FACTORS THAT INFLUENCE THE IMPLEMENTATION OF STRATEGIES AND PERFORMANCE OF PUBLIC RESEARCH INSTITUTIONS IN KENYA

BY

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DECLARATION

I declare that this Research project is my original work and that it has never been presented for any degree in any University.

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This Research project has been submitted for examination with my approval as University Supervisor.

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DEDICATION

To my beloved nephew: Hawi Jelani

ABBREVIATIONS AND ACRONYMS

FLEs   **:**   Frontline Employees

KALRO   **:**   Kenya Agricultural and Livestock Research Institute

KEFRI   **:**   Kenya Forest Research Institute

KMFRI   **:**   Kenya Marine and Fishery Research Institute

KEMRI   **:**   Kenya Medical Research Institute Industrial research institutes

KIRDI   **:**   Kenya Industrial Research Institute

NGOs   **:**   Non-Governmental Organizations

ABSTRACT

Strategy execution is the practice of converting premeditated targets set into activities that are aimed at getting the desired targeted results. For a strategic plan to be said was successfully implemented, the end results in terms of performance targets achieved must be shown. It requires a keen deliberation of the resources to be used for the process, human resource capital needed, and the systems and structures to be put in place. The main purpose of this study was to determine the common influencers of strategy operationalization and performance in public research establishments in Kenya. This study is conducted using structured interview guide so as to gather data from the identified respondents. The key findings from this study ware majorly the internal factors impact on policy operationalization and have an impact on the achievements of the institutions. This study has revealed that indeed all the institutions have to stay on course of their plans so have to have a realization of the implementations Critical discussion of these factors points out other areas of possible future studies, having in mind that this study was limited to four public research institutions in Kenya and not any other part of the public sector, and that it has laid focus only on the factors influencing strategy with linkage to their performance. The study also recommends that public research institutions conduct an evaluation on the strategic plans which will help the institutions to continue to gather valuable information that will provide valuable perceptions in the road to strategy implementation. The study also goes ahead to inform the top management to consider keeping a well monitoring process that ensures that the strategic plan adopted. It is vital that resource allocation on strategic implementation process is also well monitored so that there is also accountability at the end of the entire process. The road to the achievement of all these is not an easy one but can be made easier with the participation of all the stake holders and the involvement of all staff who have to own the process of its implementation.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

To achieve the required efficiency and effectiveness, organizations must be strategic in their undertakings; research has shown that implementation phase of the strategic plan has the greatest impact on organization's overall performance (Burnes, 2004), and it is considered as the determining catalyst in the accomplishment of any industry or business venture (Noble, 1999). Organizational performance is explained as a concept with a set of definitions (Brown, 2005) that include performance as the indicator which offer information on the level of accomplishment of the organization objectives. The concept of performance is has a different meaning depending on the organization and the people involved in the assessment.

This study was guided by two theories namely the industrial organization theory and the other major one being the resource dependency theory. The industrial organization-based theory of strategy states that there is a major connection between a business strategy and the surrounding environment which it's in and this has significant implication for competitiveness (Lynch, 2000) through new strategic formulation and implementation. In the resource-based approach, resources or capabilities like specialized human capital, technological knowledge, or managerial expertise have the potential to create value when strategy is matched with such resources (Miller, 2002). Effective strategy implementation and its performance therefore strongly depend on the resource specificity of the organization (Brown, 2005).

The motivation of the study is so as to have a good understanding of how the public research institutions in Kenya implement their strategies, their experience in the process and how the implementation influences performance. Public research institutions in Kenya develop strategies that are meant to direct their operations towards the attainment of their vision and mission with the aim of always improving their performance. It is therefore imperative for them to get it right at the implementation process which will be reflected in their overall performance.

The study is focused on public research institutions because their performances have also been greatly affected by changes in their operating environment and therefore need to identify the factors influencing strategy implementation and respond accordingly for them to be able to survive (Ochanda, 2006). Today's, the environment in which organizations are operating is not only complex but dynamic, and generally unpredictable and therefore to handle this unique occurrence, there is a lot of thinking ant time strategy operationalization among research institutions in Kenya.

Public research institutions develop strategies that are meant to direct their operations towards the attainment of their vision and mission. These institutions still face various challenges in its quest to implement formulated strategies hence the need to establish the factors that influence implementation of strategies and performance among public research institutions in Kenya.

1.1.1 Concept of Strategy

To define strategy in the simplest terms is a plan designed by an organization so as to ensure its continuity at the same time managing how they stay ahead in the stiff competition in the environment they are in (Ansoff, 2002). It is involves an intricate balance between two things that is the organization and its environment through which steady channels of organizational decisions are developed to deal with the environment. Management of strategy is also seen to be centered on the operations of the business entity for the purpose of positioning the firm to its surroundings in a way which will decide its continual achievements and cushion it on any form of surprise occurrences. Gole (2005) sees strategic management a process which is majorly spearheaded by top management so as to ensure that the aims or goals of the organization are achieved. This involves the top management teams making decisions which will create a pathway for the achievement of those goals in the short and long-term while providing for strategic responses in any eventualities that arise.

There are three core areas of strategy that have been outlined by Gole and they encompass strategy analysis, development and implementation. Strategy analysis deals with looking keenly at the environment within which the organization is based and operates. Pearce and Robinson (2005) in their study show that that strategy formulation is majorly concerned with the road map of where the organization is, where it wants to go and how it intends to get there. It mainly involves carrying out situation analysis of the internal and external environment that leads to setting up of objectives.

The vision and mission statements of any given organization are shaped as the overall organizational objectives towards where the organization is heading. Strategy implementation process which is the heart of this study deals with the allocation of resources needed to support the organization stipulated strategies (Brown, 2005). This important process comprises of management geared undertakings that are seen as obligatory so as to get the strategic plan to be actualized and establish tactical reins that ensure that the process is constantly being monitored and ultimately achieve the organizational goals. Strategy evaluation involves a review of the external and internal factors that are the bases for strategies to be formulated, performance measured and corrective action taken where necessary.

The evaluation bit is important as all strategies are subject to ongoing adjustments depending on environmental changes and influences (Gole, 2005). The Strategic planning process is the means by which organizations deal with possible risks and rewards in order to achieve their set objectives. Many successful organizations are those that seriously plan about where they see themselves in the year ahead. Therefore an organization uses the strategy as a means of anticipating and dealing with uncertainty (Burnes, 2004). The strategic planning process determines where an organization is still going to be in existence the coming year and more and how to ensure that this becomes a reality. Strategic planning is any organization process that helps it to plan for its survival among competition that is in its external environment

1.1.2 Strategy Implementation

This concept is defined as the administrative responsibility of laying foundation for a freshly elected strategy in place. It involves management team coming up with the strategic plan, making it work, continuous improving the plan within which it is executed, and constantly monitoring on the progress (Thomson & Strickland, 2003). Several readings on the success of operationalizing these plans indicate that the success in writing the plan strategy does not translate to the success of getting down implementing it. Harrison and Pelletier (2000) go ahead to demonstrate that the cost of strategic decisions is actualized only after careful operationalization of the entire plan has taken place.

