

**RESPONSES TO CHALLENGES OF STRATEGY  
IMPLEMENTATION AT WORLD VISION SOMALIA**

**BY**

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## DECLARATION

I, undersigned, declare that this project is my original work and has not been submitted for a degree in any other university other than the University of Nairobi for academic purposes.

Signed  Date 20/10/08

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This research project has been submitted for examination with my approval as the University supervisor:

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## **DEDICATION**

To my beloved wife Mary for her love and encouragement this project is affectionately dedicated.

## **ACKNOWLEDGEMENT**

My utmost gratitude is to The Almighty God without whose help and guidance I would not be where I am today. I acknowledge Him in everything I do as it is from Him all good things come.

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## TABLE OF CONTENTS

	Pages
Declaration.....	i
Dedication.....	ii
Acknowledgements.....	iii
Table of Contents.....	iv
List of Tables And Figures.....	lix
Appendices.....	ix
Abstract.....	x
<b>CHAPTER ONE: INTRODUCTION</b>	<b>1</b>
1.1 Background.....	1
1.1.1 Strategy Implementation.....	2
1.1.2 World Vision Somalia.....	5
1.1.3 World Vision Somalia Vision Statement.....	6
1.2 Statement of the Problem.....	6
1.3 Objective of the Study.....	8
1.4 Importance of the study.....	8
<b>CHAPTER TWO: LITERATURE REVIEW</b>	<b>9</b>
2.1 Evolution of Strategic Management.....	9
2.2 Concept of Strategy Implementation.....	9
2.3 Strategic Management Process.....	10
2.3.1 Strategy Formulation.....	11
2.3.2 Strategy Implementation.....	11
2.3.3 Evaluation and Control.....	12

2.4 Factors that Ensure Successful Strategy Implementation .....	13
2.4.1 Structure .....	13
2.4.2 Culture .....	14
2.4.3 Leadership .....	15
2.4.4 Resources .....	15
2.4.5 Systems .....	16
2.5 Challenges in Strategy Implementation.....	16
<b>CHAPTER THREE: RESEARCH METHODOLOGY</b> .....	<b>19</b>
3.1 Research Design.....	19
3.2 Data Collection .....	19
3.3 Data Analysis .....	20
<b>CHAPTER FOUR: DATA ANALYSIS AND FINDINGS</b> .....	<b>22</b>
4.1 Introduction .....	22
4.2 Demographic Information on the Respondents .....	22
4.3 Strategy Implementation Challenges .....	25
4.4 Coping with Strategy Implementation Challenges.....	28
<b>CHAPTER FIVE: SUMMARY, DISCUSSIONS CONCLUSIONS</b> <b>AND RECOMMENDATIONS</b> .....	<b>34</b>
5.1 Introduction .....	34
5.2 Discussions .....	34
5.3 Conclusions .....	36

<b>5.4 Recommendations</b> .....	<b>37</b>
<b>5.5 Limitations of the Study</b> .....	<b>38</b>
<b>5.6 Suggestions for Further Research</b> .....	<b>38</b>
<b>REFERENCES</b> .....	<b>39</b>
<b>APPENDICES</b> .....	<b>41</b>

## LIST OF TABLES

Table 1: Position/ Title of The Respondents .....	22
Table 2: Respondents' Sector.....	23
Table 3: Respondents' Department.....	24
Table 4: Respondents' Region.....	24
Table 5: Number of Years Worked in the Organization.....	25
Table 6. Strategy Implementation Challenges.....	26
Table 7: Coping With Strategy Implementation Challenges.....	29
Table 8. Management and Organization Support .....	31
Table 9: Resource Mobilization.....	33



## **APPENDICES**

**Appendix I: Request for Research Study**

**Appendix II: Letter of Introduction**

**Appendix III: Questionnaire**

## ABSTRACT

Although World Vision Somalia faces a number of strategy implementation challenges it is not known which challenges and the response strategies the organization uses to cope with the situation. The objectives of this research were to determine the challenges encountered by World Vision Somalia in strategy implementation and to establish how World Vision Somalia has responded to these challenges.

The study was modeled on a descriptive design. The population of interest in this study consisted middle and senior World Vision Somalia managers. A sample size of 35 managers was used in the study. This was believed to be representative of the population of the study. Primary data was collected using a semi-structured questionnaire. The questionnaires were administered by the researcher to both senior and middle managers. The questionnaire was divided into three parts. Part A contained questions on general information of respondents. Part B contained questions strategy implementation challenges and Part C contained questions how the organization has responded to these strategy implementation challenges. Out of 35 World Vision Somalia managers, 30 filled and returned the questionnaires.

The respondents were in agreement that uncontrollable factors, communication, unresponsive staff, and failure of the formulation team to play a key role in the implementation process were the major challenges in strategy implementation. The findings also revealed that the management staff skills for successful strategy implementation and recruiting competent staff were some of the ways that the organization responded to the challenges. Other response strategies were; developing work plans to support strategy implementation and maintaining good accounting systems.

It was concluded that the major strategy implementation challenges were, uncontrollable factors, communication, unresponsive staff, and failure of the formulation team to play a key role in the implementation process were the major challenges in strategy implementation. Again it was concluded that World Vision Somalia has coped

with the challenges mainly through developing work plans to support strategy implementation and maintaining good accounting systems.

It was recommended that World Vision ought to enhance capacity building especially for national staff to enable them handle implementation especially in the restricted areas. The major strategy implementation challenges such as inefficient communication, uncontrollable external factors, information systems as well as unsupportive organizational culture should be addressed through the following ways, putting up a technical service department charged with the responsibility of ensuring periodic reviews through periodic SWOT analysis on designs and overall direction of the organization. Secondly, proper communication to staff on the strategy implementation policies should be done on a regular basis and lastly there is need to involve more staff in strategy implementation and lastly embrace new information technology in strategy implementation.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background**

There is no single organization either profit or non profit making that can ignore or do without strategic management. Pearce II & Robinson Jr (2005) defines strategic management as a set of decisions and actions that result in the formulation and implementation of plans designated to achieve a company's objectives. The benefits of strategic management consist of enhancement of firm's ability to prevent problems through strategy formulation activities. Secondly, better decisions due to group interactions. Thirdly, improved employees' motivation and understanding because of being involved in strategy formulation. Fourthly, clarification of employee roles, therefore no gaps or overlaps that can cause conflict and lastly resistance to change is reduced through stakeholders participation.

Strategies are important in organization operations, however having good strategies do not translate to better implementation of those strategies. Many organizations spend huge amounts of resources in formulation and the steam goes down at the implementation stage. It is important to translate the strategies to action plans. Some of the challenges of implementation mentioned by researcher (Aosa 1992) include weak management, inadequate communication and lack of commitment to the strategy.

Strategic management involves the planning, directing, organizing and controlling of company's strategy related decisions and actions. There are three phases of implementing the strategy successfully. Firstly, identification of measurable, mutually

determined annual objectives Secondly, development of specific functional strategies and lastly development and communication of concise policies to guide decisions.

It is important to note that in order to institutionalize the strategy there is need to look at the organization structure, leadership and the fit between the strategy and organization culture. Strategy is implemented in a changing environment, thus execution must be controlled (Pearce II & Robinson Jr, 2005).

Johnson, Scholes and Whittington (2006) think of strategic management as having three main elements within it, and it is this that provides the frame work of strategic management. Strategic management includes understanding the strategic position of an organization, strategic choices for the future and turning strategy into action.

