

**FACTORS INFLUENCING STRATEGY IMPLEMENTATION IN
COMMUNITY BASED ORGANIZATIONS IN
SEME SUB - COUNTY, KENYA**

BY

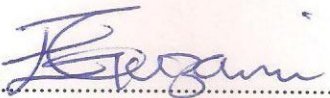
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FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION,
SCHOOL OF BUSINESS, UNIVERSITY OF NAROBI**

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DECLARATION

This research project is my original work and has not been presented for examination to any other university or institution for higher learning.


Signed.....

Date.....22/10/2013.....

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

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DEDICATION

To my children : Brian, Valerie and Stacy and my loving husband Boaz for his unfailing encouragement and love, for walking this difficult journey with me, for picking me up when I fell and for the peace and happiness during the entire study period.

Special dedication to my loving parents Mr and Mrs Estone Evelia who taught me the virtue of hard work and shaped me to whom I am today. This research is dedicated to my mother-in-law Mrs Aska Nyaoro for her encouraging words and tireless prayers.

May God Bless and Grant all of them a long and healthy life.

ABBREVIATIONS AND ACCRONYMS

AIDS- Acquired Immune Deficiency Syndrome

CBO- Community Based Organizations

HIV- Human Immunodeficiency Virus

KMO- Kaiser- Meyer- Olkin

NGO- Non Governmental Organizations

CEO- Chief Executive Officer

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ABSTRACT

Today's organizational environment has become very competitive, increasingly uncertain and fast changing and hence, organizations need to plan and be flexible enough to accommodate the ever changing environment. Due to that constant change, organizations need to adapt so as to strategically exploit emerging opportunities to ensure survival and success. Strategy implementation is a process of implementing policies, programs and action plans that allows a firm to utilize its resources to take advantage of opportunities in the competitive environment. The implementation of the strategy in the CBOs depends on various factors which include; weather conditions, funds, organization structure, interests of members and communication. The study examined the factors affecting strategy implementation in Seme Sub County. To do this, the study obtained for views from 23 registered CBOs which are implementing strategic plans, on the factors influencing strategy implementation. Data was collected from the chairpersons of the CBOs using semi structured questionnaires which consisted of structured open and closed ended questions designed to get specific responses. It was established that there were three factors that explained 55.215% of the total variance of factors influencing strategy implementation. They include: human resource contribution factor, the information factor and culture and resource factor. Human resource contribution had the variables coordination and implementation of activities, monitoring, planning, coordination and sharing of the responsibilities, provision of leadership and direction provided by the management committee and implementation of the strategy. Culture and resource factor because it has two variable talking about culture and adequacy of factors. Information factor, talked about communication being done through organized meetings, information being passed through word of mouth and information being passed through memos to all members. The study recommends that the organisations should optimize the contribution of human resource in the strategy implementation by enhancing coordination and implementation of activities, improving monitoring, planning, provision of leadership and direction by the management committee and Implementation of the strategy. These were the human resource factors that this study found to contribute to strategy implementation. The study also recommends that the organisations should optimize the resources used in strategy implementation or acquire more resources. The study also recommends the organisations adopt culture that supports strategy implementation. These were found to have a positive influence on strategy implementation. Lastly, the study recommends that there needs to be improved communication to coordinate the strategy implementation process. This can be done through meetings, emails, memos or notices. The study was also limited to Seme Sub County and as such the study did not explore strategy implementation in other parts of the county. The study suggests that in future a study needs to be done to assess the relationship between the factors and performance of the strategies. The study suggests that future researchers should do a follow up study in future to assess whether there are new developing factors affecting strategy implementation or to assess the state of the current factors in future.

CHAPTER ONE: INTRODUCTION

1.1 Background of study

Today's organizational environment has become very competitive, increasingly uncertain and fast changing and hence, organizations need to plan and be flexible enough to accommodate the ever changing environment. Organizations operate in an open system where they are affected by the external environment hence they need to engage in strategic management to formulate their goals that will act as a basis for monitoring and evaluating their performance. Formulating a consistent strategy is a hard task for any organization, implementing it throughout the organization is even more difficult (Hrebiniak, 2006). According to Pearce and Robinson (2011) strategic management is a set of decisions and actions that result in the formulation and implementation and control of plans that are desired to achieve organization's objectives, mission and vision within the environment the business operates. At the core of the strategic management process is the development and implementation of strategy.

