FACTORS AFFECTING THE IMPLEMENTATION OF STRATEGIC PLANS BY NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI COUNTY

BY

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DECLARATION

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

Signed: _____ Date: _____

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D61/66936/2011

This research project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

I dedicate this research to my loving mother, Jedidah Mutuvi for her endless prayers, inspirations and encouragement. My sister Mueni and brother Mulwa for their kind support throughout my studies. Lastly but not least dedication is to the department of Business Administration, University of Nairobi. Without their continued support, I could not have completed this process successfully.

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ABBREVIATIONS AND ACRONYMS

ACT: Act Change Transform

ALRM: African Leadership and Reconciliation Ministries

AWSC: African Women Studies Center

CSO: Civil Society Organization

CI: Compassionate International

CoK: Constitution of Kenya

EAC: East African Community

FPW: Foundation for Pastoralist Women

GROOTS: Grassroots Organizations Operating Together in Sisterhood

KNCHR: Kenya National Commission for Human Rights

KNSEN: Kenya National Social and Economic Network

KIPPRA: Kenya Institute for Public Policy Research and Analysis

LRF: Legal Resource Foundation

M&E Monitory and Evaluation

NGO: Non Governmental Organization

NLP: National Land Policy

OXFAM: Oxford Committee for Famine Relief

SEM: Social Ecological Model

SCC: Swedish Corporation Centre

SCT: Social Cognitive Theory

SPSS: Statistical Package for Social Sciences

SUPP: Slum Upgrading and Prevention Policy

ABSTRACT

The purpose of this research is to investigate the factors affecting implementation of strategic plans by NGOs in Nairobi County and suggest recommendations for organizations to successfully implement their strategic plans. The researcher had perceived that there was a loophole in strategic planning by NGOs. Curiously, every interaction with other NGOs was an opportunity to enquire how they implemented their strategic plans. They all gave different cases but the bottom line was that they were either not implementing their strategic plans or facing some challenges. The researcher contacted a sample of 186 NGOs operating within Nairobi County by sharing a structured questionnaire. The purpose was to unveil factors that brought about the above scenario and suggest recommendations for NGO to improve implementation of strategic plans. The study revealed that some critical factors were affecting NGOs while implementing their strategic plans. All these factors were internal to the organization, thus easy to identify but psychologically challenging to solve. This was because they were largely emanating from management practices which did not favour smooth implementation of strategic plans. The practices were in turn influenced by social and behavioural aspects of individuals within the organizations. Almost all the organizations contacted had strategic plans but they were hardly implementing them rightfully. The organizations however shared the measures they were employing to deal with this common situation. Strategic plans were not being implemented, not because managers are deviant but rather because of the lack of the know-how and know-why. It was concluded that implementation of strategic plans was being approached as a onetime activity rather than a process demanding: effective communication; excellent remuneration packages; staff training and continuous motivation; stakeholders' involvement; budgeting, planning and resource mobilization; continuous monitoring and evaluation; effective recruitment; and engaging employees in decision making. Finally, it has been recommended that NGOs need to be genuine to and craft plans which reflect what they can and will ultimately achieve rather than an exaggerated and complex document. For instance a few pager colourful strategic plans with pictorial presentations were proposed to be motivating, easy to master and implement.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Implementation of a strategic plan is an operation-oriented as well as a "make-things-happen" activity aimed at performing core business activities in a strategy-supportive manner. This makes it the most demanding and time consuming part of strategic management since it involves converting strategic plans into actions and results thus testing a manager's ability to direct organizational change, motivate people, build and strengthen organization competencies and competitive capabilities, create and nurture a strategy-supportive work climate, and meet or beat performance targets. The factors emerge from the fact that implementation of strategic plans involves assessing what an organization will have to do differently or better: given its particular operating practices and organizational circumstances, executing a strategy completely and achieving the targeted financial and strategic performances (Thomson, Strickland & Gamble, 2007).

Strategy implementation theories can aid organizations to understand factors which may affect them. This study will be based on Social and Behavioral Approach which relies on Anthropology, Economics, Psychology, and Sociology, to explain an organization's phenomena. They explain the rationale why people act and behave in a certain way. They counter the assumption on Resource Based View that resources do not change and therefore bringing to light why human resources would perform differently in different environments as well as different periods. This is essential for strategic managers to customize organizations' environments to be suitable and favorable for performance.

Three theories are relevant for this study. These are the Social Cognitive Theory (SCT) by Baranowski and Parcel (1990), the Social Ecological Model (SEM) by Larios (2008) and the Expectancy Theory by Vroom (1964). All the above theories explain in details ho organization environment can influence individual behavior which in turn would influence the performance during implementation of strategic plans. Likewise, individuals also influence the environment in which they operate thus making a two way influence situation.

Non Governmental Organizations, also termed as Civil Society Organizations, need strategic planning to have a smooth running of operations as well as attainment of visions through living their missions. Because of the strategic management challenges faced by NGOs, it is important they understand that, not only do they need to craft strategic plans, but also implement the same. This is due to the fact that strategy formulation, analysis of alternative strategies, and strategic choice, although important, alone cannot ensure success (Pearce & Robinson, 1991). Organizations therefore have to implement their strategic plans to the latter. This calls for understanding of the strategic vision, mission, strategic objectives and strategy as well as factors which affect the implementation of the same.

1.1.1 The Concept of Strategy Implementation

Strategic Planning is not enough without implementation. During strategy implementation, organizations translate their strategic plans into actions. Strategic plan must be: translated into guidelines for the daily activities of the organization's members; the plan and the organization must become one in that, the strategy must be reflected in the way the organization organizes its activities and in its values, beliefs and tone. Managers must direct and control actions and outcomes and adjust to change. The organization's strategic management process therefore moves into a new phase of translating strategic thought into organizational actions: shifting from planning the work into working the plan. This shift gives rise to four concerns: identifying action plans and short term objectives, initiating specific functional tactics, communicating policies that empower people in the organization, and committing to continuous improvement. (Pearce & Robinson, 1991).

In action plans and short term objectives, organization narrows its strategic plans into actionable targets. Initiating specific functional tactics helps an organization to identify what is to be executed and the responsible persons. Communicating policies that empower people in the organization aid in reducing the time one takes to think and plan, since they are guidelines for action. Committing to continuous improvement helps an organization to grow internally and externally, in scope of operation, market share and client satisfaction. With successful implementation of strategic plans, an organization does not encounter the same pitfalls always but rather each challenge becomes an opportunity for learning and improvement. Each challenge leads to success and each success leads to excellence.

1.1.2 Strategic Plan

A Strategic Plan is a step by step guide for an organization towards attaining its goals as well as setting a foundation for the organization to know what will happen and what is expected of it. It involves organizations' executives to respond to challenges posed by the internal, immediate and remote environments. However, the executives are compelled to subordinate the demands of the organization's internal activities and the external environment to the multiple and often inconsistent requirements of its stakeholders: owners, top managers, employees, communities, customers, and the country (Pearce & Robinson, 1991). Strategic plans become harder to articulate when everyone is allowed to participate in formulation. It calls for a selection of key participants like for instance in the management, target group, and the technical staffs. It is essential to have a skilled and in-depended outsider. He/she is engaged to ensure the brainstorming of the process, a way to ensure contributions from different opinions. Strategic plans therefore have the following five elements: vision, mission statement, critical success factors, strategies and actions for objectives and prioritized implementations schedule (Pearce & Robinson, 2007).

Management team need to work together to ensure a successful strategic planning as well as being alert to any strategic change. According to Jones (2010), sometimes an organization un-strategically introduces many new projects in addition to the existing ones. All these projects are consuming resources, potentially funding and certainly needing management attention. Some of these resources get embedded in the organization's departments and absorbed as 'business as usual'. Others will be dedicated to the larger projects causing fatigue on the existing human resources.

1.1.3 Factors Affecting Implementation of Strategic Plan

Successful strategy implementation depends upon: the manager's skills of working through others, organizing, culture building, and creating strong fits between strategies and how the organization works. Ingrained behavior does not change just because a new strategy has been announced. Implementation is also a function of his/her experience and accumulated knowledge about the business: whether the manager is new to the job or not; network of personal relationships with others in the organization; diagnostic, administrative, interpersonal, and problem-solving skills; the authority given; and the leadership preferences for how to proceed.

Some other factors emanate from within the context of the organization's situation. These factors are, but not limited to: the seriousness of the firms strategic difficulties; the nature and extend of the strategic change involved; the type of strategic plan being implemented; the strength of the ingrained behavior patterns in individuals within the organization; the financial and organizational resources available to work with; the configuration of personal and organizational relationships that have permeated the firm's history; the pressures for short term performance; and other such factors that make up the firm's culture. Strategy-supportive matchups are therefore needed with the above factors (Thomson, 1989). However; each organizational internal environment is unique, forcing the implementer to tailor implementation approach to match the organization in question.

1.1.4 Non Governmental Organizations in Kenya

By definition, Non Governmental Organization is any organization that receives donor funds to implement interventions such as health, education, micro-financing, appropriate technology, and other social services. (Bwibo, 2000). NGO's are registered in Kenya on the Societies Rules (Rule 4) under section 10 of the Society's Act. The alternative terms used in addition to "NGO" include private voluntary organizations, civil society, independent sector, self-help organizations, grassroots organizations, volunteer sector, transnational social movement organizations, and non-state actors (NSA's). NGOs basically complement the work of the government by working directly with the people. In their work, they may differ or agree with the government strategies. The consensus of the two leads to an all inclusive, participatory and multi-stakeholder approach to policy formulation and implementation. They shape the planning of the government, especially through their input in policy formulation and implementation.