Moreover, firms cannot succeed if they do not put an effort to ensure that they oversee the implementation of strategies effectively and efficiently (Getz et al, 2009). Additionally, Hrebiniak (2006) reiterate on the significance of strategy implementation by demonstrating that a firm's poor performance generally stems from the execution of the plan, rather than the plan itself. Although some authors remark on the importance of implementation phase Miller (2002) indicates that up to seventy percent of strategic initiatives by organizations get stuck at the implementation stage. Several barriers have been cited as the causes which include things such common occurrence of communication breakdown, leadership which is not visionary, and systems which are commonly cited as the major hindrances to successful implementation (Beer& Eisenstat, 2000). Because of this the implementation phase is seen as an enigma and creates some sort of a frustration for many organizations (Noble, 1999).

Daft(2010) proposed that firms that have some sort of a clash in of their organizational structure and culture need to move away from the one best way approach and embrace what works best for them. The organizational structure of a firm influences how the movement of information from the top level management to the employees at the bottom of the pyramid. The Structure also networks teamwork, recommends the best channels of communication and ensures that the whole process is well coordinated. Many organizations have addressed these basic needs for synchronization and within the ranks where decision making is centralized and strict observance to formally prescribed procedures and carefully erected roles and relationships. There are others that will be influenced by the hierarchies that tend to bring about bureaucracies.

There is a general agreement in all circles that implementation is the most important phase of strategic process which requires a lot of concentration by the person's responsible (Kaplan & Norton, 2001; Kazmi, 2008; Kruger, 1996). For this reason, the implementation phase is generally the most cumbersome and takes most of the time in the entire operationalization process of the plan. Grundy (1998) stated that the importance of strategic implementation phase should be characterized by the involvement of teams drawn from representations of employees in the entire organization. These teams act as the communicators of the strategic plan as well as the informers of whether the process is going on as schedules. Where there is no involvement and participation, the employees will feel left out and therefore become reluctant in owing the process.

1.1.3 Organizational Performance

Performance at the organizational level is simply the capability of an institute to maximally exploit its resources so as to accomplish the targets that they have laid out for themselves (Daft, 2010). Consequently, Flapper, Fortuin and Stoop (1996), demonstrated how this particular concept can be defined as the way a particular business sees to it that the objectives set are achieved. There are two ways of looking at this organizational performance on being financial and the other non-financial achievements (Kazmi, 2008). In many instances the measurement of the financial aspect is the one that is looked t although this does not cater for the overall performance hence there is a need to expand the scope.

Many of the studies that have been done with regards to this tend to focus on financial measures alone which in themselves are insufficient as this does not represent the overall scope of performance in the organization (Murphy, et al., 1996). In terms of a healthy fiscal performance, some of the prior studies have measured various aspects stretching from cost-effectiveness, the position of the firm in the market as well as its growth prospects. Other ways of measuring the success may include things like employee and customer satisfaction levels depending on the weights assigned (Santos & Brito, 2012).

As discussed above, a firm's performance can be looked at from two sides either an objective or subjective angle. It has been advocated by Wall et al (2004) that the two sides of the coin have been treated as equivalents which should not be the case. Other theoretical proposals by Inmyxia and Takahashi (2009), say that fiscal data is mostly desirable, but majority of organizations are unfortunately not willing to disclose.

1.1.4 Strategy Implementation and organizational Performance

According to Pride and Ferrell, (2013) implementation is the most crucial stage of the strategic plan process. Carrying through with the strategic change is not a straight path as it is a double-edged sword because it does two things; either leads to expected results or unprecedented loss (Brown, 2011). When the performance loss dominates over the performance gains then it is said that change process was in futility. Additionally the co-occurrence of the two factors at a go gives an unclear sign about the desired results.

Establishments may therefore fail to take advantage if the performance gains that have been achieved with the successes of previous plans that were presented before it. It is not surprising that present research provides proof of misleading effects of change that are either positive or negative .A recent analysis done indicates that there are two forms of relationship between strategic change and the performance outcomes are less stronger in service organizations than in manufacturing firms (Pearce & Robinson, 2005).

The main reason given for this fragile relationship is the existence in a challenge of executing change at customer boundaries (Brown 2005). These boundaries involve frontline employees as the existing link to the customer in the chain of top-down change implementation (Harris & Ogbonna, 2000). Organizational performance is influenced by this human element of strategic implementation stage.

By providing performance incentives to employees during the implementation phase as suggested by Brown (2005) that business performance will be positively influenced. According to Schermerhorn (1989), strategies must be well developed to begin with and then implemented in order to attain organizational objectives.

1.1.5 Public Research Institutions in Kenya

A research institution is defined as an establishment that has basically been formed to conduct research. Research institutions may be that which specializes in basic research or applied research. There are several institutions in Kenya that conduct different forms of research especially for sociological and historical research purposes. The research organizations in Kenya comprises of both public and private organizations. Public research organizations are mainly research institutions owned by the Government while the Non-Governmental Organizations (NGOs) who rely on donor funding to conduct research.

Research institutions in Kenya can be widely grouped into four major classes, Agricultural research institutions and Medical Research Institutions, Industrial Research Institutions and Social research Institutions. Te public research institutions in Kenya are as follows; Kenya Agricultural and Livestock Research Institute (KALRO), Kenya Marine and Fishery Research Institute, Kenya Forest Research Institute (KEFRI), Kenya Medical Research Institute (KEMRI), Kenya Industrial Research Institute (KIRDI) and National Crime Research Center.

1.2 Research Problem

The Strategy implementation phase is an enigma for in many organizations and this can be demonstrated by the outcome of the performance evaluation at the end of intended strategies (Raps & Kauffman, 2005). The principal intentions of the plans are one way or another forgotten as the strategic plan passes into operationalization stage and the early energy is absent before any gainful results can be seen. A fruitful operationalization of the plan is something that required participation from all the stakeholders. The way to achieve success is an all-inclusive outlook of the operationalization process as given by Raps & Kauffman, (2005) it to have that participation. Considering the significant role research institutions play in the nation, it is important for the whole process of strategy formulation and implementation to be successful in order for them to survive.