In the case of World vision Somalia the organization exists in complex economic, social, technological environment and legal world. World Vision understands its key opportunities and threats

### **1.1.1 Strategy Implementation**

Changes in strategy generally call for some changes in work practices, structures, reporting line, and loss of power or gain of power in some instances. It may change the organization way of doing things, procedures, policies and systems may change. These changes send signals to organization employees and this may cause resistance to change Managing such organization change need well thought change management strategies. Johnson, Scholes and Whittington, (2006, page 515-517) enumerates styles of Managing change. The styles consist of education and communication, collaboration,

intervention, direction and coercion. The change agent may use the combination of styles depending on the circumstances. It is important to note that different stages in change process may require different styles of managing change. Clear direction may be vital to motivate a desire or create a readiness to change while participation or intervention may be more helpful gaining wider commitment across the organization, and developing capabilities to identify blockages to change and plan and implement particular action programs.

Asking people to alter established procedures, behavior and culture always upsets the internal way of doing things. It is normal for resistance to change and some people develop some degree of stress and anxiety on how the changes will affect them, especially when changes may eliminate jobs. Questions may arise on what activities need to be done in prescribed fashion and where there ought to be leeway for independent action. Company managers need to be inventive in devising policies and practices that can support effective strategy implementation (Thompson, Strickland & Gamble, 2005).

Aosa (1992) noted that once strategies have been developed, they need to be implemented. Strategies are of no value to a company unless they are effectively translated into action plans. Although effective implementation of strategy is important, it is not easy to implement. Thompson et al (2005) stipulate that strategy implementers have to be in the fore front in promoting a strategy-supportive organizational climate and culture. When major strategic changes are being implemented, a manager's time is best spent personally leading the changes and promoting needed cultural adjustments.

Gradual progress is not enough. It is important to note that successful culture changes have to be personally led by the top management; it's a task that cannot be delegated to others.

In reality, some strategies are planned and others emerge from actions of the organization members. It is important to communicate these strategies in time and at all levels. The communication needs to come from the top management and also from the implementing managers. A manager cannot effectively implement strategy without managing politics and maneuvering from some quarters. Individuals and groups form coalitions and these groups push for their ideas and some times their own vested interests. This means that company politics presents strategy leaders with a challenge of building consensus for the strategy and how to implement it.

At the implementation, it may not be possible for to foresee all the problems that will arise and making adjustments and corrections and pushing for better strategy executions is normal and unavoidable. The timing as to when to make the corrections depend on the prevailing situation and one has to keep pushing gradually.

Johnson, Scholes and Whittington, (2006, page 288 -297) describe how to implement strategy through short-term objectives, functional tactics, reward system and employee empowerment. Once the strategy has been agreed upon and long term objectives set, the strategic management process moves to critical new phase of translating strategic into the organization actions. This actually is "the move from planning their work" to "working their plans". The focus change from strategy formulation to strategy implementation where managers can only make this if they identify short term

objectives, initiate short term functional tactics, communicate policies that empower people in the organization and design effective rewards.

To accomplish organization objectives, functional tactics are key as they undertake routine activities on operations, human resources, supply Chain, Information technology, finance, and monitoring and evaluation departments. Finally, strategy implementation is dependent on organizational leadership, structure and culture. These factors determine if the strategy is going to be a success or failure

### **1.1.2 World Vision Somalia**

World Vision Somalia (WVS) program is a branch of World Vision International (WVI) and has been operating in Somalia since 1992. The WVI Partnership office made a decision to open a country office that would design and manage Humanitarian Relief and Development services and respond to the needs of the war and naturally caused needs. "The WVI, Africa Regional leadership and WVS staff are committed to the continued presence, service and growth of the Somalia office" (WVS five year strategic plan 2006 to 2010).



### **1.1.3 World Vision Somalia**

#### **Vision Statement**

The Vision statement for World Vision Somalia is "Somalis in harmony, our vision for every child, lasting peace and life in all its fullness, our prayer for every heart, the will to make it so". (WVS five year strategic plan 2006 to 2010).

The vision statement for World vision International states that "World Vision is an international partnership of Christians whose mission is to follow our Lord and Savior Jesus Christ in working with the poor and oppressed to promote human transformation, seek justice and bear witness to the good news of the Kingdom of God " The core values for the World vision Somalia are that , we value people, we are Christian, we are committed to the poor, we are responsive, we are stewards, we are Partners (WVS five year strategic plan 2006 to 2010).

World Vision's main objective is to alleviate poverty and transform lives of the disadvantaged people. To achieve this it has programs such as formal and non formal education, water and sanitation, gender and child rights advocacy, health and nutrition, program development, emergency response and disaster mitigation (ERDM) and food security. It has also support departments which include finance and administration, internal audit, human resources, supply chain, information technology, Christian commitment, communications and advocacy.

#### **1.2 Statement of the problem**

World Vision Somalia is a humanitarian Christian non governmental organization that operates in the most unpredictable, insecure and volatile environment, these external

factors determines the effectiveness and efficiency in project implementation. World Vision Somalia is expected to implement its strategic plans promptly. Donor's expectations are equally high and they too have policies that need to be implemented along with organization policies. Strategy implementation entails translating strategic plans to actions. World Vision encounters mountable challenges which include consistent insecurity, changes of government systems, cultural beliefs, leadership styles and technological issues.

The complexity of Somalia environment has made researchers not to access the war region and as a result we have no research done on strategy implementation challenges in World Vision Somalia. The limitations of this war torn country has kept researchers away and the studies done for Non profit making organizations are on the organizations based in Kenya. One of such is on challenges of strategy implementation for non governmental organization (NGO) was done in the case study on AMREF. The study looked at challenges in strategy implementation in non profit organization, a case study of AMREF and he stated that, strategy implementation in non-profit organization has not received the same attention as the other components of strategic management and hence significant gaps exist" Muthuiya (2004).

This study will expose the challenges that are experienced by World Vision Somalia and this will assist other local and international humanitarian organizations operating in similar environment. Whereas challenges encountered at implementation stage by for non governmental organization has been researched by scholars in Kenya (Muthuiya, 2004, Kiruthi, 2001; Gioche, 2006) none of these studies have done a case study for

Somalia based NGO According to Muthuiya (2004), further research should be undertaken in strategy implementation in other non governmental organizations

A study carried out by Ngumo, (2006) has looked at challenges of strategy implementation in the Scripture Union of Kenya, an organization which has both profit making and non profit making sectors. He found out that some of the common challenges encountered while implementing the strategy includes leadership, resources, organization policies and procedures and rewards system. He recommended further study in challenges facing non profit making organizations

### **1.3 Objectives of the Study**

The objectives of this study are:

- i. To determine the challenges encountered by World Vision Somalia in strategy implementation.
- ii To establish how World Vision Somalia has responded to these challenges.

### **1.4 Importance of the Study**

- i. The study will be of interest to World Vision top management, regional coordinators, project managers and departmental heads.
- ii. The study will be of help to other similar NGOs operating in the same environment as World Vision Somalia.
- iii. The study shall be used by the academicians as references for research among other functions.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Evolution of Strategic Management**

Strategic management is a way of running the organization that recognizes the complexity of its environment and seeks to establish competitive environment. In the past few decades the strategic management has changed into two ways whereby it has increased in the level of details and strategy importance due to complexity of the environment has increased. In early 1960s strategic management addressed the problems of coordination of various functional department of the organization. Strategy was viewed as the concept of the top leadership. This thought has changed over the years and strategy is no longer viewed as the top leadership initiative.

In response to growth of the firms' environment and also growth of divisionalized firms that strategy was interpreted as strategic planning. There was disagreement as to whether the strategic planning should involve goals and action plans. This gave birth to another thought of strategic management. This addresses the shortcoming of the strategic planning.

#### **2.2 Concept of Strategy Implementation**

Strategy implementation is a key component of strategic management and is defined as converting strategy into action and good results. The strategy-implementer's task is to convert the strategic plan into action and get on with what needs to be done to achieve the vision and targeted objectives (Thompson & Strickland, 1998).

