization thereby allowing them the freedom to influence the process of strategy implementation. The respondents were split down the middle by gender with (59.1%) being females and (40.9%) being males. This study therefore adds to the organizational theory as observed by Pfeffer (1997) in which he observed that organizations are social beings whose performance was dependent on the individual attitudes and behaviours of its workers.

The research found out that most organizations evaluated their strategy formally and that beside the overall strategic objectives, departments in the organizations were encouraged to set their own strategies. Most employees (45.5%) were engaged in setting departmental strategies while board /management committee was used to develop monitoring, evaluation and control tools to guide strategy implementation.

This study hence confirms that strategic planning has key steps that include goal setting and process control as advanced by Mintzeberg and Quin (1995). It was also discovered that strategic planning is taken serious in the NGOs to an extent of incurring costs of employee training depending on unfavourable results of strategy plan reviews. Management control through direct supervision, product knowledge and performance targets were key success factors in monitoring, evaluation and control of strategy implementation. According to Kootz and O'Donnel (1984) managing is an operational process initially best dissected by analyzing the managerial functions of planning, organizing, staffing, directing and leading and controlling.

Corporate governance focus is slightly broader but inherent with the intention of outperforming competitors and delivering the best value to key stakeholders that include employees and customers. Corporate governance is focused on controlling of the behaviour of top management and turn their direction, those of other employees to ensure the organizations deliver on their mandates. Individually, rarely have there been an incentive large enough to devote resources to ensure that right management is acting in the shareholders best interest. According to this study, over 40% of NGOs practiced monitoring, evaluation and control to support strategic planning. This adds to the practice of corporate governance as observed by Anthony and Gavindarajan (2004).

Managers of these NGOs there deliberately made a balance between over stretching performance measurement of targets at the expense of organizational culture and organization structure which attracted low ranking in terms of contribution to monitoring, evaluation and control of strategy implementation. The research determined the challenges that were encountered during the strategy monitoring, evaluation and control. Some the challenges included unclear strategies, external influence of stakeholders, other competing activities and unsupportive organizational culture.

Establishment of performance bench marks was also noted in the NGOs. Factors like employee training, employee training and financial resources were thought to influence the success strategy monitoring, evaluation and control. These factors were however influenced by overdependence on financial measures, aversion to strategy evaluation and control and political internal environment within individual organizations. This study applauds to the fact that all organizations must continually be geared towards improving their products and services in order to ensure survival, Johnson and Scholes (2002) and Porter (1980).

This observation made by this study was critical for organizational success and as was observed by Johnson and Scholes (2002), it enhances the relationship on systems and structures, culture in an organization institutionalization as they organizations adapt to the environment. The study also revealed that poor leadership and poor coordination of strategy evaluation and control exercise were minor challenges in the NGOs working in the wildlife industry within Nairobi County.

Management of these organizations therefore needed the awareness of the challenges so that they could development appropriate organizations responses to the same. This supports the organizational theory Cole (2004) upon which organizations performance is dependent on the behavior and attitudes of its workers. Consequentially the study determined the coping mechanisms adopted or developed by the NGOs in overcoming the challenges presented with the strategy monitoring, evaluation and control. It was further established that to a large extent, clear strategies, training and development of employees and better stakeholder expectation management we of greatest extent in mitigating the challenges encountered.

These coping mechanisms ensured that the success of strategy monitoring, evaluation and control was kept on course. This study supports the open system theory, Cole (2004) which emphasizes that organizations must be aware of the effects of the environment in which they operate in.