Public research institutions in Kenya, performance is greatly affected by the level by which an institute implements its strategies, because of this, it is very important for these institutions to take good considerations of their strategies and work on achieving them rather than dropping them. A well implemented strategy will give a Public research institute a competitive advantage over other upcoming private research institutions (Stella, 2014). In the current turbulent economic times, firms in Public Research institutions in Kenya are not exception and therefore should also focus also in implementing the newly formulated strategic plans in order to achieve high performance.

Over time, studies have been done in different organizations which are different settings all for the purposes of comparison and advancement of the studies. (David, 2003) who investigated global strategy implementation in the international environment using a survey study of 30 global firms. And their findings indicated that global strategies have to be modified to suit unique international environments success is to be realized. Research by Gole (2005) found that businesses achieved superior results when those in management embrace practices are compatible with the organizational philosophy. When these practices are seen not compatible with the culture the rest of the staff are likely to be disgruntled, unfocused, and indifferent. A study conducted by Noble (1999) showed the measurement of the successful plan is seen when it is operationalized to the very end.

Ochieng (2010) studied similar operationalization practices in one of the local universities in Kenya and established that it used a corporate strategic plan and that its objectives were aligned to the vision, and mission statements. Nyariki (2012) on his part looked at the challenges and established that some aspects of culture, structure and unsound reward systems, were the major contributors. Muturi (2005) study was somewhat different as he took to look at the church as an organization and how they do develop strategic plan and their experiences as they try to actualize their plans and its similarity with the corporate world.

Stella (2014) studied major strategy implementation challenges that are in agricultural research institutions in Kenya and identified inadequate funding and untimely release of the set fund as a hindrance to the effective operationalization of strategies in public corporations. She focused on challenges and not factors affecting strategy implementation. This study will seek to establish the factors affecting the implementation of strategies and performance of Public research institutions in Kenya and therefore the study will be directed by a research question; What are the factors influencing implementation of strategies and performance of Public research institutions in Kenya?

1.3 Research Objective

The objective of this study is to establish the factors that influence the implementation of strategies and performance of Public Research Institutions in Kenya.

1.4 Value of Study

This research work is of valuable worth to various groups in the field; this study provides valuable information to all stakeholders; the information is useful in different ways. To the management and employees of research institutions, it enables them make sound decisions with regard to factors influencing implementation of strategies and their performance. The study clarifies the significant factors influencing strategy implementation and performance of an institution and therefore will indicate that research institutions managers and owner should consider should give them consideration for their enhanced performance.

The findings of the study are of great importance to the government as it was to help the policy makers in obtaining knowledge of the research sector dynamics and the process of strategy implementation and performance thereof. They therefore get guidance from this study when coming up with policies that regulate the sector participation. The findings shed light on the future of research institutions thus enabling potential investors to make sound decisions. Public institutions in the country obtain details on how they can be able to effectively implement their strategic plans in the face of numerous changes in the environment facing them in the face of increased demands from the citizens of this country. There is valuable information for the government departments on how good strategies can be adopted and as a result put in place policiesto guide and encourage other organizations within and without the government sector in implementing their strategies.

The study is also of significance to scholars and academicians in understanding the factors that influence implementation of strategies and performance of an organization. It adds to the already present body of knowledge to potential and current scholars on field of specialization among public research institutions in Kenya. This increases their knowledge on strategy implementation in research institutions and also pinpoint areas of further study particularly in a developing country like Kenya. Academicians gain by forming the base unto which other allied and duplicated researches can be based on. This helps in expanding the scope of the study and help in developing an even deeper solution to the challenges at hand.

Lastly, this study is important to researchers, students, and other academicians in the area of Strategic Management as they use this study as reference point when carrying out related studies.They are better placed bring more insights to the theoretical this particular area of specialization. The study is also expected to highlight other important areas in the study that require further research. This study was resource based theory and industrial organization theory. The findings of this study help to advance the knowledge frontiers within the theories that have been used. The discussions of findings are a backing for the proposition of these theories to a large extent. Consequently, the study plays a role in continuous building these theories as well as assist in validating the findings of other similar past studies.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section majorly looks at the existing works on the topic related to the research problem by contributors to this area of study in the area of strategic management. This segment examines what various researchers and writers have said about factors influencing strategy implementation and performance; specifically it has covered the theoretical review of literature and empirical review of the literature.

2.2 Theoretical Review

A theoretical framework is a collection of related concepts and is used by researchers when performing exploration studies to formulate a theory. The framework is basically a foundation for the factors and or boundaries of a where the study focuses. This study was guided by the resource dependence theory, and the industrial organization theory

2.2.1 Resource Dependence Theory

The theory on business strategy has also been dominated resource dependency theory and is also part of the theoretical foundation of this study; the theory highlights how assets of an organization affect the behavior and the outcome of the plan. Many organizations depend on resources which in most cases are gotten from an organization's environment (Burnes, 2004). This environment is seen to be constantly changing and hence need for constant strategic evaluations and diversifications to adapt to the constantly changing environment .The resource-based theory hence provides a rationale for strategic diversification.

In the resource-based approach, resources or capabilities like specialized human capital, technological knowledge, or managerial expertise have the potential to create value when strategy is matched with such resources (Miller, 2002). The resource based theory combines concepts from organizational economics and strategic management (Burnes, 2004). According to the theory economic value of a firm is shaped by creating products and services with either more benefits at the same time compared to those of competitors or the same benefits at lower cost compared to those of competitors. The sustainable competitive advantage is attained by using the same resources under different circumstances which result in economies of scope and quasi rents. In particular, unique path dependent resources, which are in short supply in the marketplace, can be used as leverage across related product lines and provide higher rents. Value is created since these strategic assets are very difficult to imitate or to substitute by other resources Effective strategy implementation and its performance therefore strongly depends on the resource specificity of the company (Chatterjee & Wernerfelt, 2001).

The resource based view Burnes (2004) shows that in order for organizations to gain competitive advantage, they need to develop resources and accumulate resources that are the facilitators of the process. One way to generate resources according to Burnes is through effective collaboration with the organization stakeholders. a good example is where The organization is able to engage the stakeholders at different levels. For the public research institutions it is easier for them to get resources as they are funded by the government of the day what they need to lobby for is any additional resources needed.

There is a process that is involved so as to develop trust and cooperation between the firm and stakeholders take time, which in turn lead to mutual beneficial to both parties. Such exchanges to the firm lead to an overall improved performance at the end of the day. Supporters of the theory mainly are of the opinion that it is not environment but the resources of the firm which should be considered as the basis of the strategy implementation process (Lynch, 2000).