Strategic management process consists of strategy formulation, implementation, evaluation and control. Aosa (1992) noted that in once strategies have been developed, they need to be implemented, they are of no value unless they are effectively translated to action. Poor implementation of a good strategy may cause strategy to fail, (Kiruthi, 2001) Strategy implementation is crucial for effective management

### **2.3 Strategic Management process**

Strategic Management process is based upon the belief that key external and internal events and trends should be continually be monitored. Organization need to follow strategies that are in line with external opportunities, impact of internal threats need to be minimized, take advantage of internal strengths and mitigate internal weaknesses ( David, 1986).

Strategic management is defined as the set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company's objectives. The process has nine critical steps that include, mission formulation, analysis that reflect companies capabilities, assessment of the company's' external environment, matching of resources with the strategy, evaluation of strategic options, selecting long-term objectives, developing annual objectives, implementing strategic choices and evaluating the success of strategy as an input of future decisions ( Pearce II & Robinson Jr,2005).

Howe, (1993) found out that the strategic management process has six stages, mission and objective identification, analysis of the business environment, the internal business

audit, reviews of strategic opportunities, comparison of strategic options, implementation, evaluation and control of strategy

In not for profit organizations there are several implications such as influence from funding bodies, funds may be diverse and competition may be high but the principle of competitive strategy holds. There may be difficulties in clear strategic planning, and a requirement to hold decision making and responsibility at the center, where it is answerable to external influences, rather than delegate it within the organization. The difficulties for not for profit organization may range from multiple objectives, multiple influence on policy, high expectations of funding bodies and multiple sources of funding (Johnson & Scholes, 2003)

### **2.3.1 Strategy Formulation**

Strategy is the "direction and scope of an organization over a long term, which achieves advantages for the organization through its configuration of resources within a changing environment and to fulfill the stakeholders expectations" (Johnson & Scholes, 2003). Strategy formulation starts with definition of the company vision, mission, objectives and goals. During the formulation stage, it would be important to involve all the stakeholders. This makes them own the strategy

### **2.3.2 Strategy Implementation**

Strategy implementation is a vital step as it entails all the steps in strategy formulation put into action plans. According to Kiruthi, (2001) implementation is key part of the strategic management although it is often considered after formulation of strategy. To ensure success the strategy must be translated into carefully implemented action. This

means that the strategy must be translated into guidelines for the daily activities of the firm. The strategy and the firm must become one. In implementing the strategy the firm managers must direct and control actions and outcomes and adjust the change (Pearce 11 & Robinson Jr, 2005).

Crafting and executing strategy are the heart and soul of managing the enterprise. Crafting and executing the organization strategy is a five phase managerial process, including: developing strategic vision, setting objectives, implementing and executing the chosen strategy efficiently and effectively, and monitoring and control (Thompson, Strickland & Gamble, 2005)

### **2.3.3 Evaluation and Control**

Strategic control is concerned with tracking a strategy as it is being implemented, detecting problems or changes in its underlying premises, and making necessary adjustments. It is also concerned with guiding action on behalf of strategy as that action takes place and when the end results is still several years away. The strategy control can be characterized as a form of "steering control" where some of the controls include; premise controls, strategic surveillance, special alert control and implementation control (Pearce 11 & Robinson Jr, 2005).

Evaluation and control is the process in which organization activities and performance are monitored. The results are compared with the desired results and since strategic management is not an event, there may be need to match external and internal events with company vision, objectives strategy and implementation approaches may be revisited, reconsidered and eventually revised. The evaluation process may look at

performance targets, standards and tolerant limits. Measure actual position in relation to targets and execute modifications.

## **2.4 Factors That Ensure Successful Strategy Implementation**

Ngumo, (2006) conducted a study that examined challenges of strategy implementation in the Scripture Union of Kenya. He found out that some of the challenges encountered while implementing the strategy include; leadership, resources, organization policies and procedures and reward system. He recommended further study in challenges facing non profit making organizations.

The organization will only receive desired results if the implementers are all empowered, informed and aware of the strategy. Aosa (1992) noted that strategy implementation is likely to be successful when congruence is achieved between several elements. The most important being organization structure, culture, resource allocation, systems and leadership (Aosa, 1992, Hunger & Wheelan, 1994)

### **2.4.1 Structure**

Matching structures to the strategy is a fundamental task for any organization strategists. Some of the primary structures are functional, geographical, divisional, or strategic business units, matrix, and product teams. Organization structure reflects the reporting relationships and it looks at the chain activities. Organizing the structure based on geographical areas or territories is a common structural form that many firms are adopting, this is appropriate when each region is pursuing their own strategies (Thompson & Strickland, 1998).



Successful organizations reflect on external focus, flexible interactions, interdependency, and bottom up approach. There are three fundamental trends that are driving decisions about effective organization structures in the twenty first century; globalization, the internet and the speed of decision making (Pearce & Robinson, 2005)

Grouping activities along business and product lines is practiced in some firms where strategic business units group are decentralized. The SBU is under one supervisor who is a senior executive.

#### **2.4.2 Culture**

Organization culture is a set of important assumptions (often unstated) that members of an organization share in common. Every organization has its own culture. An organization's culture is similar to an individual's personality- an intangible yet-ever present that provides meaning, direction and the basis for action. The shared assumptions (beliefs and values) among an organization's members influence opinions and actions within an organization (Pearce & Robinson, 2005).

According to Hax, (1992) organization culture is a complex set of basic underlying assumptions and deeply held beliefs shared by all members of the group, which operate at preconscious level and drive their behaviour in important ways. The manifestation of organization culture can be seen on patterns of behaviours at values, artifacts and creations. The cultural ethos corresponds deeper on perceptions, thoughts, and feelings

Culture affects the way the managers make decisions within the organization. Managers find it difficult to think through the relationship between the organization culture and the critical factors on which strategy depends. They do recognize that the components of the organization which include structure, staff, systems, styles, and people influence the way the way key managerial tasks are executed and how critical management relationship are formed. While implementing new strategy, managing culture- strategy relationship is very important.

### **2.4.3 Leadership**

A strategic leader is needed for the effective implementation of strategy. Organizational leader guides the organization to deal with change, this leader embraces change and clarifies strategic intent that builds the organization and shape the organization culture to fit with opportunities and challenges that change affords. The leaders' challenge is to galvanize commitment among people within an organization as well as stakeholders outside the organization to implement strategies and embrace change (Pearce & Robinson, 2005).

### **2.4.4 Resources**

Organization requires resources in order to implement strategy. These are financial, physical, human capital, and technological resources (Muthulya, 2004). Organization has key resources that can be used to achieve desired objectives. These resources are technological, physical, human and financial (Thompson, 1990) Once the strategy has been agreed upon, the organization management turns their attention to evaluate the resource implication of the strategy. At the operation level there must be resources needed to carry out strategy implementation (Harvey, 1998).

### **2.4.5 Systems**

The systems mean formal and informal procedures that make the organization. Some of these systems are financial, supply chain, administration, hiring, capital budgeting, accounting, training, and communication systems (Muthuiya, 2004).

Alexander, (1985) identifies inadequate planning and communication as major hindrance to successful implementation of strategies Thompson & Strickland (1998) states that strategy implementation challenge is to create a series of tight fits between strategy and the organization competencies, capability and structure; strategy and budgetary allocations; strategy and policy; strategy and internal support systems; strategy and reward system and strategy and organization culture.

### **2.5 Challenges in Strategy Implementation**

There are a number of organization characteristics that pose challenges to the strategy implementation. These characteristic include organization structure, culture, leadership, policies and reward system (Burnes, 2000). These challenges are both institutional and operational in nature.