Evaluating and controlling the effectiveness of the process of monitoring, evaluation and control in strategy implementation enhance performance standards, and creating a competitive edge of other industry players. This study supports the role of control function in management and corporate governance as observed by Anthony and Govindarajan (2004). It is therefore prudent for the NGOs working in the wildlife industry in Nairobi County to entrench strategic management that rewards improved performance. No strategy will control itself without deliberate efforts to steer it.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter presents the findings of the study in relation to the research objectives. The study set to the following objectives. Firstly, the study was to determine how non-governmental organizations in the wildlife industry in Nairobi County monitor, evaluate and control the implementation of their strategies. Secondly was to determine the challenges faced by the non-governmental organizations in the wildlife industry in Nairobi during monitoring, evaluation and control as they implement their strategic plans; and their strategic responses to overcome the challenges.

Having analyzed the data as captured in the previous chapter, this chapter will focus on the discussion of findings, conclusion and recommendations. According to this research, the majority of the non-governmental organizations cited lack of adequate training and skills (with mean score of 3.1 with standard deviation of 1.28) and external influence of stakeholders (with mean score of 3.0 with standard deviation of .97) as the average challenges while these non-governmental used clear strategies (with mean score of 4.72 with standard deviation of .45) and training and development (with mean score of 4.54 with standard deviation of .59) as among the best coping strategies in place to help cope with the challenges. The following sub-topics elaborate further the findings.

5.2 Conclusion

With the globalization of the Kenyan economy since the mid 1990s, the wildlife sector was not left behind. The industry had been for a while government controlled but even the government had realized that more resources were needed to manage the nations wildlife resources and that development partners, research bodies and donors trusted other non state actors with their resources. The legal framework though favours the state in carrying out the business of wildlife conservation; many players including the government have realized the need for an all inclusive industry participation.

Since the colonial era that ended with Kenya's independence in 1963, environment and wildlife management has been geared towards preserving the status of pristine areas solely to attract tourists from the developed countries. With the tourists came the much sought after tourism dollars. In the ostensible bid to preserve the wilderness in Kenya, several categories of protected areas are recognized by law (Wildlife Act, Cap 376). These categories are national parks, national reserves and marine national parks/reserves and lately wildlife sanctuaries.

This study established that all the NGOs in the wildlife industry within Nairobi County have strategic plans. It also surfaced from the research that in the practice and culture of strategic management, organizations come key factors that contribute to the success of strategy implementation. Organizations too faced challenges that when not addressed could waste strategy implementation process. It also established that the organizations in

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the wildlife industry had developed salient coping strategies that helped then overcome the challenges.

By minimizing the challenges and maximizing on the performance of their organizations, management of NGOs needed to strike a balance between leadership and management support on one hand and employee motivation, training and documentation of clear policies and procedures on the other hand.

5.3 Recommendation

The NGOs working in the wildlife industry within Nairobi County should work very closely with the public and open up so that they are not seen to serve a minority of the population. While the NGOs raise a lot of funds in the name of wildlife conservation, there is little interaction with state actors in the wildlife industry. It is also critical that these NGOs engaged professional M&E officers in order to entrench the practice, culture and management of strategy planning, strategy implementation and monitoring, evaluation and control of the strategy making process.

From the research most organizations had adopted strategic management and planning, evidence though of practice was different as observed by the research. Most of the personnel in-charge of strategic planning or monitoring were non professional and mainly from finance or administrative backgrounds. These personnel were addressing some critical function were hardly in touch with strategic issues. NGOs should strive to hire strategic managers to derive the function of strategic planning.

5.4 Limitations of the Study

The study was inhibited by a number of ways. First, some of the respondents were not accessible as they were unwilling to respond to the questionnaire citing that the researcher was not a priority to their business and only customers were. The study was limited by non response of some respondents coupled by the private nature in which NGOs are shrouded in such that few were accessible and willing to respond to the questionnaire due to other commitments and lack of time.

Other limitations encountered were inadequate time for the data collection and data analysis. My work schedules have been together and my superiors would not allow me time out to finalize my project. It was therefore hectic up and down and occasionally retiring very late in the day. Another limitation was that some NGOs personnel were not seriousness in completing the questionnaire by some respondents as some questionnaires were partly completed.