2.2.2 The Industrial Organization Theory

The Industrial organization theory is best understood from the principle of likelihood or dependability which demonstrates that the linkage between a firm's strategy and its surround environment has far reaching implications for competitiveness (David F, 2003). It is because of this that the external environment enforces necessities to which a business must acclimatize through new strategic formulation and implementation (Grant, 1998). In the IO-based model is understood as a firm's measured rejoinder to the industry and market necessities to enhance competitive advantage through sustained by business strategic implementation (Pearce &Robison, 2005).Organizations which acclimatize productively to these forces through articulating and implementing effective strategies will survive and flourish.

On the other hand those which flop to acclimatize are destined to failure (Burnes, 2004). It proposes that any business that desires to have a continued competitive advantage needs to do so by realizing policies which utilize their internal strengths through embracing the environmental openings. Defusing external pressures and avoiding internal weaknesses also helps to avert possible failure (Lynch, 2000).

Both of these methodologies to strategic planning have a similarity in that they all drive at capitalize on performance by improving one organizations position in relation to other entities in the same competitive environment and that is how the organization is differentiated from its competitors. Every organization seeks to develop its own outline of competences that is rooted in the certainties of its competitive market, former pledges and expected requirements (Pearce &Robison, 2005). The resource based model of the firm explains how firms allocate their limited resources to obtain and take advantage of competitive capabilities. Therefore, the firm that has the resources and abilities to put its capabilities to best use, and that capitalizes in capabilities that create a balance in the existing structure which enables it to exploit its distinctive competences

2.3 Factors Influencing Strategy Implementation and performance of organizations

This is one area of study that is rich with experiences and industry-based lessons showing that factors that affect strategy implementation. They have quoted several things such as as leadership style, ease in availability of information, uncertainty in the environment, the organizational structure, organizational culture, human resources and technology. While most researchers agree that these factors influence strategy implementation each factor influence is at a different level and its impact also varies Lorange, (1998).

Miller (2002) recognizes the value of leading the various aspects of management under one well developed strategic plan. During the industrial revolution, the roles of management were distinct and the concept of strategy had not yet gained momentum. Miller also talked on the importance of looking on mainly the long term perspective of overseeing the plan to the very end. In his continued studies and work he noted that strategy follows structure he revealed that a long term harmonized strategy is necessary to give a company defined structure, a bearing and focus. He laid it bare that indeed as there before shown that structure follows strategy. However, it is recognized that the statement is only half the story as there as some many aspects that come into play.

Burnes, (2004) says that strategic management has been referred to the decision-making procedure of developing a vision, ensuring objectives are set, shaping the strategy, implementing and executing the strategy and then over time introducing whatever remedial modifications in the vision, objectives, strategy and execution are seen appropriate.

In making a strategy, management has many options to follow the plan that among all the routes and actions can be chosen and they decide to move in the direction that will lead them to the ultimate goal of ensuring that the objectives set have been achieved and that the performance of the organization is alleviated.In a study involving one hundred and seventy two Slovenian companies by Noble (1999) revealed that the executors in many of the times bank on on planning and organizing strategic plan undertakings when implementing policies, while the biggest hurdle witnessed in all this is the poor execution and poor leadership. Their study showed that adapting to a well thought at structure to function as the execution of strategy has a progressive sway on performance of the organization.

Gole (2005) stated that the employees in an organization play an important role in the active operation of strategic plans from start to end. A properly developed strategy, strong pool of skills and dedicated staff are tremendously important ingredients for strategy success. On the other side of the coin is that lack of visionary leadership is one of the major hindrances in positive strategy implementation. The people who have been tasked with the process have the responsibility of seeing it to the very end

Beer and Eisenstat (2011) looked at this concern from a different perspective; they were of the opinion that where visionary leadership is lacking, differing choices will result in poor direction of activities because the rest of the staff will suspect that top management would rather avoid such embarrassing eventualities. Other aspects of leadership involve enhancing communication within the entire business entity.

Beer and Eisenstat (2000) have demonstrated how vertical communication has a particularly malignant weight on a firm's ability to implement and enhance its strategy. Implementation of a strategy encompasses various of aspects some of which can be influenced directly and some of which can only be influenced indirectly. A visionary leadership style in a given entity determines how the chosen strategies in the organization will be implemented. Organizational structure, assignment of responsibilities, giving managers freedom to make decisions, and other incentives such as rewards systems will all be influenced by the visionary leadership style in a particular institution. The point to take note of here is that all of the above parameters are essential in the fruitful implementation of strategies in different organization.

Ansoff and McDonnell (1990) critically looked at the influence of organizational culture while executing strategies in financial institutions in Iran and demonstrated that there a substantial relationship that exists between a culture in an organization and strategy operationalization. Outcomes of their study displayed that all types of organizational cultures have a substantial relationship with the implementation process, but it is the extent of the culture's influence that varies from the most effective to the least effective. Beer and Eisenstat (2000), scrutinized the business entity development program and its application influence a company to change their culture, structure, and day to day procedures and concluded that a elastic structure and adaptable employees who are eager to initiate the process and procedure changes that are necessary to produce high quality products or services.

Hrebiniak, (2006) was involved in a research on the hurdles to effective strategy operationalization and found that meager or scarce information involvement, unclear responsibilities and answerability as hindering the organizational structures. All parts of organizational structure that were not well coordinated resulted in an unsuccessful operationalization processes. Similarly, Lorange (1998) examined the significance of human capital in implementing strategic plans in institution and established that if a strategy proposal needs to succeed, then top decision makers must be actively involved in observing and evaluating the advancement of each strategic goal shaped by the company.

David F. R. (2003) explored the relationship amongst an institution culture and reward methods and demonstrated that they were positively related. He further examined the strategic operationalization process at the leading computer producing giant and saw that maintenance organizations in the form of formal organizational structures are needed so as employees are able to act readily on the information developed to develop and implement a strategy. An organizational structure provides a visual account of two main things that is the making decisions process and resource allocation.

In a similar study, Chandler (1962) advocated that an institutonal structure has been majorly influenced by the their strategies Grant R.M. (1998) demonstrated that strategy is formulated by top decision making team majorly and middle level managers only implement the strategy unless there is a varrying range of changes that have to be made before the strategy is implemented.

From a divergent view, Lorange (1998) presented his own personal concerns with business rearranging processes and suggested that it has to be overshadowed by the projected gains of the new strategy. Many studies have to a great length demonstrated the linkage between an institutional strategy and structure by indicating out that the major weak link is coordination of various activities in the different departments. David F. R. (2003) proposed that looking at it from an implementation perspective is more valuable for an institution to apply multifaceted processes to positively enforce strategy enactment than to have an overall change in the organizational structure.