Lack of involvement of stakeholders may lead to serious challenges in the strategy implementation. The formulators need to ensure that all the key people such as managers, supervisors are involved and they all understand the strategy. It is important to ensure that these people believe in the strategy so that the same is communicated to the staffs that are the doers of day to day work. The change agent needs to use intelligence and know who are for change and who are not. Those that support change need to be made change champions and lead the process at their functional levels. The

current trend of much organization is the concept of decentralization of activities. This means that decision making, planning and directing are equally decentralized and this call for the need lower managers to buy-in the strategy as they are the implementers. It would be unwise for the senior leadership to formulate the strategy and bring the finalized documents to lower level managers to implement. The success of strategy implementation is involvement of many stakeholders as much as possible

Scholars have alluded that before strategy is selected it will be important to match the strategy and organization structure. However this process is very complex and involving. The change of the structure is not easy task. This may lead to some staff loosing jobs, others losing power while other will have different reporting lines. Change of organization structure brings a lot of implications, some of these include resistance to change, need for additional funds to support the structure

Once the organization designs the strategy, it may not be possible to implement that strategy on the previous structure that was there. It may be important to change the structure altogether. It is eluded that structure follows strategy. There need to have structure that will support the strategy implementation.

Ngumo. (2006) says that structure need compatibility with the organization competitive advantage, consistency with the core processes that facilitate work flow and that support strategy; alignment with primary product and market segmentation variables and devotion of decision making in authority to those positions closest to the ownership of the decision and thus have the ability to implement it; and compatibility with the organizations culture and leadership style

During the implementing strategy the communication aspect is of great importance. There is dire need to communicate the strategy at all levels, from the junior staff to the top management. The strategic leader needs to take responsibility on this important role. Giving huge amounts of information does not guarantee excellent communication. Wang (2000) found out that communication is of great importance and this should run across all the staff in the organization. Feedback from staff is also of great importance for. Strategy that is not communicated poses a great challenge during the implementation.

## **CHAPTER THREE**

### **RESEACH METHODOLOGY**

#### **3.1 Research Design**

The research was conducted through a case study. The researcher concentrated on World Vision Somalia and this required an in-depth understanding of challenges facing its strategy implementation and how the organization has responded to those challenges.

#### **3.2 Data Collection**

The study relied on primary data. The data was collected from various key personnel who are the implementers of the strategy these included the middle and low level management in the organization. The Middle level management included the head of departments and regional coordinators and low level will consisted of project officers, program officers and supervisors. The target group was a total of 35 individuals

The data was collected by administering semi structured questionnaire to target group. The questionnaire was divided in three sections, section one focused on details of the respondent, section two focused on strategy implementation challenges and section three looked on how World Vision responded to the challenges. The three sections aimed at correctly addressing the objectives of the study

The questionnaire was semi structured covering issues of strategy, challenges in the implementation and how World Vision strives to respond to the challenges. The open ended questions permitted a greater depth of response. As it was alluded by Mugenda O M & Mugenda A.G. (2003, pp 73) who states that open ended questions help the respondent to respond by giving an insight into their feelings , backgrounds, hidden

motivation, interests and decisions. They also give the respondent the flexibility while answering the questions.

The closed questions made it easier for the respondent to answer and especially to the busy respondents like the individuals at top and middle level management. These questions enabled the respondent to be limited to stated choices and the purpose was to get specific responses. The choices were designed in such a way that they were easier to understand and as much as possible they were made simple. This method was advocated by the researcher. This helped the researcher isolate the responses from external influences and ensure that the respondents were able to express their views in unbiased manner. The answers were arranged and respondent ticked on the likert scale on the questionnaire. The questionnaires were administered by drop and pick. There were some respondents that were in Somalia and reaching them required traveling there. This option did not work for all the three regions in Somalia.

### **3.3 Data Analysis**

The data that was collected cleaned, coded and analyzed. In summary the questionnaire was edited for completeness and consistency. The data was checked for any errors or omissions and then once this was confirmed, the coding was done.

The data that was collected was systematically organized in a manner that facilitates the analysis. The questionnaires were assigned numerical values for all closed ended questions however given the fact the questionnaires were both structured and unstructured it was vital to categorize all responses and assign numbers to these categories.

In this case study, the detailed information about the challenges of implementing the strategies in World Vision was studied and patterns were established as well as trends and relationships from the information gathered. The data gathered through qualitative analysis underwent data organization. Field notes from interviewers were edited and cleaned up. This was followed by creating categories, themes and patterns. Categories in the data were established and themes through codes that were given meanings. The next step was analyzing and interpreting the information once the themes, categories and patterns had been identified. The data was verified for credibility, usefulness, consistency and validation. This was made easier through the use of computer software which merged codes and made it easier to identify categories, themes and patterns. Finally the report was written citing the significance of the findings and implication of the finding

The obtained responses from the closed ended questions were analyzed by ensuring that data was summarized by using descriptive statistics. The descriptive statistics was provided meaningful description of distribution of scores. Other derived statistics like ratios and rankings were used to make data more meaningful. Mean scores and standard deviation were used to analyze the data. A mean score of  $< 1.5$  implies that the respondents were in strong disagreement with the challenges. A mean score of  $1.5 - 2.5$  disagree,  $2.5 - 3.5$  not certain and  $3.5 - 4.5$  agree while a mean score of  $> 4.5$  implies a strong agreement. Standard deviation of  $< 1$  means that there were no significant variations in response while that  $> 1$  implies that there were significant variations in responses



## CHAPTER FOUR

### DATA ANALYSIS AND FINDINGS

#### 4.1 Introduction

The objectives of this study were to determine the challenges encountered by World Vision Somalia in strategy implementation and to establish how World Vision Somalia has responded to these challenges. Out of the sample of 35 individuals, 30 of them responded and returned the questionnaire. This represents 86% of the total response. This was considered adequate for the objectives of this study.

In this chapter the analyzed data is presented together with the relevant interpretations. Findings have been presented in three parts: General information on the respondents, strategy implementation challenges and how World Vision copes with the fore mentioned challenges.

#### 4.2 Demographic Information on the Respondents

##### 4.2.1 Position/ Title of the Respondents

**Table 1: Position/ Title of the Respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Missing values	6	19.9	19.9	19.9
Commodities manager	2	5.1	5.1	24.9
Communications coordinator	2	5.1	5.1	30.0
CTS Officer	2	5.1	5.1	35.0
Executive Asst. to Country dir	2	5.1	5.1	40.1
Finance Manager	2	5.1	5.1	45.1
Grant analyst	2	5.1	5.1	50.2
Grants Accountant	2	5.1	5.1	55.2
Hope - HIV/AIDS Project s	2	5.1	5.1	60.3
Nutrition Officer	1	4.9	4.9	65.2
Operations	2	5.1	5.1	70.2
Program Manager	2	5.1	5.1	75.3
Regional coordinator	1	4.9	4.9	80.1
Training and development M	2	5.1	5.1	85.2
WASH Project Manager	1	4.9	4.9	90.1
Water and Sanitation Project M	2	5.1	5.1	95.1
Total	34	100.0	100.0	

The above table shows the positions held and the percentage scores for each position held. The percentages ranged from (4.9-5.1) %. The positions held by the respondents were as follows commodities manager, communications manager, CTS officer, Executive Assistant, Finance manager, Grant Analyst, grants account, hope-HIV/AIDS project manager, Nutrition officer, operations manager, program manager, Regional Coordinator, Training coordinator, WASH project manager and Water and sanitation Project manager. Table 1 also reveals that about 19% of the respondents did not respond to this particular question.