5.5 Areas for further research

Arising from the findings, it was suggested that a similar study establishing the relationship of the legal and regulatory framework and the concept of public-private partnership between the state and non-state actors (NGOs) in wildlife industry in the Kenya. Mostly there is need to find lasting linkages be used by the NGOs and state actors so that there is harmony in working for the better of wildlife.

Another area for consideration for further study arising from this project research is the impact of the role the executive and the owners of the NGOs have towards strategic management. It will be important to document their impacts on their impacts in relation

to the organization carrying out strategic planning. This may qualify why most NGOs did not have strategic managers or M&E personnel to enhance the culture and practice of strategic planning.

5.6 Implication on Policy theory and Practice

The policy and legislative framework governing NGOs' operations and their interaction with the state will need to be focused. This will enhance greater interaction between the state and other non-state actors. NGOs working in wildlife industry within Nairobi County will need to enhance accountability between the funding agents and the intended beneficiaries.

NGOs in the wildlife industry in Nairobi County should initiate open forums or workshops so as to exchange views on strategy formulation, reviews and control. This initiative will take on board the culture of monitoring and evaluation and the practice of target setting for enhanced organizational performance. Practitioners in the NGOs world would strive to have forums for exchange of information on strategic planning as a way of enhancing their performance in the wildlife industry.

The academia world may use this report as reference given its contribution to the body of knowledge. While carrying out their day to day operations, NGOs in the wildlife industry in Nairobi County are advancing the open system theory, organizational theory and the contingency theory. Students and other researchers may use these findings for comparison and better understand strategic planning within NGOs in the wildlife industry.

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APPENDICES

APPENDIX: List of NGOS in the Wildlife Industry, Nairobi County

ABN – African biodiversity network

Action Aid International Kenya

Africa network for animal welfare

African biodiversity conservation and innovations centre

African Centre for Environment and Development

African conservation centre

African conservation foundation (ACF)

African environmental Education Foundation

African fund for endangered wildlife (AFEW)

African wildlife foundation

Agency for pastoralists relief

Amboseli community wildlife tourism project.

Animal welfare and public health (AWAPH)

Arid green foundation

Biodiversity – Africa

Biodiversity forum

Birdlife international

Born free foundation

Care for the wild Kenya

Centre for environment and enterprise development

Centre for environment and renewable energy studies

Centre for environment justice and development

Climate action for sustainable development

Climate network Africa

Climatic & environmental conservation Kenya

Conservation development centre (cdc)

Conservation of aquatic resources and environmental services

Conserve international

Cultural initiative for biodiversity conservation (cibc)

David Sheldrick wildlife trust

East Africa wildlife

East African network for environmental compliance & enforcement (eanece)

Eastern Africa environmental network

Eastern Africa environmental network (eaen)

Ecotourism Kenya

Elephant Neighbours Center

Elephant voices

Environment Conservation Alliance

Environmental concern

Environmental liaison centre International

ERMIS Africa

Foundation for biodiversity conservation

Friends of conservation

Friends of Nairobi Park

Giraffe Center

Great apes survival project (grasp)

Green - tree foundation

Green belt movement

Grevy's zebra trust

Habitat for humanity in Kenya

International Bureau for Animal Resources

International Union for Conservation of Nature

IUCN – Eastern and Southern Africa regional office (esaro)

IUCN/SSC/African elephant specialist group

Kenya birding

Kenya land conservation trust (KLCT)

Kenya society for the protection & care of animals (KSPCA)

Mazingara mema Kenya

Mountain view conservation programme

Nature Aid Friends in Kenya

Nature Kenya

Ol pejeta conservancy

Rhino Ark Charitable Trust

Save the elephants

The African conservation foundation – Kenya

The centre for lion conservation and research in Kenya

The Colobus trust

The Kenya veterinary association

The Wildlife Foundation

Tsavo ecosystem conservation

Tsavo wildlife human relations promotions

United Kenya environmental development program

Vet consult international

Vetaid

Veterinaires sans frontieres Norway

Veterinaires sans frontiers (Switzerland)