He also established that in the period of the strategy development process the superior emphasis is usually engaged on financial information, but during the operational phase both of them should receive great emphasis. In an almost similar study relating to business communication and strategy implementation, Forman and Argenti (2005) explained that the internal channels of communication within the institution have a far reaching consequences not only in the making of the strategy but also in successfully operationalizing it. Burnes (2004) further looked at the process of product development and implementation strategies in different companies and concluded that both large and medium sized companies implement strategies using an amalgamation of organic and mechanistic structures. Similarly, Beer and Eisenstat (2000), research works also mirrored the importance of processes and structures in the successful implementation of strategies and proposed that the creativity involved, innovation, and perception of an organization as processes are highly crucial in implementing strategies.

To add to the research studies that have been quoted above, Brown (2005) studied several multinational companies implementation of plans and showed that brand planning processes, global presence, marketing capabilities, and processes contributed to the company's success. Their studies investigated the several kinds of universal strategies and their operationalization and deduced that the most influential perspective needed for business realization is the fit between strategy and organizational structure and culture.

Economic and Political factors within which an institution runs, touches on the success of the strategy operationalization. Economic factors are those that dwell with the nature and road of the economy in which the firm operates. On both the national and universal level managers must consider the general availability of non-refundable income, the inclination that people will spend, leading interest rate, inflation variations and trends in the growth of the gross national product as economic factors for strategy operationalization (Pearce and Robinson, 2005). Organizations must hence define a strategy implementation process within a given economic condition. The course and steadiness of political factors are a major consideration for decision makers in articulating the business's approach. Political factors define the legal and regulatory constraints within which firms must operate. Political controls are placed on firms through fair trade decisions, anti-trust laws and many others that are done with the aim of ensuring that the consumer and environment are protected.

Legal and Environmental factors see that establishments are no longer permitted to operate simply to capitalize on profits while disregarding the environment and its inhabitants. Strategic institutional decisions of the firm touch various groups of people some of whom have no direct business transactions with the firm (Murray et al, 2010). It is therefore important for organizations to get a better understanding the surroundings in which they operate and always gage whether their actions are in line with the laid down rules of arrangement.

It has become constantly imperative for firms to combine external investors in their strategic decisions as an addition of their corporate ethics. The public's alienation with the present business practices is not certainly due to any specific changes in business behaviour, but because the public has raised its standards and decided that ethical business behaviour is now vital (Murphy et al, 1996 notes that today's business champions must begin to have a realization that people look upon them as leaders in their own right and that they are expected to behave as such. All institutions must function in an ethical manner all this while taking into consideration the environment in which they operate in, in their effort to accomplish the goals and remain competitive.

2.4 Empirical Studies and Knowledge Gaps

Several reliable readings have shown the linkage between institutional strategy and structure by indicating out that one of the common tasks in the implementation is the fragile harmonization of activities within the various parties involved. Similarly, Miller, Wilson, and Hickson (2004) were of the opinion that changing poor coordination into teamwork by rearranging roles and responsibilities with strategy can salvage the situation. In divergent view, David F. R. (2003) he recommended that from an operation perspective, it is more valuable for an organization to apply a cross-functional process to administer strategy implementation than to change the organizational structure.

Lynch R. (2000) in her study on how an institution structure influences strategy implementation found out that the process of strategy operationalization to should be structured and formal. She also settled on that during the strategy development process, a greater prominence should be placed on financial information, but during the implementation phase both financial and non-financial information. In an almost similar study involving corporate communication and strategy implementation, Forman and Argenti (2005) established that the internal channels of communication within a company has an a far reaching hand not only in the making of strategy but also in ensuring successful implementing of the strategy.

According to Beer and Eisenstat (2000) indicate that actual communication is a significant prerequisite for effective strategy statement. A firms channel plays a major role in training, knowledge distribution and learning during the different phases of strategy application. Therefore a good communication channel is that which is clearly able explain the different responsibilities, duties and tasks which has been assigned to the employees. The role of management is to ensure that every employee in the institute understands the strategic vision what it means and their role in delivering on the strategic vision. It is paramount that all employees are aware of the management expectation and how they play a role in the change process. The management should continuously stress on the fact that every person should keep their eye on the ball.

Hrebniak (2006) looked at the impediments to effective strategy implementation and found out that the presence of a poor communication channel, unclear responsibilities, answerability as the major influencers of the process. All parts of the organizational structure results in failed implementation processes where the coordination is not properly done and coordinated. Suggestions that the policies used in leadership play a vital role in overcoming barriers from the bottom of the pyramid that sometimes may appear in the implementation strategies could not be far from the truth. Strategic decisions developed by the top decision makers of a firm may be administratively imposed on lower-level supervisors and lower cadre staff while inefficiently considering the resulting functional level views. The implementation of strategies therefore may likely not be successful if the lower level cadres especially where they seem not to be informed of the goings on the plan.

Lynch. R (2000) study showed that firms which concentrate their energies to association of all employees to a large extent realize higher success rates of the strategy implementation. Therefore she went ahead to indicate that institutions should involve all the employees for the success of the strategy. Allotting ample funds and managing the budgets to ensure deliverables of the organization strategic initiatives is fundamental for the accomplishment of any strategy. It is recommended that the strategic initiatives be allocated sufficient funds from the budget alongside capital and operating budgets.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

Research Methodology is the way to systematically trying to solve the research problem.

This section looks at the several approaches that the researcher used to collect, analyze,

present and discuss the findings of the study. This includes particulars on the research

strategy, the different sets of respondents and how the data was collected. It looked at the

ways through which the different data sets was of data was analyzed and presented.

3.2 Research Design

This is defined as the outline for guiding a study with full control over the factors that

may influence with the legitimacy of the findings. Kothari (2004) describes a research

design as a plan that describes how, when data was collected and analyzed. The study

was a cross sectional survey which utilized qualitative data with the aim of getting an

insight into the factors that influence the implementation of strategies and performance in

these institutions.

According to Burns and Grove (2003), a cross sectional survey involves analysis of data

collected in a population at one specific point in time and is aimed at providing a picture

of the situation as it naturally happens. It may be used to defend current practices, make

judgments and also help to improve on the existing theories. This study involved an in-

depth analysis of views and perceptions of staff of research institutions in Kenya with the

aim of gaining an insight into the factors that influence implementation of strategies and

performance.