#### 4.2.2 Respondents' Sector

**Table 2: Respondents' Sector**

	Frequency	Percent	Valid Percent	Cumulative Percent
Missing values Valid	9	29.8	29.8	29.8
All sectors	1	4.9	4.9	34.7
Commodities	2	6.1	6.1	39.7
Finance	2	5.1	5.1	44.8
Food	2	5.1	5.1	49.8
Health	6	20.0	20.0	69.9
Hope HIV/AIDS	2	5.1	5.1	74.9
HR	2	5.1	5.1	80.0
NGO	2	5.1	5.1	85.0
programs	2	6.1	6.1	90.1
WASH	1	4.9	4.9	94.9
Water, Sanitation & Hygiene	2	5.1	5.1	100.0
Total	30	100.0	100.0	

From Table 2 it is quite evident that 29.8% of the respondents did not respond to this particular question. The table also reveals that health sector ranked higher than other sectors by 20 percent. The percentages for other sectors ranged from (4-5) %. This implies that most respondents from the health sector responded to this question.

### 4.2.3 Respondents' Department

**Table 3: Respondents' Department**

	Frequency	Percent	Valid Percent	Cumulative Percent
Missing values	6	19.9	19.9	19.9
Communications	2	5.1	5.1	24.9
Director's Office	2	5.1	5.1	30.0
Finance	3	10.1	10.1	40.1
Global fund	3	10.1	10.1	50.2
HEA-Commodities	2	5.1	5.1	55.2
Health	2	5.1	5.1	60.3
Health and nutrition	1	4.9	4.9	65.2
HR	2	5.1	5.1	70.2
Operations	6	19.9	19.9	90.1
Programs	2	5.1	5.1	95.1
Water Sanitation and	1	4.9	4.9	100.0
Total	30	100.0	100.0	

From Table 3 It is quite evident that 19.9% of the respondents did not respond to this question. The table also reveals that operations department ranked higher than other departments by 19.9 percent. It was closely followed by Finance and Global Fund Departments at 10.1%. The remaining departments ranged between (4-5) percent. The Table therefore reveals that most of the respondents who responded to this question were from the operations department.

### 4.2.4 Respondents' Regions

**Table 4: Respondents' Region**

	Frequency	Percent	Valid Percent	Cumulative Percent
Missing Values	6	19.9	19.9	19.9
All regions	2	5.1	5.1	24.9
Bakool	1	4.9	4.9	29.8
Christian	3	9.9	9.9	39.7
Eastern Africa-Somalia	2	5.1	5.1	44.8
Middle Juba	2	5.1	5.1	49.8
Nairobi	8	19.9	19.9	69.7
Somalia	5	15.2	15.2	84.8
Total	30	100.0	100.0	100.0

Table 4 shows that 19.9% of the respondents did not respond to this question. The table also reveals that most respondents were from Middle Juba region. The reason being

that Middle Juba ranked higher by 19.9 %. This was followed closely by Nairobi and Somalia regions that tied at 15.2 percent. The other regions ranged between 4 and 5 percent. The Table therefore implies that most respondents to this question were from Middle Juba region.

#### 4.2.5 Number of Years Worked In The Organization

**Table 5: Number of Years Worked In The Organization**

Years worked	Frequency	Percent
Less than one year	3	9
1-5 years	19	54
6-9 years	5	14
10 years and above	8	23
<b>Total</b>	<b>35</b>	<b>100</b>

Table 5 shows that majority of the respondents have worked in the organization for a bout 1-5 years (%). A bout 23% of the respondents has worked in the organization for above ten years. Only 9% of the respondents have worked for the organization for less than a year. Lastly 14% of the respondents indicated that they have worked in the organization for between 6 to 9 years.

#### 4.3 Strategy Implementation Challenges

Strategy implementation challenges that were tested by the researcher include; uncontrollable factors in the external environment, information system, communication, unsupportive organization culture, Failure to play a key role in the implementation, inadequate coordination activities, undefined planning, sharing, coordination and monitoring responsibilities of stake holders, inadequate resources, distractions and competing activities, allocating more time for implementation process than planning process, unsupportive organization structure, inadequate training, exodus of supporters and champions of the implementation process and lack of direction from the leaders.

A mean score of <1.5 implies that the respondents were in strong disagreement with the challenges. A mean score of 1.5 – 2.5 disagree, 2.5 – 3.5 not certain and 3.5 – 4.5 agree while a mean score of > 4.5 implies a strong agreement. Standard deviation of <1

means that there were no significant variations in response while that >1 implies that there were significant variations in responses.

**Table 6: Strategy Implementation challenges**

<b>Strategy Implementation Challenges</b>	<b>N</b>	<b>M</b>	<b>SD</b>	<b>Min.</b>	<b>Ma x</b>	<b>Mea n Rank</b>
Uncontrollable factors in the external environment had adverse effect in the implementation.	30	4.03	1.03	1	5	12.30
Information system used to monitor the strategy implementation was not adequate	30	3.93	0.78	3	5	11.58
There communication on strategy to staff was not enough.	30	3.77	1.07	2	5	11.52
Unsupportive organization culture.	30	3.57	0.90	2	5	10.17
The formulators of the strategy did not play a key role in the implementation of the strategy	30	3.50	1.04	1	5	9.72
Coordination of activities not adequate.	30	3.43	0.97	2	5	9.62
Planning, sharing, coordinating and monitoring responsibilities of stake holders (staff etc) was not well defined.	30	3.37	0.96	1	5	9.42
The resources that were available were not enough	30	3.47	0.68	3	5	9.22
Competing activities and crises distracted the attention from implementing decisions	30	3.30	0.95	1	5	8.78
More time was taken in the implementation than allocated in the original plan	30	3.37	1.16	1	5	8.78
The structure of the organization is not supportive to strategy implementation	30	3.20	1.03	1	5	8.25
Obstacles surfaced during implementation that had not been identified before.	30	3.20	0.89	2	5	8.12
Training to the staff not adequate	30	3.13	1.04	2	5	7.90
Champions and supporters of strategy left during implementation were identified	30	3.03	1.07	1	4	7.67
The direction provided by leadership (Managers, Department heads, regional coordinators) not adequate.	30	2.80	1.27	1	4	7.50
Acceptability of strategy by World Vision staff was slow.	30	2.67	1.09	1	4	6.50
Employees' capability in implementing strategy is not	30	2.67	1.06	1	5	5.97

Table 6 shows that the various strategy implementation challenges had the following mean scores: uncontrollable factors in the external environment 4.03 (agree), information system 3.93 (agree), communication 3.77 (agree), unsupportive organization culture 3.57 (agree), Failure to play a key role in the implementation 3.50 (agree), inadequate coordination activities 3.43 (not certain), undefined planning, sharing, coordination and monitoring responsibilities of stake holders 3.37 (not certain), inadequate resources 3.47(not certain), distractions and competing activities 3.30 (not certain), allocating more time for implementation process than planning process 3.37 (not certain), unsupportive organization structure 3.20 (not certain), inadequate training 3.13 (not certain), exodus of supporters and champions of the implementation process 3.03 (not certain), lack of direction from the leaders 2.80 (not certain), acceptability of strategy by World vision staff 2.67 (not certain) and employees capability 2.67 (not certain).

The findings imply that the uncontrollable factors in the external environment had adverse effect in the implementation process and hence ranked higher with a mean of 12.30. On the other hand acceptability of strategy by World Vision staff and employees' capability ranked last with a mean rank of 6.50 and 5.97 respectively. This implies that they were not deemed by the respondents as serious challenges affecting the strategy implementation process. From the mean scores above, it is also quite evident that the respondents were in agreement that uncontrollable factors, communication, unsupportive staff, and failure of the formulation team to play a key role in the implementation process were the highest ranked challenges in strategy implementation.