NGOs also act as mediators between the government and the citizens as well as between the government and the donor countries through implementing as well as managing projects' resources. NGOs can thus be classified according to their level of orientation and or their level of cooperation. It is preferable, both from the project costs view and staff morale, to avoid situations which require lots of changes in their work patterns. One would therefore want to even-out these situations as much as possible so as to produce a work schedule that is acceptable for each resource in an organization. One also needs to ensure that each person understands what is expected of them (Churchouse & Churchouse, 1999).

1.2 Research Problem

Strategic Management involves three basic stages: Strategy formulation, implementation and evaluation. The three stages are all important for an organization's performance. Therefore, an organization can only claim to be strategic, if and only if the three stages are undertaken correctly and accordingly. The essence of any organization according to Gumbus and Lyron (2002) is being able to satisfy its clients thus gaining competitive advantage. However, many organizations tend to relax and settle at strategy formulation. While strategies which have been effectively implemented bring their organizations success, unsuccessful ones can be a recipe for failure.

The competition within the NGO sector is so stiff that majority of the organizations have opted not to have formal strategic plans. Others have opted to implement their activities on a 'random' way, making it hard for others to copy. As a requirement by donor organizations, project implementing organizations are forced, as a matter of formality, to craft strategic plans. However, these plans are meant to be presented to donors during funds negotiation. As per the Harvard Business Review (1999), though inevitably NGOs must formulate, implement and evaluate their strategies, their operations are shrouded behind veil of secrecy. Their ownership is also shrouded in mystery. One of the obvious reasons an organization would operate in secrecy may be due to stiff competition. Fear of competitors may however not grant success but rather strategic planning does.

Locally, studies have been conducted around this area. Bwibo (2000) surveyed the strategic change management practices within nongovernmental organizations in Kenya. Oduor (2007) researched on difficulties faced by Eastern and Southern African Trade and Development Bank in implementing the strategy for capital resource mobilization. Gitonga (2008) surveyed job satisfaction and work behaviors. Ngonze (2011) investigated factors influencing strategy implementation at the Cooperative Bank of Kenya. Karimi (2011) researched on balanced score card as a strategy implementation tool at Toyota East Africa Limited. Maragia (2011) researched on challenges of strategy implementation at Mavoko Municipal Council, Kenya.

Local scholars have dealt with the situation being studies either holistically or partially rather than specifically. Analyzing factors affecting the implementation of strategic plans by NGOs in Nairobi is therefore underscored. This study has basically sought to answer the question: what are the factors affecting implementation of strategic plans by nongovernmental organization in Nairobi, Kenya?

1.3 Research Objectives

The objectives of this study were to:

i. Determine factors affecting implementation of strategic plans by NGOs in Nairobi.

ii. Find out the measures being put in place to ensure that the factors identified do not affect the organizations' implementation of strategic plans negatively.

1.4 Value of the Study

This study helps existing NGOs to be proactive in dealing with factors that affect the implementation of their strategic plans. It is meant to solve the situation whereby, though organizations underscore the value of strategy implementation, majority end up either not implementing their strategic plans or implementing wrongly. The study has identified the factors that affect existing implementation of strategic plans and the measures being applied to ensure that the factors don't crumble the organizations.

The study is thus of value to policy, theory and practice by forming a platform upon which further research on issues of implementation of strategic plans by organizations shall be undertaken by academicians and managers. NGOs have been active in formulating and implementing national policies to guide the nation in serving the people. It offers a model applicable theoretically to all organizations, to be aware of and deal with factors affecting implementation of strategic plans. Recommendations have been drawn to give a platform to practicing successful implementation. National Policies are also being formulated and implemented in the neighboring East African countries. Contribution to policy is thus transnational and global.

The study is vital not only to existing but also to the potential NGOs, in achieving their target results. The potential organizations are going to be in a position to proactively deal with implementation challenges they may encounter in future. The existing ones can use the findings of this study to act accordingly. The past mistakes are going to be unveiled to correct the present so as to shape the future. The study is also applicable to all organizations since strategic management is a functional area to all organizations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

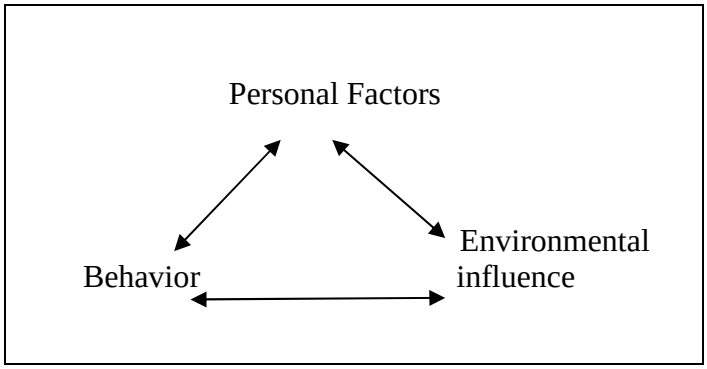
Every organization strives to achieve its vision through living their mission. This is only achievable if organizations' strategic managers translate their plans into real actions. A well formulated strategic plan without its implementation is inadequate. Implementing strategic plans does not happen in a vacuum. It therefore requires resources which are influenced by the environment in which an organization operates. One should ensure that all is done as planned by taking into consideration all the factors which may affect the achievement of the strategic plans. This will in turn help to determine the strategy implementation tools to put in place in implementing strategic plans.

2.2 Theoretical foundation

According to Busenitz and Barney (1997), Social and Behavioral View enables managers to focus their attention on behavioral and social phenomena in an organization to both choose and implement its strategies. It therefore suggests behavioral implementation of strategic plans. Organizational members bring with them their likes and dislikes, views and opinions, prejudices and inclinations as they enter into an organization. Managerial behavior cannot be purely rational and, therefore, an understanding of SBV theories is an important part of this study. Three of the models emanating from this approach are: Social Cognitive Theory, Social Ecological Model and Expectancy Theory.

SCT, which is the cognitive formulation of social learning theory and best articulated by Bandura (1986), explains human behavior in terms of a three-way, dynamic and reciprocal model in which personal factors, environmental influences, and behavior continually interact. SEM by Larios (2008) helps organizations to understand factors affecting behavior and also provides guidance for developing successful programs through social environments. The model emphasizes multiple levels of influence such as individual, interpersonal, organizational, community and public policy. The idea is that, behavior shapes and is also shaped by the social environment. The Expectancy Theory by Vroom (1964) stresses and focuses on outcomes, and not on needs. The theory states that the intensity of a tendency to perform in a particular manner is dependent on the intensity of an expectation that the performance will be followed by a definite outcome and on the appeal of the outcome to the individual.

Figure 2.2: Social Cognitive Theory



Source: Bandura, A., (1986), *Social Foundations of Thought and Action: A Social Cognitive Theory*. Prentice-Hall. P. 24.

2.3 Strategic Plan

According to Thomson and Strickland (1989), strategic plan is a comprehensive game plan for achieving the organization's mission and future direction, near-term and long-term performance targets, and how management intends to produce the desired results and fulfill the mission, given its overall situation. The major goal of a strategic plan is to enable an organization to be proactive rather than reactive. It gives an organization a strategic approach to management. It puts an organization in a position to apply first-rate strategic thinking being, conscious of strategy management. As opposed to freewheeling improvisation, gut feel and drifting along, first rate strategic thinking provides better guidance to the entire organization on the crucial point of just "what is it we are trying to do and to achieve?" and enhancing managerial alertness to the winds of change, new opportunities, and threatening opportunities. It therefore answers the 'how' question.

The basic elements of a strategic plan are: vision; mission statement; critical success factors, strategies and actions for objectives and a prioritized implementation schedule. (Pearce & Robinson, 1991). The vision is the position that an organization wants to be in the future. The mission is the business an organization is out for. Objectives are the set targets which an organization needs to meet. They therefore need to be ideal and achievable. According to Quinn (1980), strategy is the pattern that integrates an organization's major goals, policies, and action sequences into a cohesive whole.

It is essential for organizations to outsource a skilled expert to craft strategic plans. This avoids biasness and ensures that all the organization's functional areas' views are represented in the plan. Moreover, crafting a strategic plan can prove to be hard and time-consuming when everyone in the organization is allowed to participate. It is expected that everyone will be campaigning for their own selfish views and suggestions to be preferred. Above all, an in-depended outsider is engaged to facilitate brainstorming of ideas from all the departments to get comprehensive information about the organization in terms of ideas, suggestions and recommendations. This however does not put the management aside. The whole management team needs to work together for a strategic planning to be successful.

2.3.1 Implementation of Strategic Plan

Implementation of strategic plan entails converting chosen strategic plan into actions and results. In other words, putting the strategy in to effect and getting the organization moving in the direction of the strategy. It therefore calls for a manager to perform totally different tasks using different skills from those needed for strategic planning. Whereas strategic planning is entrepreneurial, strategic implementation is internal and administrative. It is a more complex process than strategic planning because of the multiplicity of tasks combined with the variety of ways to approach each task (Thomson & Strickland, 1989). This process demands strategic management, which is a set of decisions and actions that result in the formulation, implementations and evaluation of plans designed to achieve an organization's objectives.

While strategy formulation results to an organization's strategic plan, implementation ensures that what has been planned is achieved. Evaluation checks if things were done as planned. (Pearce & Robinson, 1991). Ideally, the second stage, that is, Implementation of a strategic plan is critical. If not done or incorrectly done, then a strategic plan has no purpose. Likewise, evaluation will be in vain. Strategic Management team is therefore directly responsible for strategic implementation in an organization through its authority to offer leadership.