3.3 Population Of The Study

Kothari, (2004) defines population of the study as a collection of characteristics taken as the general population who happen to share mutual characteristics. Such characteristics may include things like age, gender and or status of health. This group can be studied for different reasons depending on the research being conducted.

The population targeted refers to the complete collection of individuals or objects from which the study seeks to generalize its findings. Cooper and Schindler, (2011) concur and define population as the total collection of elements about which we wish to make some inferences for example, all office workers in a firm. The target population will comprise of employees of four public research institutions in Kenya.

3.5 Data Collection

Data collection is commonly defined as the process of putting together and gauging information presented variables (cooper and Schindler r, 2011). This has to be done in an well-known systematic fashion which then enables a researcher to answer relevant questions and assess the conclusions.

The data for this study was obtained from primary sources comprising of top management staff, middle management staff and lower cadre staff which was collected using a comprehensive interview guide comprising two sections; section (A) and section (B) containing open ended questions which captured information on staff perception on the factors that influence implementation and performance of strategy in public institutions.

3.6 Data Analysis

Kothari, (2004) Defines data analysis as the process where the data collected is systematically taken through a statistical tool so as to and describe and show, edit, review, and evaluate the data. Data analysis helps in structuring the various findings from different sources of data collection and is very helpful in looking into the research problem. It also helps in keeping human bias away from research conclusion with the help of a proper statistical treatment

The interview guides used for data collection were checked for completeness and consistency, before data analysis was done. The analysis of the data collected was according to the objective of the study. The nature of data collected was qualitative and therefore, content analysis was used. This is a methodical, thorough qualitative description of the objectives of the study which involves observation and detailed description of objects and items of the study (Kothari, 2004).

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4. 1 Introduction

This chapter presents and interprets the findings based on the data collected from the study. The data was gathered through comprehensive interview guide and analysed using content analysis. Seventeen members of staff from the four research institutions were interviewed as follows; five top level managers, seven mid-level managers and five lower cadre staff.

4. 2 Results

The study findings are presented on the factors that influence the implementation of strategies and performance of public research institutions in Kenya. These are presented in two main sections namely factors that influence the implementation of strategy and performance of public research institutions.

4.2.1 Factors that influence the implementation of strategy in Public Research Institutions in Kenya

The interviewees acknowledged that their organization do indeed have a strategic plans which were developed with the help of staff drawn from different sections and an externally hired strategy consultant. They noted that their strategic plans are currently being implemented towards the realization of the objectives that had been set. From the analysis, below factors were given as influencing implementation:

4.2.2 Strategic Leadership

There was a general agreement that the success of the implementation the strategic plan across the four research institutions was highly determined by the leaders who ought to be visionary in overseeing the process. Many of the respondents were of the opinion that if the top leadership understood and owned the process, then it becomes very easy for the rest of the staff to do so. This in turn ensures that the strategic process is seen to the very end. Strategic plans which do not get support from top management hardly succeed this is because the feeling will be cascaded to the other staff and in the end the plan is shelved and becomes just another policy document that does not see the light of day.

Strategic leadership has to be demonstrated from the word go and the momentum of the leadership has to be maintained throughout the process. In cases where the Chief executive Officer is changed in the middle of implementing a strategic plan, it requires that the one succeeding him carries the process to the end. A case was reported of such an occurrence in one of the organization and during the review process this was noted as a challenge.

4.2.3 Resource Allocation

This response was majorly given by the top and middle level management among the staff that were interviewed. They stated that to develop a good plan in the first place is a process that required money. This is because the organization has to benchmark with other organizations of equal standing and also hire consultants to help in the process. Finances are also required to oversee the setting up of the activities an example of training the local communities which in itself it a process that requires finances.

Financial constrains were reported in all the four organizations where they said that money that is allocated is usually not enough hence leads to some targets not being realized. Sometimes the budget allocation for the implementation of the strategic plan is diverted to other uses forcing each section to come up with creative way of making sure that the targets that they have been given are achieved at the end of the day.

4.2.4 Training

In all the three categories of respondent, training was named as an important factor that influenced greatly the success of the strategic process. Staff being trained about the strategic plan itself helps staff to be familiar with the process as well as educate them about the process. It also presents an opportunity where employees get to ask questions as well as an initial explanation of what is expected of them is give.

Continuous training should continue to be done so as to ensure that the employees are on course towards achieving their individual targets. This level of training is majorly done by the supervisors especially after the appraisal period which in many cases is done in annual intervals. Where there was no training that was done to familiarize employees about a new strategic plan, some respondents informed that employees feel left out of the process and feel as though the document is imposed on them. Hence it is important for the top management to get it right by ensuring training is conducted within the initial stages.

4.2.5 Monitoring and Evaluation of the Strategic Plan

Majority of the respondents across all the levels of management were of the opinion that a strategic plan that is not monitored and evaluated as often as time allows is less likely to succeed to the end. In all the institutions all the respondents acknowledged that there is a monitoring and evaluation team in place. The monitoring is done either on a quarterly and annual basis for the targets that are to be achieved within that year. Then there is the mid-term evaluation of the strategic plan that comes midway the whole process. The strategic plan either runs for a period of ten years in some institutions while others for a period of five years; consequently the review is done after five years and two and a half years respectively.

The monitoring and evaluation is a requirement as per the agreements that are signed in the performance contracts between the national government and the organizations. This is an all-important exercise that helps the organizations know whether they are on course towards achieving the goals that are laid out in the strategic plan. Where it is realized that the purpose has deviated, then the team develops a report of the findings and makes recommendations on how to get back to the course of realizing the strategic plan.

4.2.6 Organizational Performance

Respondents in the interview guide indicated that performance in the in organization is measured by looking at whether the targets or objectives that were set at the beginning of the strategic plan were achieved. All the strategic plans that were in place had a number of targets that had been set and these were divided into annual periods.

They also noted that all the targets were made so as to ensure that the organization is on course towards fulfilling its mission and vision. The performance is either positive (influence of positive factors) or negative (influence of negative factors).The link between organization performance and the factors that influence strategic implementations is that with the successful implementation of the strategic plan it means that even the performance of an organization becomes good.

Staff in these institutions indicated that where the strategic plan was not implemented to the end, it pulled down the overall performance of the organization. In the end during the evaluation by the national secretariat that is responsible for the performance evaluation a failure to achieve the targets of the strategic plan lead to a low score as compared to those other institutions who achieved or even exceeded the targets set.

4. 3 Discussion

The study sought to determine the factors that influence strategy implementation and performance of public research institutions in Kenya, The results from this study show that there is a connection between the factors that influence implementation of the strategy and the overall performance of an organization. The influence is either positive or negative as shown from the data collected. There are previous studies have been carried out on strategy implementation, and this study is in support of their findings. Awino (2000) studied the usefulness and problems of strategy implementation of financing of higher education in Kenya at the Higher Education Loans Board.