Although most of the strategy implementation challenges variables had means scores of 3 (not certain), there was significance variance in the responses of the following challenges that had standard deviations <1; information system (0.78), unsupportive organization culture (0.90), lack of coordination of activities (0.97), undefined planning, coordinating, and monitoring responsibilities of stake holders (0.96), lack of resources (0.68), distractions (0.95) and inadequate training of the staff (0.87). There were no

significant variations in the responses of the other remaining strategy implementation challenges.

#### **4.3.1 Unique Strategy Implementation Challenges**

In addition to the strategy implementation challenges discussed above the research also revealed the following unique strategy implementation challenges; communication barrier, field insecurity leading to regular evacuations, literacy level of the staff, cultural dynamics, operational areas spread from each other, religion and spiritual differences, high poverty dependency level, war torn country without a central authority and negative perception of Somalia.

#### **4.4 Coping with Strategy Implementation Challenges**

##### **4.4.1 Human Capital**

The various ways of coping with strategy implementation challenges were categorized into three major groups that are in terms of human capital and management and organizational support and resources mobilization. The factors that were tested under the variable human capital are as follows; management staff skills for successful strategy implementation, recruiting competent staff, coaching for performance support, training, geared towards strategy implementation, recruitment policy that supports strategy implementation, staff training, technical skills to the staff and reward policy of World Vision Somalia support implementation of strategies.

**Table 7: coping with Strategy Implementation Challenges.**

Human Capital	N	Mean	Std Deviation	Min.	Max	Mean Rank
The management staff (Program Director, Operations Director, Regional coordinators, Program Managers, departmental heads) have the skills that enable successful strategy implementation.	28	3.82	1.0203	2	5	6.34
When recruiting new staff, human resource team assesses the competency of the personnel so that they are compatible with the new strategy.	28	3.50	1.0364	1	5	5.34
Coaching for performance support the five year strategy implementation.	28	3.21	0.9172	2	5	5.02
Trainings in World Vision Somalia are geared towards strategy implementation.	28	3.11	0.8751	2	5	4.84
The recruitment policy since 2008 supports the strategy implementation.	28	2.79	1.3154	1	5	4.09
Since the unveiling of the five year strategy, there has been staff training to enhance ability to implement it.	28	2.64	0.9894	1	4	3.73
World Vision staffs are given the required technical skills needed for implementation of the current five year strategic plan.	28	2.32	1.0905	1	5	3.36
The reward policy of Word Vision Somalia support Implementation of strategies as documented in WVS strategy.	28	2.57	0.9595	1	4	3.29

Table 7 shows the mean scores and variations of various ways in which World Vision copes with the challenges of strategy implementation. The mean scores were as follows; management staff skills for successful strategy implementation 3.82 (agree), recruiting competent staff 3.50 (agree), coaching for performance support 3.21 (not certain), training geared towards strategy implementation 3.11 (not certain), recruitment



policy that supports strategy implementation 2.79 (not certain), staff training 2.64 (not certain), technical skills to the staff 2.32 (disagree) and reward policy of World Vision Somalia support implementation of strategies 2.57 (not certain).

The findings indicate that the respondents were in agreement with the fact that the various ways in which the organization has coped with the strategy implementation challenges were as follows; management staff skills for successful strategy implementation and recruiting competent staff. However, they were uncertain with the remaining factors except giving technical skills to the staff where there was total disagreement. The factor that ranked higher under this variable was provision of management staff with skills for successful strategy implementation. This was followed closely by recruiting competent staff to undertake the strategy implementation process. There were no variations in the responses of the following factors given that their standard deviations are  $<1$ ; coaching for performance support (0.92) and trainings geared towards strategy implementation (0.86). There were significant variations in the responses for the remaining factors under human capital variable

#### **4.4.2 Management and organizational support.**

The various factors that were tested under the variable management and organizational support were: work plans to support the implementation of strategy, maintaining good accounting practices, change of structure, policies and procedures supporting the implementation process, projects designed to deliver results, current organization structure supports implementation process, continual monitoring and evaluation of projects, senior leadership team and management teams providing leadership towards implementing strategy, enhancing systems of communication, current organization culture supports implementation of the strategy, referring to current strategic plans when planning to carry new activities and availing the required resources for strategy implementation

**Table 8: Management and Organizational Support**

<b>Management and Organizational support</b>	<b>N</b>	<b>Mean</b>	<b>Std Deviation</b>	<b>Min.</b>	<b>Max</b>	<b>Mean Rank</b>
World Vision Somalia has work plans to support the implementation of strategy.	26	3.62	0.9829	2	5	7.67
World Vision maintains good accounting systems, to ensure accountability and timely reporting all geared towards strategy implementation	26	3.42	1.2385	1	5	7.37
There has been a change of structure since the implementation of the new strategy in year 2006.	26	3.46	1.1395	1	5	7.04
The policies, procedures in World Vision Somalia support the implementation of the new strategy.	26	3.50	0.9899	1	5	7.00
World Vision projects are designed to deliver results as enumerated in the five year strategic plan 2006.	26	3.50	1.0296	2	5	6.98
The current organization structure support the new strategy as documented in five year strategic plan 2006 to 2010.	26	3.27	1.0414	1	5	6.94
World Vision projects are continually monitored and evaluated to identify gaps and opportunities when new projects need to be developed.	26	3.31	1.2254	1	5	6.56
Senior Leadership Team (SLT) and Senior Management teams (SMT) have been in the forefront in providing leadership towards implementation of the strategy.	26	3.23	1.1066	1	5	6.12
Systems of Communication have been enhanced to ensure that information is readily available to help the implementation of the new strategy	26	3.19	1.1321	2	5	5.90
The current organization culture of World Vision supports the implementation of the strategy	26	3.19	1.0590	2	5	5.88
World Vision always refers to the current strategic plan when planning to carry new activities.	26	3.00	0.7483	2	4	5.62

The mean score according to table 8 were as follows, work plans to support the implementation of strategy 3.62 (agree), maintaining good accounting practices 3.42 (not certain), change of structure 3.46 (not certain) , policies and procedures supporting the implementation process 3.50 (agree), projects designed to deliver results 3.50 (agree), current organization structure supports implementation process 3.27 (not certain), continual monitoring and evaluation of projects 3.31 (not certain), senior leadership team and management teams providing leadership towards implementing strategy 3.23 (not certain), enhancing systems of communication 3.19 (not certain), current organization culture supports implementation of the strategy 3.00 (not certain), referring to current strategic plans when planning to carry new activities and availing the required resources for strategy implementation 3.00 (not certain)

The findings indicate the respondents were in agreement that World Vision has coped with the implementation strategy challenges through developing work plans to support strategy implementation and maintaining good accounting systems to ensure accountability and timely reporting geared towards strategy implementation. The respondents on the other hand were not certain on the other factors. The findings also indicate that developing work plans to support the implementation strategy ranked higher than the other factors by a mean score of 7.67. Availability of resources to enhance strategy implementation was ranked last.

There were no significant variations in the responses of the following factors developing work plans (0.98), referring to current strategic plans when planning to carry new activities. There were significant variations in the responses of the other remaining factors given that the standard deviation scores are >1.