Translating strategic plans into specific actions is vital during implementation. This process requires a manager to determine or appropriately delegate how he/she wants to run it. It also requires an organization's team to look at all the uncertainties associated with the plan with the mindset to drive out those uncertainties that do not need to be there. One may incorporate a checklist so that everyone can focus on their talents where uncertainty remains. All of this is done in context with the opposition because one can win or lose any strategic contest on any plans. (Pearce & Robinson, 2011)

Successful implementation enables an organization to be proactive, creative and innovative. Proactive in the sense that it will implement plans it has crafted. These plans emanate from proactive visualization of the future of an organization in terms of the position it intents be, living the mission and achieving the objectives. Organizations will cease to be reactive, waiting for issues to arise so as to act but rather become agents of change, preventing the 'bad' from happening while having long lasting and sustainable achievements. They therefore require creativity and innovation, which help to apply new ideas and solutions on issues affecting the society.

2.3.2 Factors Affecting Implementation of Strategic plans

Organizations do not operate in a vacuum and so do implementation of strategic plans. Several other considerations other than the strategic plan itself have to be acknowledged. This fact guarantees organizations that regardless of how articulate they may be on their strategic planning; some factors will have influences on the implementation process. It is thus essential for strategic managers to proactively implement strategic plans. The factors result from both the management skills and the context of the organization.

Organization's managers are the key responsible persons for implementing strategic plans. A manager's experience and accumulated knowledge about an organization is a factor to be considered. Implementation requires a manger to have skills in: working through others, organizing, culture building, and creating fits between strategies and how the organization works. The context of the organization will have an influence to the implementation of strategic plans. Organization's resources, skills and capabilities influence implementation.

The organizational structure will ultimately influence implementation since every organization is partly idiosyncratic, the result of many organizational decisions bringing historic circumstances (Thompson & Strickland, 1989). Reward systems will affect the implementation since Vroom (1964) points that individuals' levels of performance will depend on the expected outcome. The policies an organization lays down will either accelerate or slow down the implementation process depending on how they effectively guide people to performance. Information systems and controls will determine how efficient and effective communication is.

Budgets and resources allocated within the functional areas of an organization will affect whether plans will be achieved or not and the time it will take to achieve these targets. Finally, the organizational work place will also affect how smooth the implementation process moves. Organizations' cultures include a political component making all organizations to be political in nature. Managerial behavior cannot be purely rational and this affects how implementation process progresses (Ohja 2012).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter sets out the research methodology that has given a platform for the researcher to identify the factors affecting the implementation of strategic plans by nongovernmental organizations in Nairobi Kenya.

3.2 Research Design

This study adopted a cross-sectional research design to identify factors affecting implementation of strategic plans by NGOs in based in Nairobi. Cross-sectional design has been preferred as it allows collection of large amount of data from a large population in a short period. It is applicable to this study since the population was large besides time and cost being important factors considered.

A sample from the whole population was approached. Data collected from a sample can be generalized to the whole population (Mugenda & Mugenda, 2003). The design presented an opportunity to use both quantitative and qualitative data as means to produce statistical information that will be of importance to NGOs in Nairobi. Most importantly, the study has aimed to provide reliable and accurate statistical data which represent the actual current situation of the population.

3.3 Population of the Study

The population of the study was all NGOs operating within Nairobi. There were a total of 1859 NGOs operating within Nairobi as per July 2013, according to the Kenyaplex Bureau directory. The source of the population database was therefore Kenyaplex Bureau Directory. This source was comprehensive since the listing included the date, month and year the organizations were listed. It also contained hyperlinks to all the listed organization for the researcher to obtain more information.

The study acknowledged that Non-governmental organizations are in different categories depending on their orientation or level of cooperation. By orientation; Charitable, Service, Participatory, and Empowerment organizations were factored. On the level of co-operation; Community- Based, City Wide, National, and International organizations were part of the population. The study focused on all the NGOs regardless of their classification. This was because the researcher wanted to offer a solution to all NGOs operating in Nairobi. Limiting the study to one category would reduce the value of the study.

3.4 Sample Design

The researcher used the list of NGOs provided by Kenyaplex Beural Directory as the sampling frame through a stratified random sampling. The NGOs in this list were grouped into the year of registration spreading from the year 2010 to 2013. A random selection of organizations from each year (subgroup) was applied. This helped to improve accuracy and efficiency. The researcher thus achieved a comprehensive representative picture of the situation, since each NGO had an equal chance of being considered for the

study. The sample obtained from strata provided data from different organizations' environments thus avoiding biasness and subjectivity.

According to Albright, Zappe and Winston (2011), sampling randomly from a population avoids biases. An equally important reason was that it allowed the study to use probability to make inferences about unknown population parameters. It also represented the whole population of the study. If sampling were random, there would be no basis for using probability to make such inferences. Stratified samples were therefore typically chosen because they provided more accurate estimates of population parameters for a given sampling cost. The strata were homogenous in terms of the year the organizations were listed. If it were not for the sampling, then the study would have proved to be costly in terms of finances and time factors.

3.5 Sample Size

A sample of 186 was identified to represent a total population of 1859 NGOs based in Nairobi. Gay (1981) points that co-relational research requires 30 cases or more, descriptive studies require 10% of the accessible population and for experimental studies, at least 30 cases per group are required. The population of the study was homogenous thus requiring a small sample size. Mugenda and Mugenda (2003), affirms that resource and time factor influences the sample to use. Therefore factoring the above, the identified sample was justifiably adequate for the study.

This study being descriptive in nature, a percentage of the population was taken to determine the sample size. 10% of 1859 was applied to result to 186 NGOs. These organizations were randomly selected from strata obtained from the entire population.

This enabled the researcher to have sample objects representing the population. Most importantly, the researcher needed to acquire proximity details of the organizations sampled for adequate planning during data collection. Below is the sample frame the researcher used as a guide to data collection (Neuman, 2000).

Table 3.4: Sample Category

Sample Category	Total Population	Sample size
Executive Directors	1859	6
Human Resources Managers		10
Project Managers		20
Finance Managers		10
Programs Managers		40
Programs Coordinators		40
Programs Officers		60
TOTAL	1859	186

3.6 Data Collection

A questionnaire was administered to collect both primary and secondary data. The questionnaire comprised both open and closed ended questions. Part A of the questionnaire focused on the demographics of the respondent and the organization. Part B targeted organization's process of implementation of strategic plan. Part C investigated factors affecting implementation of strategic plan in the organization. The secondary data was obtained from organizations' published reports, documentaries, and newsletters, all available in both printed and softcopies. Organizations' websites, newsletters, Published books/ booklets were sought.

Organizations' Executive Directors, Human Resources, Project and Finance managers were contacted to represent organizations' administration department. Program Managers, Program Coordinators and Program officers were contacted to represent organizations' program department. The above therefore comprised the respondents, in order to acquire data from all round the organizations. Prior arrangements were made between the researcher and the respondents on how to receive the questionnaires. The questionnaires were either shared via emails or a drop and pick method was applied depending on the situation for each respondent. Otherwise, administering via emails proved to be cost and time effective. However, depending on the commitment of the respondents, some ended up neglecting the questionnaires, delegated others to fill on their behalf or even failed to return to the researcher. The researcher's communication and networking skills however help to counter the above challenge.

3.7 Data Analysis

Data analysis enabled the researcher to clarify problems, identify alternatives and provide a sense of direction. Since the data was both quantitative and qualitative, the researcher needed to understand the two types of data. Quantitative data in this case was information expressed in numerical forms that can be measured with standard scales. Qualitative data on the other hand was that which included verbal description or measurements with non-standard scales (Ngau & Kumssa, 2004). Notably, much of the data collected was quantitative in nature.

The former was analyzed using descriptive statistics where by tables, frequency distribution, pie charts, bar charts, percentages, mean, mode and variances were applied. The latter was analyzed thematically and coded to give rise to major topics from which summary reports have been compiled to make this report. The analysis has yield to factors affecting the implementation of strategic plans by NGOs in Nairobi. The analysis thus enabled the raw data to be translated into information with figures and narratives which are comprehensive and applicable even by laymen. The inferences and recommendations have yielded in measures being put to ensure that the factors do not affect NGOs negatively.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter covers the analysis of the data collected and the findings obtained. The analysis has been done in line with the objectives of the study which were to find out factors affecting implementation of strategic plans by NGOs in Nairobi. It also investigated the measures being employed by NGOs to ensure that the factors don't affect them negatively. The study had targeted to collect data from Directors and their assistants; Departmental Managers; Program Officers and their assistants and Project Officers and their assistants.

The respondent categories enabled authentic and full representative data to be collected so as to result to the sought information. The directors gave a full organizational data. Managers gave data regarding gave data representing their respective functional areas. Field/ project/program offices and the other officers resulted to programmatic data. All compiled gave full information representative enough for inferences herein.

4.2 Demographic Characteristics of the and respondents

Data analysis on this section resulted to statistical tables, graphs and charts. Among the respondents, 39% were program/project officers, 24% were managers, and 2% were directors and the others (Administrators, Clerks / HTC) represented 36% of the respondents. This information has been analyzed in frequencies, percentages, valid percentages and cumulative percentages of the respondents' designations. The figures were represented in the following statistical table.

Table 4.1: Designation of the respondents

Category	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Project/Field officers	40	38.5	38.5	38.5
Managers	25	24.0	24.0	62.5
Directors	2	1.9	1.9	64.4
Others (Administrators / Clerks/ HTC ...)	37	35.6	35.6	100.0
Total	104	100.0	100.0	

During the data collection, gender dimension/ balance was observed whereby 54.5% of the respondents were men whereas 45.5% were women. This gave a 54:45 ratio of men to women. This is a desirable scenario because it shows that organizations are not one gender dominated a situation which would raise questions especially with the CoK 2010 provision of two thirds gender representation. However, 5 respondents did not disclose their gender statuses. The table below provides more detailed information on the same.