He also found out that lack of policies in the major areas of loans recovery at Higher Education Loans Board contributed to the dismal performance of loans recovery of the outstanding loans. This study is in support of Awino's findings that organizational policies play an important role as far as strategy implementation is concerned. Koske's (2003) focused on Strategy implementation and its challenges at Telcom Kenya Limited. Koske found out that the current organizational structure, corporate culture and top management commitment support the implementation of documented strategies. These findings are largely supported by this study.

Ochanda (2006) studied the hardships of strategy implementation at the Kenya Industrial Estates which is also a public institution. Ochanda found out that organizational structure, leadership, organizational culture, reward structure and organizational policies are critical factors that have to be considered for effective implementation of strategies.

This study too supports these findings. Ngunjiri (2006) studied the tests of strategy implementation at the Kenya Institute of Management and found out that some aspects of the organizational culture and structure, high degrees of staff turnover, infighting instead of collaboration and resistance to change as the major challenges that hinder strategy implementation. These findings are in agreement with this study.

Onyango (2012) focused on factors influencing implementation of the Kenya Sugar Industry strategic plan (2010-2014).Onyango found out that financial resource, human resources, company policies and procedures were critical factors as far as implementation of the strategic plan was concerned. These findings too, are supported by the findings of this study.

The resource dependency theory highlights how resources of organizations touch on the overall the behavior of the organization (Burnes, 2004). The rudimentary argument of resource dependence theory can be summarized as follows. That there are many organizations depend on resources which in most cases originate from an organization's environment. This is constantly changing and hence need for constant strategic evaluations and diversifications to adapt to the constantly changing environment .The resource-based theory hence provides a rationale for strategic diversification.

Burnes, (2006) demonstrates how the resource dependency theory highlights how assets of organizations influence the behavior of all the people in the organization. Many organizations depend on resources which in most cases originate from an organization's environment whether internal or external. The environment is constantly changing and hence need for constant strategic evaluations and diversifications to adapt to the constantly changing environment .The resource-based theory hence provides a rationale for strategic diversification.

The industrial organization theory of strategy informs of how a business does not survive in isolation but rather in an environment that has both internal and external forces. Thus the external environment forces requirements to which a business must familiarize through new strategic formulation and implementation Hannan & Freeman, (1976). In the IO-based model is conceived that an organization deliberate response to the industry or market imperatives to enhance competitive advantage through sustained by business strategic implementation (Pearce &Robison, 2005).

Organizations which acclimatize positively to these forces through articulating and implementing effective strategies will endure and flourish. On the other hand those which fail to adapt are destined to a probable disaster (Collis, 1991). It suggests that firms obtain continued competitive advantages by realizing strategies by realizing their internal strengths and exploiting the environmental opportunities. Counteracting external threats and avoiding internal weaknesses also helps to avert possible failure.

Ansoff, (1990) indicated that the positive factors that influence the implementation of the strategic plan and performance include visionary leadership, resource allocations which are well used for the process and constantly doing monitoring and evaluation. On the other hand negative factors include bad leadership; misuses of resources allocated and lack of a monitoring and evaluation process for the strategic plan. Outcomes from this research agree that there is a connection between the factors that influence strategy implementation and the performance of an organization. The relationship in this case is either positive that where performance is good or negative where performance goes down.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this chapter, the findings of the research are summarized and discussed. The chapter also highlights on the limitations of the study and recommendations for further research and for policy and practice.

5.2 Summary

The elements that influence the implementation of strategy implementation are both internal and external. The two environments in the end influence the performance of an organization both positively and negatively. The perceptions that were given by the staff where the data was collected largely indicated that there are three major factors that came out from the study namely, strategic leadership, allocation of resources and monitoring and evaluation of the process. The internal factors in the organization formed the most common response from the respondents since they felt are the ones that they are most familiar and can easily relate to.

The comprehensive interview guide gave the respondents a chance to state what they feel in their opinion are the major aspects that influence strategy implementation and how these aspects were tied to the performance of the organization. Implementation of the strategy at the sectional level was seen to help in the success of the overall strategic plan that covered the organization as a whole.

The study shows that successful implementation of strategies in the public research institutions hinges on the practices that are adopted by these organizations. In the public sector direct supervision, performance targets, planning and control system, social cultural processes periodic progress review, self-control and personal motivation was being used in the implementation of its strategies. The study established that implementation of strategies in these institutions was affected by several factors.

The reward structure of the public research institutions was found to be an impediment to successful execution of strategies due absence of understanding of the role of the reward system and design in the execution process and structural design not being tailored to meet its goals. This has seen the institution not implement strategies which would have enabled them to compete effectively with the non-governmental funded entities which are flexible in their reward structure.

The culture which is being practiced in the public research institutions was found to have affected successful implementation of strategies as it is not conducive for implementation of strategies; people are not motivated, contending activities abstracted attention from implementing this decision and that conflicting activities and events diverted attention from strategy implementation. The culture in the public research institution is that the majority of the employees see it as the responsibility of the top management as opposed to everyone's responsibility.

Lack of resources is one of the major challenges that have threatened the successful implementation of strategies at the public research institutions. Even though there are other small revenue generating activities the government to allocates its resources which are not sometimes not enough to ensure that it undertakes its mandate effectively. At the same time the institutions have not involved key developers of the strategic decision in its implementation, people are not rewarded for executing the plan as well having resources that are redundant

The top management of these public research institutions is the driving force for successful implementation of strategies and when they are not putting effort then the plan is not realized and this in the end affects the results expected of them. This was found in the study as the s top management support is not granted in some strategic focus, inadequate leadership and direction and top managers not viewing employees as the strategic resources. Communication in the institutions was found to have affected implementation of strategies as there is no effective communication of strategy, monitoring of the strategy was insufficient, overall goals were not adequately well understood by the employees and problems requiring top management involvement should be communicated in good time so that proper remedial measures are taken.

This ineffective communication causes confusion and people pulling in opposite direction especially if adoption of a particular strategy results in uncertainty on the job security status of the employees. A number of measures were identified that will help in reducing the factors that affect the success of strategy implementation at public research institutions. Some of the measures suggested included the adequate information systems to monitor strategy implementation, alignment of compensation system, performance management approach, and other related practice group, effective communication of strategy, leadership taking early and aggressive action to institutionalize the strategy, sufficient financial resources to execute the strategy and organization structure properly marching the strategies.