#### **4.4.3 Resource Mobilization**

The areas of focus under this resource mobilization were; increase in donor funding to World Vision Somalia and emphasizing to donors the need to provide funds and support the new direction in implementing new strategy

**Table 9: Resource Mobilization**

<b>Resource mobilization</b>	<b>N</b>	<b>Mean</b>	<b>SD</b>	<b>Min</b>	<b>Max</b>	<b>Mean Rank</b>
Over the last the last two years there has been increase in donor funding to world Vision Somalia	30	4.10	0.92	3	5	1.65
Since the year 2006 World Vision Somalia has emphasized to donors the need to provide funds and support the new direction in implementing new strategy		3.60	1.00	2	5	1.35

Table 9 shows the mean scores as follows, increase in donor funding to World Vision Somalia 4.10 (agree) and emphasizing to donors the need to provide funds and support the new direction in implementing new strategy 3.60 (agree) From the results it can be deduced that the respondents were in agreement that increase in donor funding to World Vision Somalia and emphasizing to donors the need to provide funds and support the new direction in implementing new strategy were some of the ways in which World Vision copes with strategy implementation challenges. There was no significant variation in responses of increase in donor funding to World Vision Somalia because the standard deviation was 0.92 which is less than 1. On the other hand there was significant variation in as far as emphasizing to donors the need to provide funds and support the new direction in implementing new strategy. The reason being that the standard deviation was greater than 1 The table reveals that increase in donor funding to World Vision Somalia ranked higher by a mean of 1.65.

## **CHAPTER FIVE**

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

#### **5.1 Introduction**

Strategic management is essential to any organization be it profit or non profit making organization. It believed that it enhances a firm's ability to prevent problems through strategy formulation activities, better decisions, improved employee motivation and understanding.

World Vision Somalia is a humanitarian Christian non governmental organization that operates in the most unpredictable, insecure and volatile environment, these external factors determines the effectiveness and efficiency in project implementation. World Vision Somalia is expected to implement its strategic plans promptly.

Donors expectations are equally high and they too have policies that need to be implemented along with organization policies. Strategy implementation entails translating strategic plans to actions. World Vision encounters mountable challenges which include consistent insecurity, changes of government systems, cultural beliefs, leadership styles and technological issues.

The objectives of this study were to determine the challenges encountered by World Vision Somalia in strategy implementation and establish how World Vision Somalia has responded to these challenges. This chapter gives a summary of the discussions, conclusions and recommendations drawn after analyzing data

#### **5.2 Discussions**

The first objective of the study was to determine the challenges encountered by World Vision Somalia in strategy implementation challenges. The study in as far as strategy implementation challenges is concerned revealed that uncontrollable factors in the external environment had adverse effect in the implementation process and hence

ranked higher with a mean of 12.30. On the other hand acceptability of strategy by World Vision staff and employees' capability ranked last with a mean of 6.50 and 5.97 respectively. This implies that they were not deemed by the respondents as serious challenges affecting the strategy implementation process. The findings also revealed that the respondents were in agreement that uncontrollable factors, communication, unsupportive staff, and failure of the formulation team to play a key role in the implementation process were the highest ranked challenges in strategy implementation. There were significant variations in the responses of quite a number of strategy implementation challenges given that the standard deviations of these factors were  $>1$ .

The second objective of the study was to establish how World Vision Somalia has responded to the strategy implementation challenges. This was further categorized into three variables namely; human capital, management and organizational support and resource mobilization. Under human capital, the findings revealed that the respondents were in agreement with the fact that the various ways in which the organization has coped with the strategy implementation challenges were as follows; management staff skills for successful strategy implementation and recruiting competent staff. However, they were uncertain with the remaining factors except giving technical skills to the staff where there was total disagreement.

The factor that ranked higher under this variable was provision of management staff with skills for successful strategy implementation. This was followed closely by recruiting competent staff to undertake the strategy implementation process. There were no variations in the responses of the following factors given that their standard deviations are  $<1$ ; coaching for performance support (0.92) and trainings geared towards strategy implementation (0.86). There were significant variations in the responses for the remaining factors under human capital variable.

As far as management and organizational support is concerned, the study indicated that the respondents were in agreement that World Vision has coped with the implementation strategy challenges through developing work plans to support strategy implementation and maintaining good accounting systems to ensure accountability and

timely reporting geared towards strategy implementation. The respondents on the other hand were not certain on the other factors. The findings also indicate that developing work plans to support the implementation strategy ranked higher than the other factors by a mean score of 7.67. Availability of resources to enhance strategy implementation was ranked last. The implication of this is that the respondents felt that it is not an important factor that World Vision has utilized to respond to the various strategy implementation challenges.

There were no significant variations in the responses of the following factors developing work plans (0.98), referring to current strategic plans when planning to carry new activities. There were significant variations in the responses of the other remaining factors given that the standard deviation scores are  $>1$ .

The study in as far as resource mobilization as one of the factors of coping with strategy implementation challenges revealed that the respondents were in agreement that increase in donor funding to World Vision Somalia and emphasizing to donors the need to provide funds and support the new direction in implementing new strategy were some of the ways in which World Vision copes with strategy implementation challenges.

There was no significant variation in responses of increase in donor funding to World Vision Somalia because the standard deviation was 0.92 which is less than 1. On the other hand there was significant variation in as far as emphasizing to donors the need to provide funds and support the new direction in implementing new strategy. The table reveals that increase in donor funding to World Vision Somalia ranked higher by a mean of 1.65.

### **5.3 Conclusions**

Based on the findings of the study, it can be concluded that the management agreed that uncontrollable factors, communication, unsupportive staff, and failure of the formulation team to play a key role in the implementation process were the key challenges in strategy implementation. The study also discovered that in addition to the

strategy implementation challenges we have discussed above the research also revealed the following unique challenges, communication barrier, field insecurity leading to regular evacuations, literacy level of the staff, cultural dynamics, operational areas spread from each other, religion and spiritual differences, high poverty dependency level, war torn country without a central authority and negative perception of Somalia.

From the findings it was also concluded the major way in which WVS has coped with the strategy implementation challenges are as follows, management staff skills for successful strategy implementation and recruiting competent staff. This is in as far as human capital is concerned. Under management and organizational support the results revealed that the respondents were in agreement that World Vision has coped with the implementation strategy challenges through developing work plans to support strategy implementation and maintaining good accounting systems to ensure accountability and timely reporting geared towards strategy implementation. The findings also indicate that developing work plans to support the implementation strategy ranked higher than the other factors by a mean score of 7.67. It may also be concluded from the findings that the management felt that World Vision does not make available the resources to enhance strategy implementation.

#### **5.4 Recommendations**

Based on the findings of the study, World Vision ought to enhance capacity building especially for national staff to enable them handle implementation especially in the restricted areas. The major strategy implementation challenges such as inefficient communication, uncontrollable external factors information systems as well as unsupportive organizational culture should be addressed through the following ways: putting up a technical service department charged with the responsibility of ensuring periodic reviews through periodic SWOT analysis on designs and overall direction of the organization. Secondly, proper communication to staff on the strategy implementation policies should be done on a regular basis. Thirdly, involve more staff in strategy implementation and lastly embrace new information technology in strategy implementation.



## **5.5 Limitations of the Study**

The study was limited to the perspective of the management (middle and senior) point of view only. Out of 35 respondents, 30 filled and returned the questionnaires. The response rate was therefore 86% with a none-response rate of 14%. Given that Somalia is a war torn country without a central authority, the research was conducted in fear due to insecurity in the region. Finally getting hold of the management team to answer the questionnaire was also a big challenge due to lack of time to fill in the questionnaires.

## **5.6 Suggestions for Further Research**

The study was conducted in World Vision Somalia. The findings can be verified by conducting the same study in other major non profit organizations. The study findings are according to the management point of view.

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## **Appendix 1: Request for Research Study**

5<sup>th</sup> February 2008

PROGRAM DIRECTOR

WORLD VISION SOMALIA

PO BOX 51126 00100

NAIROBI

Dear Sir,

### **RE: REQUEST FOR RESEARCH STUDY IN WORLD VISION-SOMALIA**

I am a postgraduate student at the School of Business, University of Nairobi. I am conducting a Management research project in partial fulfillment of the requirement of the Masters Degree in Business Administration majoring in strategic management. I am undertaking a research on challenges of strategy implementation at World Vision Somalia.