Veterinaires sans frontiers Belgium (vsf-dzp)

Veterinaires without borders

Veterinarians with a mission programme

Vetworks Eastern Africa

Wildlife clubs of Kenya

Wildlife conservation society

Wildlife direct

William Holden wildlife foundation

World Wide Fund for Nature

Youth for conservation (YFC)

Source: the NGO Council, July 2013

APPENDIX: Questionnaire

Introduction: questionnaire

This questionnaire seeks to gather information in relation to the monitoring, evaluation and control strategies adopted by organizations in the wildlife industry within Nairobi County when implementing their strategic plans. Information given by the respondents will be treated in confidence and will be used only for academic purposes.

Part A: Personal information of respondents

1. Name of organization………………………………….

2. Name of employee (Optional)………………………………….

3. Age bracket of respondent? 1-30 years and below 2-31-40 years 3-41-50 years

                              4-50 years and above

4. Gender of respondent? 1-Male 2-Female

5. Academic qualifications? 1-Secondary level 2-College level 3-University level

6. Department?

7. Position held in the organization? 1-Junior manager 2-Middle manager 3-Senior manager 4-M&E officer 5-Top manager 6-CEO 7-Other (specify)

8. How long have you worked with this NGO? 1-1yr 2-2yrs 3-3yrs 4-4yrs 5-over 5yrs

Part B: Strategic management practice

9. Does your organization have a vision and mission statement? 1-Yes 2-No 3-I don't know

10. Does the vision and mission statement inspire you? 1-Yes 2-No 3-I don't know

11. Does your organization have a strategic plan? How many years does the strategic plan take to implement? 1-6months 2-1yr 3-2yrs 4-3yrs 5-5yrs 6-Other (Specify)

12. How often does your organization revise/review the strategic plan? 1-Monthly 2-Quarterly 3-Semi-annually 4-Annually 5-Every 2yrs 6-Every 3yrs 7-Every 5yrs 8-I do not know 9-Never 10-Other (specify.

13. Your current strategic plan runs from _____to_____

Part C: Strategic monitoring, evaluation and control practices

14. Does each department have own strategies? If yes who sets them? (Please tick)

      1-General Manager/Chief Executive Officer,

      2-Functional/Unit manager

      3-Executive committee

      4-Management committee/board

      5-Top management

      6-All employees

      7-Consultants

15. How is the strategy evaluated in your organization? 1-Formal 2-Informal 3-Never

16. Who develops strategy monitoring, evaluation and control in your organization?

      1-Chief Executive Officer (CEO)

      2-Executive Committee (ECOM)

      3-Board & Management committee

17. Does your organization train people depending on the results of these reviews and does your organization change strategies depending on the results of these reviews? 1-Yes 2-No

Environmental Scanning

18. Does the organization engage in environmental scanning? Who does the environmental scanning in the organization? (Please tick)

      1-Internal

      2-Consultants

      3-M&E officer

      4-Adhoc committee   5-Don't know

19. Which parts of environment are analyzed? (Please tick) 1-Internal 2-External 3-Both

      4-Don't know 5-Depending on the aspect under review

20. How often is the environmental scanning done? (Please tick)

      1-Daily

      2-Weekly

3-Monthly

4-Quarterly

5-Semi-annually

6-Annually

7-Every two years

8-Don't know

9- Other (specify)

21. How is information collected from environmental scanning used? (Please tick)

1-Taken to the right people in the organization

2-Everyone is given

3-Only top management uses

4-Do not know

22. Does organization change its strategy depending on the information collected?
1-Yes 2-No 3-Don't know

Planning assumptions

23. While developing strategies, are there assumptions the organization makes? Which are these assumptions? (Name them)..

....

....