Strategy formulation is the stage where the organization develops long range plans that will manage threats and opportunities in the environment. Strategy implementation is where by policies and strategies are put into actions by developing programs, procedures and budgets. The process of strategy implementation consists of the culture changes, structure and the overall management system of the organization (Wheelen & Hunger, 2008). Strategy formulation does not guarantee success in achieving strategic goals and objectives, but an effective strategy implementation process can increase the chances of implementing the projects that better accomplish

the organizational objectives. It is thus not surprising that, after a comprehensive strategy formulation, significant difficulties usually arise during the implementation process. It is clear that a poor or vague strategy can limit implementation efforts dramatically. Good execution cannot overcome the shortcomings of a bad strategy or a poor strategic planning effort (Hrebiniak, 2006). Effective and successful implementation of strategy is subject to a number of factors both inside and outside the organization.

Community based organizations in Kisumu West District operate as non-profit organizations whose major funding comes from its members through registration fee and monthly contribution. They also source funds from outside through proposal writing to the government and other development organizations such as Non Government Organizations (NGOs) that operate in the area. The major issues the CBOs address are HIV/AIDS, farming as a business, human rights, and environmental issues. To ensure they deliver on their mandate, they have engaged in strategic management. This means they have strategies which they have formulated to ensure them efficient and effective. Given their nature, successful implementation of their strategies could be influenced by a number of factors, both internal and external. Investigating and documenting these factors will go a long way in enhancing their strategic management practice.

1.1.1 The Concept of Strategy Implementation

According to Wang (2000) strategy implementation involves planning on how strategy choice can be put into effect and how to manage changes that may occur.

Strategy implementation is a process of implementing policies, programs and action plans that allows a firm to utilize its resources to take advantage of opportunities in the competitive environment (Harrington, 2006). It is the phase in the strategic management process in which management aligns or matches leadership, organizational culture, organizational structures, reward systems and resource allocation with the chosen strategies. Few strategies are implemented entirely in which they were formulated. Change is unpredictable today that has made it difficult for organizations to implement strategies. Strategy implementing as well as strategy execution is operation driven activity that revolve around the business processes and people (Pearce & Robinson, 2007). The value of strategies is when they are effectively translated into action and desired results.

Strategy implementation involves putting a strategy into operation and ensuring its institutionalization. Strategy does not become either acceptable or effective by virtue of being well designed and clearly announced, the successful implementation of strategy requires that the strategy framer acts as its promoter and defender (Wang, 2000). There is an urgent need for the institutionalization of strategy because without it, the strategy is subject to being undermined. Therefore, it is the role of the strategist to present the strategy to the members of the organization in a way that appeals to them and brings their support. This will put organizational people to feel that it is their own strategy rather than the strategy imposed on them. Such a feeling creates commitment so essential for making strategy successful. Strategy should be operationalized and institutionalized effectively in the organization for effective implementation (Johnson, 1987).

A strategy is believed complete when it has commitment of organization's resources and when it is embodied in the activities of the organization (Thompson & Strickland, 2010). According to Ansoff and McDonnell (1990) institutionalization of strategies in an organization can be done through a series of related measures that protects strategic work from operation, ensuring effective strategic work and creating a supporting climate to change within the organization.

1.1.2 Community Based Organizations in Kenya

Community based organizations fall under the umbrella of the National Council of community-based Organizations in Kenya. This body was constituted under the Social Service Department of the Ministry of Gender and Social Service. The CBOs are non-profit and non-political community organization with a membership of 15,000 CBOs spread across 47 counties in Kenya. The umbrella of the CBOs was founded in 2005 and legally registered in April 28th 2006, registration number 26027, under section 10 of the Societies Act, as a corporate body of self-help groups. The main objective of CBOs is to become effective implementers of Millennium Development Goals and key implementation organs of the national vision (GoK's Vision, 2030).