World Vision Somalia is my main focus of study (case study). The choice is based on reasons that World Vision has stood over time as Christian organization and has operated in non-Christian set up amidst insecurity in areas of operation yet it is still expected to adhere to the plans. The organization has also rapidly changed in size, structure and funding base. Recently it changed its strategy from sector based to regional based planning.

I kindly request that your approval in conducting the research at World Vision Somalia. My supervisor and I assure you that the information gathered will be treated with strict

confidence. The information gathered will not be used for any other purpose other than for this research. A copy of the final report will be availed to you upon request. Your support will be highly appreciated.

Thank you In Advance

Yours Faithfully

George K. Wachiuri

(MBA Student)

S N M Nzuve

(Supervisor)

## **Appendix 11: Letter of Introduction**

May 5, 2008

**Dear Respondent,**

I am a postgraduate student at the School of Business, University of Nairobi. I am conducting a Management research project in partial fulfillment of the requirement of the Masters Degree in Business Administration majoring in strategic management. I am undertaking a research on challenges of strategy implementation at World Vision Somalia

This letter is to sincerely request you to respond to the attached questionnaire and I assure you that all the information will be treated with utmost confidentiality and at no time will your name appear or be quoted in this study. The information is purely for academic purposes.

Thank you in advance

Yours Sincerely,

George K Wachiuri

(MBA student)

S.N.M Nzuve

(Supervisor)

## Appendix 111: Questionnaire

Kindly answer each of the questions according to the instructions given.

### Part A: Details of The Respondent

Position/Title of the respondent \_\_\_\_\_

Department \_\_\_\_\_

Sector \_\_\_\_\_

Region \_\_\_\_\_

Number of years in the position \_\_\_\_\_

### Part B. Strategy Implementation Challenges

In your own opinion, how can you rate the extent to which the following challenges affect implementation of World Vision strategy (Strategic plan 2006 to 2010) in your program / Department / Region? Where 1 is for strongly in disagreement and 5 is for strongly in agreement.

a) More time was taken in the implementation than allocated in the original plan. (1) (2) (3) (4) (5)

b) Obstacles surfaced during implementation that had not been identified before. (1) (2) (3) (4) (5)

c) There communication on strategy to staff was not enough. (1) (2) (3) (4) (5)

d) Employees' capability in implementing strategy is not adequate (1) (2) (3) (4) (5)

e) Acceptability of strategy by World Vision staff was slow. (1) (2) (3) (4) (5)

f) The resources that were available were not enough (1) (2) (3) (4) (5)

g) Planning, sharing, coordinating and monitoring responsibilities of stake holders (staff etc) was not well defined (1) (2) (3) (4) (5)

h) Champions and supporters of strategy left during implementation were identified (1) (2) (3) (4) (5)

i) The structure of the organization is not supportive to strategy implementation. (1) (2) (3) (4) (5)

- j) The formulators of the strategy did not play a key role in the implementation of the strategy
- k) Information system used to monitor the strategy implementation was not adequate
- l) The direction provided by leadership (Managers, Department heads, regional coordinators) was not adequate
- m) Coordination of activities not adequate
- n) Unsupportive organization culture.
- o) Training to the staff not adequate
- p) Uncontrollable factors in the external environment had adverse effect in the implementation

(1) (2) (3) (4) (5)

(1) (2) (3) (4) (5)

(1) (2) (3) (4) (5)

(1) (2) (3) (4) (5)

(1) (2) (3) (4) (5)

(1) (2) (3) (4) (5)

(1) (2) (3) (4) (5)

Explain \_\_\_\_\_

\_\_\_\_\_

- q) Competing activities and crises distracted the attention from implementing decisions

(1) (2) (3) (4) (5)

Elaborate your answer \_\_\_\_\_

\_\_\_\_\_

**Others unique Challenges experienced in World Vision Somalia**

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_



**Part C: Coping with Strategy implementation challenges**

**1. Human Capital**

a) The management staff (Program Director, Operations Director, Regional coordinators, Program Managers, departmental heads) have the skills that enable successful strategy implementation.

(1) (2) (3) (4) (5)

b) Trainings in World Vision Somalia are geared towards strategy implementation.

(1) (2) (3) (4) (5)

Reasons for your answer \_\_\_\_\_

\_\_\_\_\_

c) Since the unveiling of the five year strategy, there has been staff training to enhance ability to implement it.

(1) (2) (3) (4) (5)

Give more details to support your answer \_\_\_\_\_

\_\_\_\_\_

d) World Vision staffs are given the required technical skills needed for implementation of the current five year strategic plan.

(1) (2) (3) (4) (5)

Explain your answer \_\_\_\_\_

\_\_\_\_\_

e) The recruitment policy since 2006 supports the strategy implementation

(1) (2) (3) (4) (5)

Give reason for your answer \_\_\_\_\_

\_\_\_\_\_

- f) Coaching for performance support the five year strategy Implementation (1) (2) (3) (4) (5)
- g) The reward policy of Word Vision Somalia support Implementation of strategies as documented in WVS strategy. (1) (2) (3) (4) (5)
- h) When recruiting new staff, human resource team assesses the competency of the personnel so that they are compatible with the new strategy (1) (2) (3) (4) (5)

## **2. Management and Organizational Support**

- a) World Vision Somalia has work plans to support the Implementation of strategy (1) (2) (3) (4) (5)
- b) Senior Leadership Team (SLT) and Senior Management teams (SMT) have been in the forefront in providing leadership towards implementation of the strategy (1) (2) (3) (4) (5)

Reasons for your answer \_\_\_\_\_  
 \_\_\_\_\_

- c) There has been a change of structure since the implementation of the new strategy in year 2006. (1) (2) (3) (4) (5)

Reasons \_\_\_\_\_  
 \_\_\_\_\_

- d) The current organization structure support the new strategy as documented in five year strategic plan 2006 to 2010. (1) (2) (3) (4) (5)

Reasons for your answer \_\_\_\_\_  
 \_\_\_\_\_

e) The current organization culture of World Vision supports the implementation of the strategy

(1) (2) (3) (4)

Reasons for your answer \_\_\_\_\_

\_\_\_\_\_

f) The policies, procedures in World Vision Somalia support the implementation of the new strategy

(1) (2) (3) (4)

Reasons \_\_\_\_\_

\_\_\_\_\_

g) Resources required (financial, technological, human resources) are readily available to enhance implementation of strategy.

(1) (2) (3) (4)

Reasons for your answer \_\_\_\_\_

\_\_\_\_\_

h) World Vision always refers to the current strategic plan when planning to carry new activities

(1) (2) (3) (4)

i) Systems of Communication have been enhanced to ensure that information is readily available to help the implementation of the new strategy

(1) (2) (3) (4)

j) World Vision maintains good accounting systems, to ensure accountability and timely reporting all geared towards strategy implementation

(1) (2) (3) (4)

k) World Vision projects are continually monitored and evaluated to identify gaps and opportunities when new projects need to be developed.

(1) (2) (3) (4)

l) World Vision projects are designed to deliver results as enumerated in the five year strategic plan 2008.

(1) (2) (3) (4)

**3. Resource Mobilization**

- a) Over the last two years there has been increase in donor funding to world vision Somalia. (1) (2) (3) (4)
- b) Since the year 2006 World Vision Somalia has emphasized to donors on the need to provide funds and support the new direction in implementing new strategy (1) (2) (3) (4)

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II. What suggestion(s) would you give that can help World Vision Somalia to avoid or minimize strategy implementation challenges

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Please give any comment (s) regarding this research.

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Thank you for your participation