Table 4.2: Gender of respondent

Gender	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Male	54	51.9	54.5	54.5
Female	45	43.3	45.5	100.0
Total	99	95.2	100.0	
Missing	5	4.8		
Total	104	100.0		

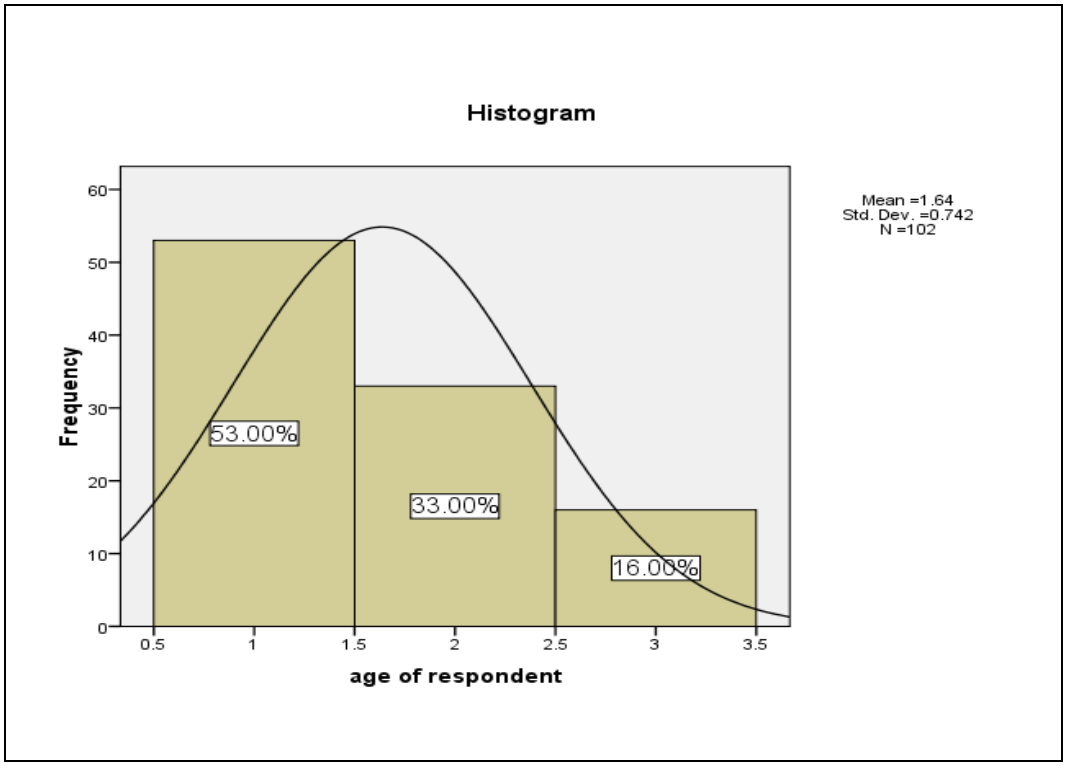
Majority of the respondents were under 30 years, that is, 52% whereas the minorities were those between 41-50years, that is, 15.7%. Those ranging between 31-40 years were 32.4%. Basically one expects an organization to have only one director, few managers and a few project officers. One would also expect directors to be a bit older than the functional areas' managers, who are also older that the majority project officers. However, 2 of the respondents did not disclose their age brackets making the total of those answered the question to be 102.

Table 4.3: Age of respondent

Range	Frequency	Percentage	Valid Percentage	Cumulative Percentage
under 30 years	53	51.0	52.0	52.0
31 - 40	33	31.7	32.4	84.3
41 - 50	16	15.4	15.7	100.0
Total	102	98.1	100.0	
Missing	2	1.9		
Total	104	100.0		

It can thus be concluded that Most NGOs are dominated by the young employees who are under 30 years. They are readily available, vibrant and easy to share information. Most of NGOs' work involves projects implementation. In most cases, these projects require constant traveling. They also require project officers to spend stay away from homes. This demands high level of flexibility. Young people are flexible and majority do not mind working away from home constant traveling. The graph below summarizes the response rate regarding the age of the respondents.

Figure 4.1: Graphical representation for the age of the respondent



Majority of the respondents who had served their organizations for two years and less represented 48% of the total respondents. 38% of the respondents had served their current organizations between two and five years whereas only 13.7% of the respondents had served for the longest period, that is, between six to ten years. Linking this finding to the ages of the respondents above, the few organizations' directors are expected to have served for the longest periods since most of them are, in most cases, the founders of the organizations. Managers are also expected to have a longer experience thus appearing at the middle of the analysis. Though the most, the program/project officers had served their organizations for the least time and most of them were junior staffs, some hired directly from colleges. More detailed information is provided on the statistical table below.

Table 4.4: Length of continuous service within an organization

Range	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Less than 2 years	49	47.1	48.0	48.0
2 - 5 years	39	37.5	38.2	86.3
6 - 10 years	14	13.5	13.7	100.0
Total	102	98.1	100.0	
Missing	2	1.9		
Total	104	100.0		

Out of 104 contacted respondents, 29.4% reported that their organizations had been in operation for less than twenty years. 30% reported that theirs had existed for the period between 11-15 years. 18.6% of them said that theirs had existed for the period between 16-20 years. Lastly on the category, 21.6% of the respondents reported their organizations to have been in existence for over 20 years. Two of the respondents however did not disclose the period their organizations had existed.

Table 4.5: Length of organization's existence

Range	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Under 10 years	30	28.8	29.4	29.4
11-15 Years	31	29.8	30.4	59.8
16-20 Years	19	18.3	18.6	78.4
Over 20 Years	22	21.2	21.6	100.0
Total	102	98.1	100.0	
Missing	2	1.9		
Total	104	100.0		

According to the contacted respondents, 21 said their organizations had less than 10 employees, 37 respondents reported between 10 to 19 employees, 26 organizations had between 20 to 29 employees, 16 respondents reported between 30-39 employees and only 2 respondents reported 40 or more employees. This was not accidental since large organizations are expected to have many employees. Ideally large organizations are also expected to have existed for a long time. Moreover, since most NGOs have emerged in the recent past, then the large ones are expected to be few.

Table 4.6: Current number of employees in the organization

Range	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Less than 10	21	20.2	20.6	20.6
10-19	37	35.6	36.3	56.9
20-29	26	25.0	25.5	82.4
30-39	16	15.4	15.7	98.0
40 or more	2	1.9	2.0	100.0
Total	102	98.1	100.0	
Missing	2	1.9		
Total	104	100.0		

The largest percentage of the respondents, 35.3% said that their strategic plans covered a period between two to three years. Following closely was 33.3% of them who reported that theirs covered three to four years. 31.4% of the respondents said that their plans covered five years and above. This shows that majority of the organizations opt to craft strategic plans covering a shorter periods of time than having a longer term strategic plans. These were ideally those organizations which had shorter periods of existence. However, the disparity across the categories was not wide. The table below gives more details of these findings.

Table 4.7: The period organizations strategic plans cover

Range	Frequency	Percentage	Valid Percentage	Cumulative Percentage
0-2 years	36	34.6	35.3	35.3
3-4 Years	34	32.7	33.3	68.6
5 Years and above	32	30.8	31.4	100.0
Total	102	98.1	100.0	
Missing	2	1.9		
Total	104	100.0		

4.3 Process of organizations implementation of strategic plan

Response and non- response questions in this part helped to gain insight into the process of the organizations' implementation of strategic plan. 100% of the organizations said that they had a mission and a vision. However, 97.1% said they did not have strategic plans. Though it is essential for organizations to train employees on a strategic plan, only 46.15% of the organizations adhere to this. Moreover only 35.57% of the respondents said that their reorganizations gave a timely feedback on the performance of strategic plan. The table below is an analysis of the frequency and percentage of each situation of organizations' strategic planning.

Among the 104 respondents who returned questionnaires 18 % gave other factors considered during strategy implementation processes among them; outsourcing trainers/ professional assistance to aid in strategy development and implementation, timely distribution of resources, continuous M & E among others. A loophole was observed on the performance of majority of the organizations' strategic plans. Lack of training and regular feed backing of the strategic plan can lead to poorly implemented strategic plan.

Table 4.8: Situation of strategic planning in NGOs

Variables	Frequency	Percent
The organization has a Mission	104	100
The organization has a Vision	104	100
The organization has a strategic plan	101	97.1
The organization undertakes employees' training during strategic plan implementation	48	46.15
The organization gives timely feedback on strategy performance	37	35.57
Others	18	17.31

4.4 Factors affecting implementation of strategic plan

This study used a Likert type of scale to enable respondents to tick alongside the factors that affected implementations of the strategic plan in their organizations. The respondents had five options to choose from each factor. 1) If they were not sure, 2) if the factor stated had no effect, 3) if the factor had minimal effect, 4) if it had some effect and 5) for the most effect. Each factor was factored independently allowing the researcher to identify the extent to which each factor had on the organization. Therefore frequency, mean, mode and standard deviation for each factor was determined. The statistical table below was established to summarize the factors as shared by the respondents.

Table 4.9: Factors affecting implementation of strategic plans by NGOs

Variables	[1]	[2]	[3]	[4]	[5]	mean	mode	S.Dev
Organizational Skills and capabilities	6	5	18	41	34	3.88	4	1.10
Organizational structure	4	11	26	39	24	3.65	4	1.07
Reward and Incentives	3	13	33	23	32	3.65	3	1.13
Policies and procedures	3	7	33	46	15	3.61	4	0.92
Information systems and procedures	13	10	36	37	8	3.16	4	1.12
Budgets and resource allocation	3	6	6	34	55	4.27	5	1.00
Work place Culture	13	16	22	20	33	3.42	5	1.39
Top management commitment	5	10	21	30	38	3.83	5	1.17

[5 - Most effect; 4 - some effect; 3 - minimal effect; 2 - no effect; 1 - not sure]

According to the statistical table above, the mean and the mode of the organizational skills and capabilities was found to be 3.88 and 4 respectively. This implies that most of the respondents indiicated that the factor had some effect on their organizations.