CBOs provide an important buffer that mitigates the impact of crises. They are built on traditional societies' principles that govern their collective coping strategies. When they are non-exclusive and adequately supported in acting proactively for the human, social and economic development of their membership, CBOs remove some of the key causes of non income poverty, contribute significantly to improving governance

and provide checks and stability in the local socio political setting (Kweri, 2011). The first changing environment has put many challenges against CBOs ranging from unfavourable weather conditions and inadequate funds. Today organizations try to identify, strengthen and improve their capabilities for adapting and completing their knowledge and skills to cope with this turbulent environment, while in such a complex and competitive environment. Lack of strategic plan, place organizations in a poor competitive situation and eventually confront them to failure (Hamidizadeh and Shahri, 2007). Therefore, if an organization wants to adapt itself with external environment and customer needs, it requires a strategy.

One of the most important responsibilities of the CBOs is to set the course for the organization. They do these by developing strategic plans which involves the developing goals and objectives to guide the organization's decisions and actions concerning the allocation of human and financial resources over the next 3-5 years. The strategic plans help assure the CBOs to remain relevant and responsive to the needs of its community, and contribute to organizational stability and growth. They provide a basis for monitoring progress, and for assessing results and impact. According to Kweri (2011), strategic plans facilitate new program development. They enable an organization to look into the future in an orderly and systematic way. From a governance perspective, strategic plans enable the management committees to set policies and goals to guide the organization, and provide a clear focus to its members for program implementation and agency management.

Though strategy implementation can be important for a CBO, there can be a number of factors that may affect the implementation of the strategy. The factors can affect implementation either positive or negative. The factors may include; government regulation, technology, financial conditions, and organizational leadership.

1.1.3 Community Based Organizations in Seme Sub - County

Seme Sub – County is in Kisumu County. The concept of CBOs in this context refers to community based organizations which are controlled by the community with operations in Kisumu west district in either for profit or non-profit objectives. The CBOs are registered under the ministry of gender, sports, culture and sports services.

According to Kenya National AIDS Strategic Plan III (2009/10-2012/13) CBOs have been at the forefront of the fight against AIDS in the district. Their involvement was identified as a key component of the national response in Kenya. Other activities offered by this CBOs are, human services, development services and health-related programs. The CBOs are fully owned by the community and the funds that are used to run the CBOs come from the members through individual member registration fee and monthly contribution fee.

Community-based organizations in Kisumu West District play an important role in the development of the community. It is on this basis that the study identifies these CBOs; establish factors that influence strategy implementation and how these factors impact on their performance.

1.2 Research Problem

A number of factors can potentially affect the process by which strategic plans are turned into organizational actions. It is not strange that after a comprehensive strategy has been formulated hurdles may arise during the implementation process. Noble (1999b) argues that even good strategies may fail to give superior performance for the organization if not successfully implemented. Flood (2000) observes that there is greater recognition that most problems in strategy management are not due to the formulation of the strategy, but due to the implementation of the strategy whereas high failure rate of organizational initiatives in the business environment is due to poor implementation of new strategies. Strategic plan implementation will be pegged on some of the following influential key factors; information systems, organizational structure, technology, external environment, human resource, monitoring and evaluation.

The CBOs in Seme Sub- County are formed and spearheaded by the community within the context of national policy. The CBOs strategic plans have key areas that should be addressed through its implementation for action and results. The implementation of the strategy plan is a critical role of the CBOs hence it is important to identify the factors that influence implementation of the strategic plans to aid in proper alignment and take note of the achievements and gaps that were identified in the previous strategic plans.

Many studies have been undertaken locally on this subject of strategy implementation. Njuguna (2009) did a research on strategy implementation at Saint John's

community- Nairobi. Onyango (2012) undertook a research on factors influencing the implementation of Kenya Sugar Industry. Oyugi (2011) studied factors affecting implementation of government community strategy. Kweri (2011) researched on challenges of strategy implementation at Ritho Farmers Cooperative Society. Koske (2003) undertook a research on strategy implementation and its challenges in public corporations, case study of Telkom Kenya. Ochanda (2005) researched on strategy implementation challenges at Kenya industrial Estate.

The studies above identified several challenges which ranged from lack of good leadership, inadequate resources, inadequate resources, inappropriate communication systems and implementation taking more duration than originally allocated. The studies dealt mostly on challenges in implementing strategies and none of them gave a focus on factors influencing strategy implementation in small organizations such as the community based organizations and specifically CBOs in Kisumu west district, thus giving justification for the study in this area. What factors that influence strategy implementation in CBOs?