5.3 Conclusion

Findings from the study indicate that there is need for organizations to be cognizant of the idea that there are indeed factors that influence strategy implementations and these factors also determine the performance of these organizations. The study was carried out in four public research institutions and agreed with the two theories that is the resource dependency theory and the industrial organization theory under which this study was anchored.

Findings also demonstrate that both external and internal factors do influence strategy implementation to a large extent. These findings however, indicate that internal factors outweigh external factors by a large extent. The management teams of public research institutions are hereby informed to be privy of these factors, which include organizational structure, organizational culture, leadership, employee involvement in strategy implementation process and internal organization policies. These factors largely concern the institutionalization of strategy, which is a key dimension of effective strategy implementation.

It can be further concluded that management teams of other organizations ought to be cognizant of the above pointed out factors that influence strategy implementation. This is because even though the current study was carried out in a different context and adopting a different design, its findings have largely agreed with findings of similar previous studies (Awino, 2000; Koske, 2003; Ochanda, 2006 among others), which were carried out in different contexts and adopting different design.

From the findings the study it was established that when staffs are trained on strategic planning process, they become better facilitators and champions of the process hence in the end the success is a realization. The top leadership that is supported by the mid-level managers also needs to become hands in the entire process as this helps them to identify gaps that many are in existence. A rewarding process in place for those that achieve their targets and perform exemplarily should also be in place as a way of motivating them to continue with the good performance as well as encouraging the other teams.

5.4 Recommendations

Looking at the findings of the study, management on public research institutions in Kenya should consider embracing continuous training during implementation of strategic plans. This helps the management to ensure that there is a comprehensive understanding that can be leveraged to influence the employees especially in ensuring an improved performance is achieved. The study also recommends that public research institutions conduct an evaluation on the strategic plans which will help the institutions to continue to gather valuable information that will provide valuable perceptions in the road to strategy implementation. The study continues to recommend that the top management keeps on well monitoring process that ensures that the strategic plan adopted. It is vital that resource allocation on strategic implementation process is also well monitored so that there is also accountability at the end of the entire process.

For the public research institutions in to continue having successful strategic plans, they need to constantly monitor these plans so as to ensure that they effectively implement what they have documented They should look at both the internal and external factors that derail smooth implementation of strategy and develop policies along this line to mitigate and offer corrective measures which will in the end bear the fruits of good performance which is seen through achieving of their mandates..

Some of the factors that the management of the institutions need to relook include the type of leadership that is being offered in these in the organizations, existing relationships between employees and managers, clear assignment of responsibilities to carry out the strategy-relevant activities, the degree of cooperation and commitment among functional departments of the organization and the manner in which the resources are allocated towards the implementation of the strategic plan

5.5 Limitations of the Study

After evaluating the results of this study the following limitations should be kept in mind. That some of the data that was received from the individuals was not complete in the sense that some did not want to reveal their designations while others had reservations in answering some questions.

Contextually, the study was limited to four public research institutions in Kenya, and that these findings may not represent other public research institutions as well as those in the private sector. Methodologically, this study relied data from few representatives in the top management, middle management and lower cadre staff and their opinion may have been biased to some extent since these are institutions that have quite a large number of employees spread across the country.

5.6 Suggestions for Further Research

What this research has achieved can only be considered to be little, thus requiring further research work. Future studies should go broader by trying to look even at other public institutions as well as the private sector to see how the factors that influence strategy implementation influence their performance too.

After a given period of time, a similar study can be conducted so that the researcher can be able to see whether any new developments have taken place in the fullness of time. With these any results that are given can help to make any relevant comparisons and also better these institutions in terms of new body of knowledge gathered.

5.7 Implication of the study on Policy, Theory and Practice

For the public research institutions in Kenya to effectively implement their documented strategic plans, they should consider all the factors that have been given as the major influencers of the process. There are both the internal and external factors that determine whether there will be a smooth implementation of strategy and develop policies along this line to mitigate and offer corrective measures.

From the studies that have been done especially by the local scholars, the documentations that has been produced offers very good recommendations that can help these research institutions as well as others a good place to start. Adapting some of the ideas presented offers a good board from where the institutions would continue to build on their performance. This is the key measure that auditors looking at the process will determine whether it was a success or not.

Some of the other factors that the public research need to also at include the degree of supervision and coordination of activities in the organization, existing relationships between employees and managers, clear assignment of responsibilities to carry out the strategy-relevant activities, the degree of cooperation and commitment among functional departments of the organization and the internal control mechanisms in the organization.

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APPENDICES

Appendix 1: Interview Guide

SECTION A: BACKGROUND INFORMATION

1. Name of your organization…………………………………………………….

2. Job Title……………………………………………………………………….

3. Years worked with the Institute……………………………………………….

4. Department/Division/Section ....………………………………

SECTION B: FACTORS INFLUENCING STRATEGY IMPLEMENTATION AND PERFORMANCE IN YOUR INSTITUTION:

1. Does your organization have a strategic plan?

   ……………………………………………………………………………………

2. Is there a clear identification of the activities to be implemented in the strategic plan?

   ……………………………………………………………………………………

   …………………………………………………………………………………

3. Is there a laid out timeline within which the activities of the strategic plan ought to be completed?

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4. Are there performance indicators of the activities to be carried out as per the strategic plan?

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5. What is the level of delegation in the organization?

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6. Is there a budgetary allocation by the organization towards the implementation of the strategic plan?

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7. Does the organization benchmark with other organizations of similar standing regarding how they implement their strategic plan?

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8. What is the role of your Division/Section in implementing the strategic plan?

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9. Is there an existing reward structure for the Divisions/Sections that implement their bit of the strategic plan exemplarily?

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10) Are the employees trained on strategic plan implementation?

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11. Do you think there is compatibility between the strategic plan and the mission and vision of your organization?

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12. What do you think are some of the factors that influence the implementation of the strategic plan in your organization?

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13. Do you think the factors you have mentioned above influence the overall performance of the organization?

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14. What monitoring and control activities are carried out to ensure that the implementation of the strategic plan is on course?

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15. Who has been tasked with the monitoring and evaluation?

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Thanks you, your our responses will be treated in confidence

Appendix 2: List Of Public Research Institutions In Kenya

1. Kenya Agricultural and Livestock Research Organization (KALRO)

2. Kenya Forestry Research Institute (KEFRI)

3. Kenya Industrial and Development Research Institute (KIRDI)

4. Kenya Medical Research Institute (KEMRI

5. Kenya Marine and Fisheries Research Institute (KMFRI)

Source: Kenya Bureau of National Statistics (2015)

Appendix 3: Introduction Letter