Organizational skills and capabilities enable an organization to have internal strength for implementing its strategic plan. These are the skills required by managers and the other staffs to be able to undertake duties required by each functional area of the organization.

The study found that 41 and 34 respondents out of 104 stated that the factor had some effect and the most effect respectively. 18 respondents said the factor had minimal effect while only 5 and 6 respondents said it had no effect and were not sure respectively. Since the majority of the respondents agreed with the effect of the factor, this is a major factor affecting the implementation of strategic plans. The table gives more details on the same.

Organizational structure's mean and mode were 3.65 and 4 respectively. Majority of the respondents therefore indicated that the factor had some effect on their implementation of strategic plans. A sizeable number of them also indicated that the factor had the most effect on their organization. Only 2 and 11 respondents said that they were not sure and that the factor had no effect on their organizations respectively.

The respondents indicated that reward system and incentives had some effect as per the mean of 3.65. According to the mode of 3 as seen on the table, the factor had minimal effect to the organizations as reported by the respondents. According to the bar graph below, a total of 33 respondents which is 31.73% of the total indicated that the factor had minimal effect, 13 respondents reported that it had some effect while 3 were not sure. However the majority repoted that the factor had some effect (22.12%) and that it had the most effect (30.77%).

Policies and procedures had some effect on the organization. This was indicated by the the majority of the respondents, that is, 44.23% of the respondents agreeing that the factor had some effect. 14.42% reported that the factor had the most effect. 31.72% indicated that the facror had minimal effect while the rest were either not sure or said the factor had no effect. This was supported by 2.88% and 6.73% of the total respondents respectively.

Majority of the respondents, that is, 34.62% and 35.56% agreed that information systems and procedures had minimal effect and some effect in their organizations respectively. Only 7.69% indicated that the factor had the most effect. 9.62% reported that the factor had no effect while the rest, 12.50% were not sure. Therefore a total of 77.87% of the respondents leads to a conclusion that the factor affected implementation of strategic plans by NGOs. The total percentage is basically the percentages of the respondents who indicated minimal effect, come effect and the most effect.

Budgets and resource allocation factor was supported by the majority of the respondents. 32.69% and 52.88% of the respondents indicated that this factor had some effect and it had the most effect respectively in their organizaptions' implementation os strategic plans. 5.77% reported minimal effect of the factor to their organizations. The rest, few indeed, were either not sure, disagreed that the factor had no effect or agreed but indicated that it had the minimal effect. Therefore, 5.77% and 3.88% said that there was no impact and that they were not sure respectively. With the majority indicating a great impact of the factor in their organization, leads to a conclusion that it affected implementation.

As per the analysis, 31.73% of the respondents reported that workplace culture had the most effect on their organizations' implementation of strategic plans. 19.73% reported that it has some effect while 21.15% said that it had the minimal effect. However, 12.50% and 15.38% were either not sure or reported that the factor had no effect on their organizations' implementation of strategic plan respectively. It can be concluded that this factor greatly influences implementation since out of 104 respondents, 75 at least agreed that it had impact in their organizations.

From the respondents who filled and returned their questionnaires, 36.54% reported that top management's commitment had the most effect on implementation of strategic plans. Closely following this was 28.85% of the total respondents, who said that the factor had some effect. 20.19% reported that the factor had minimal effect whereas the rest, 3.62% and 4.81% reported that the factor had no effect and that they were unsure respectively. Therefore from the frequencies, out of 104 respondents, 89 respondents at least agreed that the factor had effect in their organizations. Only 15 respondents were either not sure or said the factor had no effect at all.

4.5 Management Practices and Implementation of Strategic Plan

The investigated the extent to which organizations were committed to implement strategic plans. it involved both direct and indirect questions for the study to allow probing for internal factors which led to unsuccessful implementation. During the analysis, the frequencies, mean, mode and standard devialtion for each practices was tabulated to determine which one had the most effect either against or supporting implementation of strategic plans by organizations.

A mean of 3.53 as see on the frequency table implies that majority of the respondents disagreed that their top managers created a climate that encouraged commitment to strategic plan. They however agreed that managements' personal relations with others in the organization influenced performance. This was supported by mean of 1.98 and a mode of 1.0. Management structure was a hinderance to strategic performance in most of the organizations. This is because a mean response of 3.62 and a mode of 4 came up after data analysis.

Organization's level of diagnostic, administrative, inter-personal and problem solving skills as key to the strategic performance was supported by 94 respondents. This question was neutral. The response was also neutral. Respondents could have implied that their organizations were practicing that. On the other hand, the respondents could have agreed that the practice was positive but their organizations did not practice. Either way, the rationale of the question was to find out if the respondents underscored the value of the practice. Majority of the respondents said that policies and procedures in the organizations were not committing human resources to continuous improvement. 72 respondents reported having this practice while only 32 respondents reported the opposite. 83 respondents agreed with the fact that employee empowerment, motivation and reward are critical to implementation of strategic plans. Only 21 respondents disagreed with the statement.

Employee competencies and capabilities are critical factors for the success of the organization's strategic moves. This practice was supported by the majority of the respondents, lying along a mean of 1.76. Basically, 88 respondents agreed while 13 respondents claimed the practice was moderately practiced and only 3 disagreed. The leadership preference of the organizations has an influence to the organization's implementation of its plans. A mean of 2.32 implied that the majority of the respondents agreed on the statement.

The respondents agreed that the authority given to managers enables them to work through others. A mean of 2.35 signified that majority of the respondents agreed with the practice. Almost a balance was stroked between the respondents who agreed and those who disagreed with the practice, that their organizations considered adequate (strategic) budgets and allocation of adequate resources as a priority when implementing strategic plans. This is because a mean of 2.47 was tabulated after the analysis of the data collected.

From the analysis, a total of 83 respondents reported that the current information system did not facilitate effective and efficient dissemination of information throughout the organizations. Only 21 respondents agreed with the practice. This provided more insight as to why NGOs had ineffective implementation of strategic plans. Another balance was stroked between the respondents who agreed that the management's commitment in putting strategic plans into actions was commendable. In support to this result, committing oneself to implementing strategic plan may have been inadequate. Knowing how and why to implement strategic plans could have had more weight.

Table 4.10: Management practices in relation to implemenation of strategic plans

Organizations Management Practices in relation to Implementation of strategic plans	[1]	[2]	[3]	[4]	[5]	mean	mode	S.Dev
Top managers create a climate that encourages commitment to strategic plan	10	9	29	28	38	3.53	3	1.246
Management's personal relation with others in the organization influences performance	38	36	24	6	0	1.98	1	0.914
Management structure enhances Strategic leadership	7	9	27	34	27	3.62	4	1.133
Organizations level of diagnostic, administrative, inter personal and problem solving skills is key to the strategic performance	35	47	12	6	4	2.01	2	1.019
Policies and procedures are committing the human resources to continuous improvement	9	12	22	37	24	3.53	4	1.214
Employee empowerment, motivation and reward are critical to implementation of strategic plan	33	42	16	13	0	2.09	2	0.986
Employee competencies and capabilities are critical factors for the success of the organization's strategic moves	44	44	13	3	0	1.76	1*	0.782
The Organization current leadership preference is instrumental for achieving the set goals	26	41	21	10	6	2.32	2	1.126
The authority given to managers enables them to successfully work through others	27	25	42	4	6	2.39	3	1.092
Strategic supportive budgets and adequate resource allocation are considered priority for implementation of the strategic plan	28	28	23	21	4	2.47	1*	1.198
The current information system facilitate effective and efficient dissemination of information throughout the organization	7	14	36	31	16	3.34	3	1.103
The management's commitment in putting strategic plans into plans into actions is commendable	24	21	30	14	15	2.76	3	1.340

[1 – Strongly agrree; 2 – Agree; 3 – Modest extent; 4 – Disagree; 5 – Strongly Disagree]

*-imply several modes exist.