1.3 Research Objectives

The objective of the study was to determine and establish the factors that influence strategy implementation in CBOs in Seme Sub - county, Kenya.

1.4 Value of the Study

These study findings are important to the researches, academicians and scholars, by contributing to the existing body of knowledge by establishing the three principal

factor that explain 55.215% of the variance of variables influencing strategy implementation. This supports the body of knowledge by confirming the Hrebiniak and Snow (1982) who established that strategy implementation effectiveness depends on the human or people side of project management, and less on organization and systems related factors. Top management refers to the senior-level leaders who include the presidents, owners, and other high ranking executives (CEO) and senior-level managers.

The management, stakeholders and other interested parties such as the supporters, financiers and government will benefit from this research in helping them to develop better systems, structures and policy papers that will improve strategy implementation. This study established that the factors that influence strategy implementation were human resource, culture and communication. From the findings of this study the organisation will know the specific aspects that they need to improve to harness strategy implementation.

Finally, the study provides direction to the CBOs in Seme Sub – County on best practices to improve the strategy implementation. From the recommendations of this study, the management will make informed decisions and actions that will improve on the factors that improve strategy implementation. Such factors include coordination and implementation of activities, monitoring, planning, coordination and sharing of the responsibilities, provision of leadership and direction provided by the management committee, implementation of the strategy, improved communication and adoption of supportive culture.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter provides information from other researchers who carried out research on topics related to the research problem. The specific areas covered are; concept of the strategy, strategy implementation and factors influencing strategy implementation.

2. 2 Theoretical Underpinnings of the Study

This study is anchored in strategic management theory which draws from other fields of study. Strategic management theory talks about all the necessary activities an organization has to do in order to position itself in a way that will assure its long-term survival in a competitive environment. It involves the decisions concerning what an organization can do under given opportunities in its environment and under given resources at its disposal while putting in consideration the existing ethical and legal context in which it is operating. An organization needs to know its current position and also be able to know where it is going in the future. Bryson (2004) describes strategic management theory as the development and alignment of mission, strategies, and operations of an organization along with its strategic initiatives.).

According to Baum and Rowley (2005) open system theory describes the relationship between organizations and environments. An open system is whereby an organization regularly exchanges feedback with its external environment. Organizations are said to operate in a healthy open systems when they continuously exchange feedback with their environments, analyse that feedback, adjust internal systems as needed to achieve the organizational goals, and then transmit necessary information back out to

the environment. Organizations are composed of a number of interconnected subsystems. Organizations regularly seek opinion from the environment where they operate before and during the implementation of the programs. Their views and opinion shape the strategy adopted by the organizations hence the environment which these organizations operates is therefore referred to as open.

2.3 Strategy Implementation

Nobble (1999) argues that even good strategies may fail to give superior performance for the organization if not successfully implemented. He further points out that, there is a need for comprehensive conceptual models related to strategy implementation. Strategy is about managing new opportunities. Good strategies have failed to pick up due to lack of clear models on which to build on. The strategy chosen should be able to optimize the resources available so that the firm can be able to achieve organizational goals and objectives. According to Pride and Ferrell (2003) strategy implementation is a process that turns implementation strategies and plans into actions to accomplish objectives. These address the questions of who, where, when, and how to carry out successful strategic implementation. Thus, it is better to effectively implement a second grade strategy than to ruin a first class strategy by implementation that is ineffective.

Managers and the employees should all be involved in implementation decision and good communication should be enhanced across all parties for effective strategy implementation (David, 2003). The management of the organization should operationalise its strategy by including all stakeholders within the organization so that

to make everybody involved empowered and feel that they are important in the strategy implementation process (Yabs, 2010). Elements to be looked during strategy implementation are; policies, objectives conflict management, resource allocation, organization structure, organization culture, and ability to manage resistance to change (David, 2003). The implementation of a strategy depends on the ability of the managers to coordinate activities to transform strategic intent into action (Shah, 2005). New strategy should be implemented by first assessing on what the organization must do differently to make the strategy successful.