24. Does your organization review these assumptions? How often are these assumptions reviewed? (Please tick) 1-Daily 2-Weekly 3-Monthly 4-Quarterly 5-Semi-annually
6-Annually 7-Every two years 8-Dont know 9-Other (specify)

25. Does your organization experience sudden internal crisis? If yes how are they handled? (Please tick)

1-Consultations

2-Crisis team formed   3-Team exists to deal with crisis

4-We seek external support   5-Management handles it   6-Am not sure

26. Does your organization experience sudden external crisis? If yes how are they handled? (Please tick)

1-Consultations

2-Crisis team formed

3-Team exists to deal with crisis

4-We seek external support

5-Management handles it

6-Am not sure

27. How does the current strategic monitoring, evaluation and control adequately support strategic plan? (Please tick)

1-Very adequately

2-Adequately

3-Slightly adequate

4-Not at all

5-Don't know

28. To what extent does strategic monitoring, evaluation and control support continuous improvement in your organization? (Please tick)

1-To a small extent

2-Somehow supports

3-Supports   4-To a great extent   5-Not sure

Part D: Key success factors in monitoring, evaluation and control

29. Rate the extent to which each of the following process has been effectively used in strategy, monitoring, evaluation and control in your organization? 1-No extent 2-Minor extent 3-Average extent 4-Significant extent 5-Greatest extent. (Please tick)

Direct supervision	1	2	3	4	5
Planning and control forum	1	2	3	4	5
Performance targets	1	2	3	4	5
Reward systems	1	2	3	4	5
Product knowledge	1	2	3	4	5

30. To what extent have the following factors contributed to the success of monitoring, evaluation and control in your organization? 1-Very successful 2- Successful 3-Successful 4- Least successful 5-Not at all successful

Change of structure	1	2	3	4	5
Change of culture	1	2	3	4	5
Leadership of CEO	1	2	3	4	5
Employee participation	1	2	3	4	5
Employee training	1	2	3	4	5
Financial resources	1	2	3	4	5
Management support	1	2	3	4	5
Open communication	1	2	3	4	5

31. How has culture practices influenced strategic monitoring, evaluation and control? 1-No effect 2-Little effect 3-Some effect 4-Good effect 5-Great effect

Political internal environment	1	2	3	4	5
Hostility to change	1	2	3	4	5
Application of industrial performance measures	1	2	3	4	5
Aversion to strategy evaluation and control	1	2	3	4	5
Over dependence on financial measures.	1	2	3	4	5

Part E: challenges of strategy monitoring, evaluation and control

32. To what extent do you find the following a challenge in your strategy monitoring, evaluation and control process? 1-Not a challenge at all 2-minor challenge 3-Average challenge 4-Significant challenge 5-Greatest challenge

Poor leadership	1	2	3	4	5
Poor/lack of follow-up strategies	1	2	3	4	5
Unsupportive organizational culture	1	2	3	4	5
Lack of strategy organizational tools	1	2	3	4	5
Unclear strategy	1	2	3	4	5
External influence of stakeholders	1	2	3	4	5
Other competing activities given more attention	1	2	3	4	5
Disconnect between formulators and evaluators of strategy					
	1	2	3	4	5
Lack of adequate training and skills	1	2	3	4	5
Poor coordination of strategy evaluation and control exercise					
	1	2	3	4	5

Part F: organizational coping mechanisms to the challenges

33. To what extent do you find the following strategies help cope with the challenges in encountered in strategy monitoring, evaluation and control process? 1-No extent 2-Minor extent 3-Average extent 4-Significant extent 5-Greatest extent

Training & development	1	2	3	4	5
Hiring strategic mgt consultants	1	2	3	4	5
Clear strategies	1	2	3	4	5
Implementation of mgt information systems	1	2	3	4	5
Better stakeholder expectation management	1	2	3	4	5
Change in leadership	1	2	3	4	5
Change management	1	2	3	4	5
Clear documented policies procedure	1	2	3	4	5

Thank you for your cooperation.