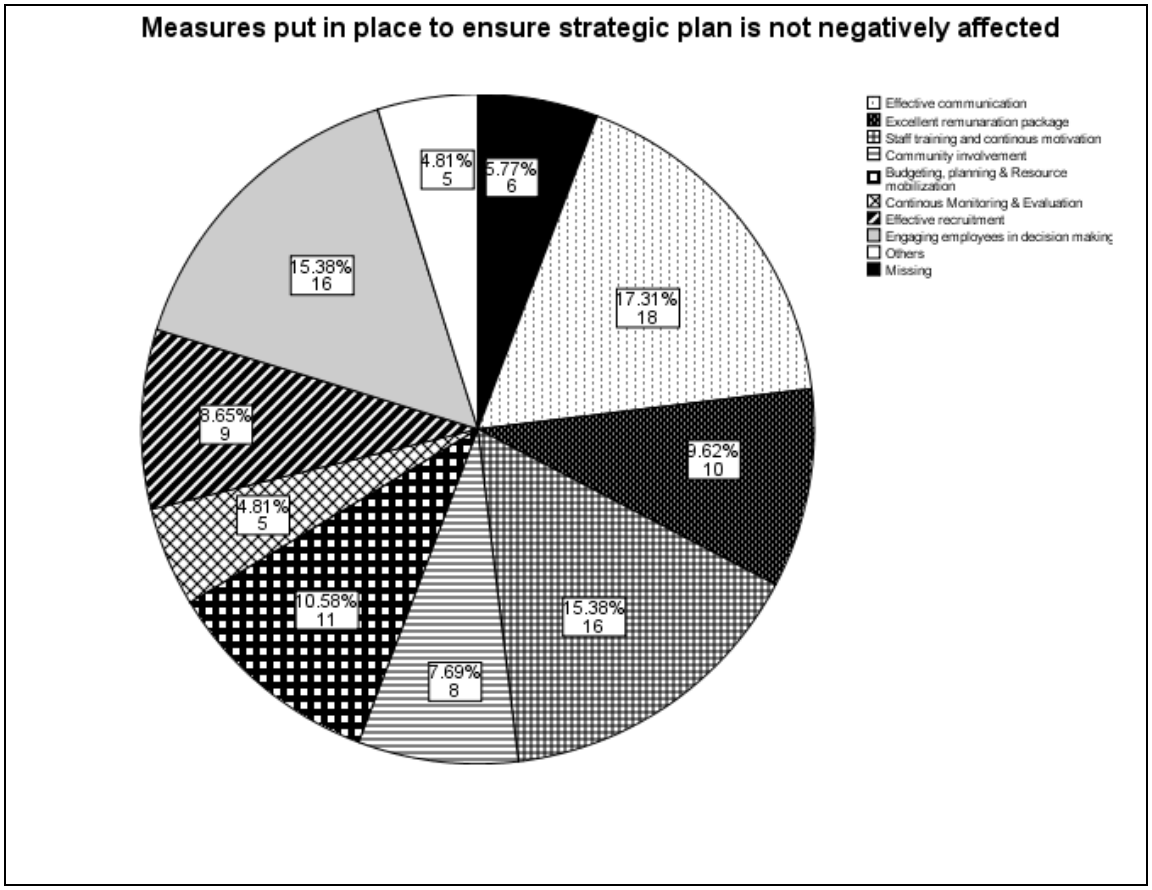
4.6 Organizations Counter Measures

The rationale of this part was to create a platform for the organizations to advise one another in the long run, by developing criteria for which organizations could apply to universal challenges affecting strategic implementations as posed by the factors. The measures mentioned by the respondents were: effective communication, excellent remuneration packages, staff training and continuous motivation, adequate budgeting, planning and resource mobilization, continuous monitoring and evaluation, effective recruitment, engaging all employees in decision making amongst others. The study therefore analyzed the data using a pie chart to summarize the information.

Effective communication was mentioned by the most respondents, that is 18.4%. Staff training and continuous motivation together with engaging employees in decision making were listed the second, after being mentioned by 16.3% of the respondents. Budgeting, planning and resource mobilization was the third on the list, with 11.2% of the respondents. In that order, there followed: excellent remuneration package with 10.2%; effective recruitment with 9.2%; community involvement in strategic implementation with 8.2% and continuous M&E/ other measures taking only 5.1%.

However, 6 respondents did not share this information. This led to conclusion that these organizations had no measure to improve implementation of their strategic plans. This is because logically, organization would not share their challenges and shy to report how they are protecting themselves from the worst which may accompany those challenges.

Figure 4.2: Pie Chart representation of counter measures to ensure implementation is not negatively affected



CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

Strategic plans enable an organization to operate strategically. This makes an organization have a competitive advantage over the others. An organization which is competitive lives its mission to attain its vision. Goals and objectives are achieved. All the above is made possible through strategic planning and implementation, which don't happen in a vacuum but within and without environments which pose factors needing consideration.

This research investigated these factors and sought recommendations for organizations to ensure that the factors do not pose e negative influence. This chapter is thus going to summarize the findings of the research and give recommendations for NGOs and other organizations in Nairobi and other parts. It is also going to suggest areas for further research and conclusions drawn from the findings. Limitations of the study are going to be identified. Finally, the study has some vital implications to theory, policy and practice.

5.2 Summary

This study made use of organizations' as well as individual respondents emails to share questionnaires, which were sent answered and returned successfully. Out of 186 questionnaires shared, a total of 104 questionnaires were answered and returned for analysis. This gave a 56% output, which is sufficient enough to yield a representative information after analysis. SPSS software was thus used to analyze the data resulting to comprehensive statistical tables, graphs and charts.

The study approached different categories of staffs in NGOs in Nairobi. 2 directors, 25 managers, 40 program officers and 37 other administrative staffs were approached and issued with questionnaires. Among these respondents, 54.5% were men while the rest 45.5% were women. This gave a good gender balance on the despondence. 53 of the respondents were under 30 years of age, 33 of them were aged between 31 to 40 years, and 16 were aged between 41 to 50 years. 2 of the respondents did not disclose their ages. 49 respondents said they had served their organizations for a period of 2 years and less. 39 respondents had served for a period between 2 to 5 years. 14 respondents reported that they had been serving their organizations for a period between 6 and 10 years.

When asked about the length of organizations' existence, 30 of the organizations interviewed had been in operation for 10 years and below. This represented 29% of the total contacted organizations. 31 organizations had been operating between 11 and 15 years, a category which represented the most organizations in the study. 19 organizations said they had been operating for a period between 16 and 20 years, which was the lowest category representing 18.6% of the total respondents. 22 organizations had been in existence for 20 years and more.

Twenty one organizations reported to have had 10 employees and less. 37 organizations said they had between 10 to 19 employees, which was the highest category of the organizations contacted. They represented 36.3% of the total organizations. 26 reported that they had employees ranging from 20 to 29. 16 organizations reported that their employees fell ranged from 30 to 39. Finally, only 2 organizations said they had 40 or more employees. However, 2 respondents did not disclose the number of employees in their organizations.

Thirty six respondents reported that their strategic plans covered a period of 2 years and less. The most respondents fell under this category, which represented 35.3% of the total respondents. 34 reported that their plans covered 3 to 4 years period. Finally 32 said that theirs covered 5 years and above. This was the lowest frequency of organizations and they represented a percentage of 31.4%. Again, 2 of the total organizations did not disclose how long their strategic plans covered.

The study investigated the status of strategic planning within the NGOs under the study. 100% of them said that they had a mission, and a vision. 101 organizations (97.1%) said they had a strategic plan. Only 48 organizations trained their employees whenever a new strategic plan was put in place. This, representing 46.15% of all the organizations was low. 37 (35.57) of the organizations gave timely feedback to the employees on the performance of the strategic plan. Finally 18 respondents (17.31%) gave other issues within their organizations in regard to strategic planning.

Factors affecting implementation of strategic plans by NGOs in Nairobi were also investigated, whereby organizational skills and capabilities were supported by 93 respondents out 104. Organizational structural factor was supported by 89 respondents. Rewards and incentives were supported by a total of 88 respondents. Policies and procedures were mentioned by 94 respondents. Information systems and procedures were supported by 81 respondents. Budgets and resource allocation factor was supported by 95 out of 104 respondents. Work place culture factor was mentioned by 75 respondents. Finally, top management's commitment was supported by 89 out of 104 respondents.

Organizational practices may or may not support implementation of strategic plans by organizations. From the analysis, 95 respondents disagreed that their organizations top management created a climate that encouraged commitment to strategic plan. 98 respondents agreed that management's personal relations with others in the organization influenced performance. 88 respondents reported that their management structure did not enhance strategic leadership. 94 respondents agreed that organizations' level of diagnostic, administrative, interpersonal and problem-solving skills were key to strategic performance. 83 respondents opposed that their organizations' policies and procedures were committing the human resources to continuous improvement. 91 respondents supported that employee empowerment, motivation, and rewards were critical practices to implementation of strategic plan.

Out of 104 respondents, 101 of them supported the fact that employee competencies and capabilities were critical factors for the success of their organizations strategic moves. 88 respondents agreed that organizations' current leadership preference was instrumental for achieving the set goals. 94 respondents agreed that the authority given to managers enabled them to successfully work through others. 79 respondents considered strategic supportive budgets and adequate resource allocation priority for implementation of their strategic plans. 83 respondents said that their current information systems did not facilitate effective and efficient dissemination of information throughout the organization. 75 respondents said that their management teams were committed to put their strategic plans into actions.

5.3 Implication on Theory Policy and Practice

This study aimed at offering a wide range of solutions to the society. It is not limited the perceived actual and potential beneficiaries of its findings. The findings have reflected that majority of the factors affecting implementation of strategic plans emanate from multiple scenarios. All stakeholders of an organization have played parts in causing tension on organizations' implementation of strategic plans. Likewise, all the stakeholders are expected to improve their operations. This will in turn ensure that their contributions are underscored. For instance, a funding organization should not encourage its partner organizations to draft strategic plans just for formality purposes, but rather ensure that the plans are real and functional.

The study has employed a multi-stakeholder approach to unveil the status of strategic planning by NGOs. Without this approach, then the recommendations herein may be nullified. Like mentioned earlier in this report, organizations do not operate in a vacuum. Several other players pose effects on the organizations in their activities. Therefore, to ensure a sustainable solution to the research problem, the study has offered reflections on theory. It has offered some important insights to policy makers who may either be in the process of formulating policies or even planning on the same. Above, all, it has indeed contributed to the future success of organizations' implementation of strategic plans. Its implications on theory, policy and practice is therefore acknowledged and underscored.

5.3.1 Implication on Theory

Strategic plans cater for the larger stakeholders. Personal desires are self centered, emotional and volatile. The Management teams need to not only have the 'knowhow', but also the 'know-why' on the rationale of strategic planning. This study unveiled factors affecting NGOs while implementing their strategic plans. The factors pose negatively influence because of unhealthy management practices. These practices are influence by social and behavioral attitudes. This was unveiled in the relationship between the Social- Behavioral theories of strategic management, the identified factors, management practices and implementation of strategic plans by NGOs. Humans are social beings with behaviors which needless to say, affect their operation. The findings of this study showed that rewards and incentives for instance, affected implementation of strategic plans in NGOs. Basically, it signifies that employees were not giving their all to project activities if they perceived that they were adequately rewarded and vice versa.

Work place culture, also a factor of implementation of strategic plan touches on the social behavioral theories whereby some behavioral practices have been ingrained within organizations. Culture is neither a policy nor a procedure, but just a way an organizations approaches issues. For instance, an organization used to deal with operational crisis situations resulting from overdue deadlines, forgotten schedules and the likes, its staffs will end up procrastinating activities till they are overdue. When urgency arises, everyone gets on toes and at the end of the day, the activities are performed anyway.

5.3.2 Implication on Policy

Government of Kenya already has policies and is also in the process of formulating some more. Currently, Kenya has the NLP and is currently formulating the SUPP. Moreover, the country is at her reformation spirit, whereby the Judiciary and the Kenya Police are in the frontline. However, these policies may not be implemented if the recommendations of this study are neglected. Multi-stakeholder approach being used by the government to formulate policies is commendable. Since NGOs are among the stakeholders, they are going to use this study to improve in their implementation as well as pushing the relevant Ministries to implement their policies.

This study is not limited to Nairobi context only. Policing is also going on within EAC whereby Uganda and Tanzania are good examples. Early 2013, during the inauguration of SUPP at the Kenya School for monitory studies, the Permanent secretary of the ministry of housing in Uganda reported that her country was in the implementation stage of her Housing Policy. He requested to be updated on the performance of the Kenyan policy to benchmark with theirs. Tanzanian representative said that they had no policy.

5.3.3 Implication on Practice

Strategic plans enable an organization to be an independent entity, able to operate regardless of whom is running it. Organizations should not be tied to individuals in that their absence affects normal operations. As an entity, an organization should shield itself from negative influences. The power of an organization's self protection is a complete strategic planning, which does not stop at the crafting, but proceeds to implementation and evaluation of the same.

Some organizations arise with tremendous successes but end up lasting with their initial funding period. This was experienced during data collection, where by not all the organizations listed on the sample source actually existed. Some had closed up business due to lack of sustainability. Others had changed names after changing their scope of operations. Other organizations got totally absorbed by others and therefore ceased to exist. The above issues proved that the organizations either did not have strategic plans, did not implement their strategic plans, or they implemented wrongly. Strategic planning, being planning for the future, should assure organizational sustainability and thus continuity. This study has emphasized the need for organizations to plan for their future as well as cautioning on the danger of incomplete strategic planning.

5.4 Recommendations

This study suggests a few recommendations for NGOs to ensure that they implement their strategic plans to the latter. Effective communication will ensure that the organizations operate as one unit bound by the focus to their goals. Excellent remuneration package is a good employee retention strategy. It also motivates individuals to perform with limited supervision. Excellent recruitment, staff training and continuous motivation is essential strategy to ensure that organizational skills and competencies are ensured. Community involvement ensures the buy in of the stakeholders since most of the NGOs have the community as their major beneficiary. Budgeting, planning and resource mobilization prevents pitfalls in operation. Continuous M&E ensures activities are done as per that the plan and the results are desirable. Engaging employees in decision making increases their responsibility since they develop ownership of the organizations decisions thus perform without close supervision.

The management of NGOs has the mandate of employing good practices which facilitate an environment favorable for successful performance. Therefore, the management is responsible in: creating a climate that encourages commitment to strategic plan in the organization. Personal relation with others in the organization should be aimed at influencing performance. The management should also: employ a structure that enhances strategic leadership; ensures the availability of adequate diagnostic, administrative, inter personal and problem solving skills; tailors policies and procedures to commit the human resources to continuous improvement and considers employee empowerment, motivation and reward as key to implementation of strategic plan.

The management is further accountable for ensuring that employees are competent and have the capacity to move the organization strategically. This calls for employing leadership preferences that support the set organizational goals. The competence of employees may not work well without the management using its authority positively to successfully work through them. In other words, the management should pose a positive influence with the aim of having the buy-in of all the employees without discrimination.

Developing strategic supportive budgets and adequate resource allocation for implementation of strategic plan is equally critical. Information systems should facilitate effective and efficient dissemination of information throughout the organization. All the above basically crowns the essence of the management's commitment in putting strategic plans into actions for the smooth operation of the organization holistically. Their contributions to implementation of strategic plans are equally important.

5.5 Areas for Further Research

This study applied a universal approach to factors affecting implementation of strategic plans by NGOs in Nairobi. It has been designed to offer a universal solution to NGOs while implementing their strategic plans. There is need to research on factors affecting implementation of strategic plans by specific categories of NGOs in Nairobi County. For instance, another research can categorize the organizations by their level of orientation and choose from: charitable, service, participatory, or empowering organizations. Another study can also categorize the NGOs by level of cooperation and choose among: citywide, national, international or community-based organizations. This will offer a more customized and specific solutions to the NGOs.

Another area for further research is identifying a single strategy and investigating the factors affecting NGOs in implementing a certain strategy. For instance, a research can investigate factors affecting outsourcing strategy by NGOs in Nairobi. This will also offer solutions for a certain strategy. Organizations seeking the same or related strategy will thus have important guidelines to observe.

5.6 Conclusion

It has been revealed that social behavioral aspects of employees in NGOs pose a lot of influence in strategic planning. NGOs fail to implement their strategic plans because of rigidity of the management to comply with demands of success. Success demands serious commitment to plans. In many cases, top management gets trapped between satisfying their desires and that of the organizations. The top management, which in most cases are the founders of NGOs feel threatened to implement strategic plans.

Firstly, they might lose ultimate control over the organizations to other professionals with expertise of learning the organization through its strategic plan. Secondly, competitors may out win the organizations using their own strategic plans. Competitors may harm an organization using its strategic plan especially if the staffs are pouched while having a lot of organization's future strategic moves. According to the findings, majority of employees of these NGOs are fresh graduates who are not only green but also have potential of hopping from one organization to another in search for greener pastures especially if their current organization's management practices don't favor them. They move away so sad that they do anything to shut down the doors for their former organizations as they open the ones for their new organizations wider.

5.7 Limitations of the study

One cannot save the world. We can always try. This research is limited to NGOs operating in Nairobi. Though most of the factors and management practices affecting implementation of strategic plans identified may be universal, their impacts may vary from region to region. This study assumes that all NGOs can be influenced by similar factors regardless of their orientation and cooperation.

One solution for all approach has therefore been applied which may not always be adequate. Factors affecting city wide NGOs, for instance, may differ from those affecting national NGOs since their operating environments are different. The readers of this report are thus advised to try and fit their organizations to the report accordingly and avoid a copy paste method of application. However, since the study was a bit universal, a wide range of NGOs are expected to benefit from the findings and recommendations herein.

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APPENDICES

Appendix 1: Cover Letter

Justus Musyoki Mutuvi,
University of Nairobi,
Nairobi.
Dear Respondent,

RE: REQUEST FOR FILLING A QUESTIONNAIRE

I am carrying out a research on factors affecting the implementation of strategic plans by nongovernmental organizations in Nairobi Kenya. This is in partial fulfillment of the requirement of the Masters of Business Administration degree program at the University of Nairobi.

Confidentiality is highly emphasized on this research, being purely academic. Your name will therefore not appear anywhere in the report. Kindly spare some time to complete the attached questionnaire.

Regards

Student

Justus Musyoki Mutuvi

Sign……

Date……

Supervisor

Dr. Zachary B. Awino

Sign…….

Date……

Appendix II: Questionnaire

SECTION A: DEMOGRAPHIC AND RESPONDENTS PROFILE

1. Name of the organization:……..
2. Organization Address……
3. Telephone……...
4. Website……..
5. Email……..
6. Designation……..
7. Kindly tick once for each question in the following set

Gender	Male	
	Female	
Age bracket	Under 30 years	
	31-40 years	
	41-50 years	
	Over 50 years	
Length of continuous service within the organization	Less than two years	
	2-5 years	
	6-10 years	
	Over 10 years	
Length of your organization's existence	Under 10 years	
	11-15 years	
	16-20 years	
	Over 20 years	
Current number of employees in the organization	Less than 10 years	
	10-19	
	20-29	
	30-39	
	40 or more years	

PART B: Process of the organization's Implementation of Strategic plan

1. (Tick as many as are appropriate)

Variables	
The organization has a mission	
The organization has a vision	
The organization has a strategic plan	
The organization undertakes training during the strategic implementation at your organization	
The organization gives feedback on the organization's strategic performance on structured durations	
Other (specify)	

2. How long does your strategic plan cover?

   0-2 years [ ]

   3-4 years [ ]

   5 years and above [ ]

PART C: Organization's Factors Affecting Implementation of Strategic Plans

1. Please indicate to what extend the following affect strategy implementation in your organization (5-most effect, 4-some effect, 3-minimal effect, 2-no effect, 1-not sure)

Variables	[1]	[2]	[3]	[4]	[5]
• Organizational skills and capabilities	[ ]	[ ]	[ ]	[ ]	[ ]
• Organizational structure	[ ]	[ ]	[ ]	[ ]	[ ]
• Reward systems and incentives	[ ]	[ ]	[ ]	[ ]	[ ]
• Policies and procedures	[ ]	[ ]	[ ]	[ ]	[ ]
• Information Systems and procedures	[ ]	[ ]	[ ]	[ ]	[ ]
• Budgets and resource allocation	[ ]	[ ]	[ ]	[ ]	[ ]
• Work place culture	[ ]	[ ]	[ ]	[ ]	[ ]
• Top Management commitment	[ ]	[ ]	[ ]	[ ]	[ ]

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

1) Strongly Agree, 2) Agree, 3) Moderate Extent, 4 (Disagree, 5) Strongly Disagree

Variables		Extent				
		1	2	3	4	5
1	The top managers create a climate that encourages commitment to the strategic plan throughout the organization.					
2	Management's personal relations with others in the organizations are compromised by its supervisory role					
3	The organizational management structure enhances strategic leadership					
4	The organization's level of available diagnostic, administrative, interpersonal and problem solving skills are the key to strategic performance.					
5	Policies and procedures are committing the human resources to continuous improvement.					
6	Employee empowerment, motivation and reward are considered critical in the organization in the implementation success.					
7	Employee competencies and capabilities are critical factors in the success of the organization's strategic moves.					
8	The organizational leadership preference is instrumental for achieving targeted results.					
9	The authority given to managers determines the success of working through others.					

10	Having a strategy supportive budgets and adequate resource allocation is considered a priority during implementation of the strategic plan.					
11	The current information systems facilitate effective and efficient dissemination of information throughout the organization.					
12	The management's commitment in putting strategic plans into actions is commendable.					
13	Other (specify)					

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

……

……

……

……

……

……

……

……

……

Thank you for your cooperation

Appendix 111: List of NGOs in Nairobi

1	Hope International
2	YMCA
3	FIoNe Initiatives
4	Care International
5	AIESEC (KCAU)
6	Women Fighting AIDS in Kenya
7	GROOTS Kenya
8	U-TENA
9	Abantu For Development, Nairobi
10	Women's Rights Awareness programme, Nairobi
11	Youth Enlightenment and Transformation, Nairobi
12	Mother Ippouta Catholic Dispensary
13	Mary Immaculate Centre
14	St. Pary's Parish
15	Makadara Youth Resource Centre, Nairobi
16	YMCA National Training Institute
17	German International Cooperation, Nairobi
18	Pamoja initiative, Nairobi
19	Ngong Road Children Association, Nairobi
20	Fanaka Development Programmes Group, Nairobi
21	Urban Centre International , Nairobi
22	Social Empowerment Foundation, Nairobi
23	Center for Rights Education and Awareness - CREAW, Nairobi
24	Youths For Life, Nairobi
25	Youth Leadership development for Africa, Nairobi
26	Peace Tree Network, Nairobi
27	Poverty Be History Organization, Nairobi
28	Nuba Relief Rehabilitation and Development Organization, Nairobi
29	Network for Water and Sanitation, Nairobi
30	Nairobi Peace Initiative-Africa, Nairobi
31	Green Care Habitat-Grecah, Nairobi
32	Population Council, Nairobi
33	Islamic Relief, Nairobi
34	Education For Life Programme (EMSA), Nairobi
35	Equality Now, Nairobi
36	African Centre for Economic Growth(ACEG), Nairobi
37	Collaborative Centre for Gender & Development, Nairobi
38	Rainbow International Development Agency, Nairobi

39	Regional Disaster Management, Nairobi
40	Society for Women & Aids in Kenya, Nairobi
41	GOAL KENYA, Nairobi
42	Pact Kenya, Nairobi
43	Zimmerman Public Library, Nairobi
44	Youth Rehabilitation And Environmental Organization, Nairobi
45	Youth Organization On Climate Change (YOCO), Nairobi
46	Youthnet Africa, Nairobi
47	Youth Kids Foundation, Nairobi
48	Youth Initiatives Kenya, Nairobi
49	Youth In Community Development And Self-Awareness Promotions, Nairobi
50	Youth Federation For World Peace, Nairobi
51	Youth Education Network, Nairobi
52	Youth Development Centre, Nairobi
53	Women United For Peace Initiative, Nairobi
54	Women's Research Centre And Development Institute, Nairobi
55	Women's Initiative On Knowledge And Survival (WIKS), Nairobi
56	Women's Federation For World Peace-Kenya Chapter, Nairobi
57	Women Youth And Children Development Organization, Nairobi
58	Women, Shelters, Credit And Education (WOSCE), Nairobi
59	Women Heritage Centre, Nairobi
60	Women Grassroots Development Programme, Nairobi
61	Women For Water And Sanitation, Nairobi
62	Women For Sustainable Development, Nairobi
63	Women For Improved Rural Health And Nutrition, Nairobi
64	Women Equal Opportunity Development, Nairobi
65	Women Education Services, Nairobi
66	Women Economic Empowerment Consort (WEEC), Nairobi
67	Urban Settlement Improvements Programme, Nairobi
68	Urban Security Research Management Centre International (USMAC-International), Nairobi
69	Urban Research and Development Centre For Africa, Nairobi
70	Urban Innovative Solutions Programme (UISP), Nairobi
71	Urban Centre International, Nairobi
72	Urban and Peri Urban Food Safety Programme, Nairobi
73	Upendo Children’s' Rehabilitation Centre, Nairobi
74	United Widows and Orphans Network, Nairobi
75	United Partners For Africa Education and Development, Nairobi
76	United Indigenous Development Initiative Organization (UIDIO), Nairobi
77	United Bible Society, Nairobi

78	Technologies For Participative Population Development, Nairobi
79	Teachers For Africa, Nairobi
80	Target On Pastoralists, Nairobi
81	Ray Of Hope, Nairobi
82	Economic & social rights centre, Nairobi
83	community development trust fund, Nairobi
84	Maendeleo Learning Centre, Nairobi
85	Centre For Heritage Development In Africa , Nairobi
86	Centre for African Family Studies, Nairobi
87	Acord, Nairobi
88	Social Dimensions Against Poverty - Kenya (SDAP-K), Nairobi
89	Social Development Network (SODNET), Nairobi
90	Social and Economic Development Education Programme East Africa, Nairobi
91	Sober Sane and Safe Development Organizatiomn, Nairobi
92	Small Business Enterprises Development Agency, Nairobi
93	Swedish Co-operative Centre, Nairobi
94	Swedish African Welfare Alliance, Nairobi
95	Sustainable Healthcare Foundation, Nairobi
96	Support Initiatives Programme Organization, Nairobi
97	Music Therapy International (Kenya), Nairobi
98	Multi-Purpose Development Centre, Nairobi
99	Multi-National Fund for Development Aid (MUDA), Nairobi
100	Multiple Option Development Services, Nairobi
101	Mukuru Community Centrer Kwa Njenga, Nairobi
102	Motorists Road Safety Organization, Nairobi
103	Mitigation International, Nairobi
104	Mission For Peace Development, Nairobi
105	Kenya Human Service Development Programme, Nairobi
106	Kenya Human Rights Commission, Nairobi
107	Kenya Hope Organization, Nairobi
108	Hope Poverty Eradication Organization, Nairobi
109	Hope Africa Women Organization, Nairobi
110	Homeless Children International (Kenya), Nairobi
111	Home Economics Association for Africa, Nairobi
112	Holo Community Development Organization, Nairobi
113	HIV/Aids Education for Youth Initiatives (HEYI), Nairobi
114	Highlands Community Assistance Programme (HICAP), Nairobi
115	Helping Hands Organization of Kenya, Nairobi
116	Help Child/Mother Organization, Nairobi
117	Help Africa People, Nairobi

118	Heart Psychological Organization, Nairobi
119	Health Unlimited, Nairobi
120	Health Promotion and Research Africa, Nairobi
121	Healthnet International, Nairobi
122	Health, Education, Livelihood Project Livelihood International Inc, Nairobi
123	Healthcare Assistance Kenya, Nairobi
124	Health Network Internal, Nairobi
125	Health Management Agency, Nairobi
126	Health Foundations and Aids Pandemic Network of Kenya, Nairobi
127	Health, Environment, Literacy and Poverty - (HELP), Nairobi
128	Health Education and Promotion Foundation, Nairobi
129	Health and Water Foundation, Nairobi
130	Health and International, Nairobi
131	Health and Development Initiative Programme, Nairobi
132	Health Action and Research Network, Nairobi
133	Hand in Hand (Kenya), Nairobi
134	Hamisi Enterpreneurs Organization, Nairobi
135	Habitat Sanitation and Rehabilitation, Nairobi
136	Habitata for Humanity - Kenya, Nairobi
137	Habiba International (Women and Youth Affairs), Nairobi
138	Green View, Nairobi
139	Green Planet International, Nairobi
140	Green Futures, Nairobi
141	Green Earth Programme, Nairobi
142	Green Care Habitat (GRECAH), Nairobi
143	Green Belt Movement, Nairobi
144	Green Africa Society, Nairobi
145	Great Rift Valley Development Agency (G.R.V.D.A), Nairobi
146	Good Hope Child And Widow Survival Development, Nairobi
147	Golden Services Organization, Nairobi
148	Golden Heart For Needy, Nairobi
149	Golden Dream Organization, Nairobi
150	Glovick Health and Rehabilitation Centre, Nairobi
151	Glory Blind Feeding and Education Organization, Nairobi
152	Glorious Poverty Eradication Programmes (G.P.E.P), Nairobi
153	Global With Hope Organization, Nairobi
154	Global Vision International, Nairobi
155	Global Victims Support Programmes, Nairobi
156	Global Renewable Energy and Environmental Conservation Network, Nairobi
157	Global Operations for Rescue Aids Child, Nairobi

158	Global Help International, Nairobi
159	Global Health Action, Nairobi
160	Global Education Partnership, Nairobi
161	Global Foundation for International Cardiac Services, Nairobi
162	Global Child Care Kenya, Nairobi
163	Gift of Life Foundation, Nairobi
164	Genesis Community Development Assistance, Nairobi
165	Gender Sensitive Initiatives (GSI), Nairobi
166	Gender Development and Information, Nairobi
167	Legal Resource Foundation
168	Muungano wa Wana Vijiji
169	Haki Jamii
170	Kivulini Trust
171	ACT Kenya
172	World Vision
173	UN Women
174	African Women Studies Center
175	African Leadership and Reconciliation Ministries
176	Church House International
177	Compassionate International
178	Foundation for Pastoralist Women
179	Slum Dwellers International
180	Kenya National Commission for Human Rights
181	Kenya National Social and Economic Network
182	Kituo cha Sheria
183	Oxfam International
184	Kutoka Network
185	Kenya Institute for Public Policy Research and Analysis
186	Diakonia Sweden, Nairobi

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