Atreya (2007) argues that internal leadership is vital in driving strategy implementation in the right direction. Varied range of activities and skills needed makes the implementation of the strategy difficult. Just by introducing a new strategy in an organization does not mean that it will be adopted by everybody. Some employees may be uncooperative for various reasons such as; office politics, vested interests, ingrained practices and existing attitudes of which have a major role in the implementation of the strategy (Atreya, 2007). To make strategy become a reality, people in the organization who actually “do the work” of the business need guidance in what to do (Pearce & Robinson, 2009). This can be done by coming up with short term objectives which are usually accompanied with actions plan.

According to Yabs (2007), a number of factors must be looked into when implementing a strategy. These are prerequisites’ for implementation, resources for implementation, leadership skills, leadership qualities and temperamental characters. Prerequisites looked into are factors that emanate from both external and internal

environment. External factors include all inputs that are turned into finished goods such as raw materials, energy and manpower whereas internal factors are machinery, qualified employees, financial strength, internal structure and management capability. The resources required in implementation of strategy are divided into external and internal inputs. External inputs emanate from the firm such as raw materials. Internal inputs include the firms' internal installed capacity and infrastructure. Thus, a firm that has qualified manpower is well equipped and has best leaders who have a character of temperance and moderation can implement their strategies quickly and successful (Yabs, 2007).

In conclusion, successful implementation of a strategy depends on the following major factors, the action plan which stipulates the steps and specific individual tasks and responsibility for accomplishing each of the activities in action plan. Secondly, skilled human resource is another major factor in enabling the implementation of the strategies. Thirdly, the strategy should fit in the current organization structure. Fourthly, availability of adequate funds to fund the intended strategies through the annual business plans (Cole, 1997). Lastly, successful implementation of the strategy will depend on monitoring, controlling and evaluation of the strategy under implementation. This is to make sure the strategy is being implemented within the allocated resource and time frame.

2.4 Factors Influencing Strategy Implementation

A poorly drafted strategy can limit the strategy implementation efforts dramatically. The kind of strategy that is developed will influence the effect of implementation. The

need to start with a formulated strategy that involves a good idea or concept is the most crucial and critical factor which helps promoting its successful implementation. Allio (2005) notes that good implementation naturally starts with good strategic input. After successful formulation of a strategy, difficulties arise mostly during the subsequent implementation process. Relationships among different departments and different strategy levels are another factor that affects strategy implementation. Many studies have shown that the institutional relationships among different units and different strategy levels play a major role in the outcome of strategy implementation (Gupta, 1987; Chimhanzi & Morgan, 2005). Allocation of resources, inter-functional conflict, functional competencies, decision-making participation and influence, and coordination also has different effects on the implementation of various kinds of business strategies. Implementation effectiveness is affected negatively by conflict and positively affected by interpersonal communication.

The third factor is executors of the strategy who comprise of the top management, middle management, lower management and non-management. Effectiveness of strategy implementation is, at least in part, affected by the quality of people involved in the process. The quality refers to the capabilities, experience, skills, attitudes, and other characteristics of people required by a specific position (Peng & Littleton, 2001). Findings indicate that strategy implementation effectiveness critically depends on the human or people side of project management, and less on organization and systems related factors. Top management refers to the senior-level leaders who include the presidents, owners, and other high ranking executives (CEO, etc.) and senior-level managers. Hrebiniak and Snow (1982) report that the level of interaction and participation among the top management team leads to greater commitment to the

firm's goals and strategies. This, in turn ensures the successful implementation of the strategy. Heracleous (2000) points out that if middle management do not agree with the strategy, or feel that they do not have the skill to implement it, they may sabotage its implementation. Lack of shared knowledge with lower-level management and non-management employees would create a barrier to successful strategy implementation.

Adequate communication channels are important in the process of strategy implementation. Communication includes explaining what new responsibilities, tasks, and duties need to be performed by the employees in order to implement the strategy. It answers the why behind the changed job activities, and explains the reasons why the new strategic decision was made. Rapert and Wren (1998) find that organizations where employees have easy access to management through open and supportive communication channels outperform those with more restrictive communication environments. Effective communication is a vital requirement for effective strategy implementation. Organizational communication helps in training, acquiring knowledge and applied learning during implementation process. Communication is important in every aspect of implementing a strategy.

Nutt (1995) identifies four types of tactics used in implementation by managers in making changes in the organizations. They include intervention, participation, persuasion, and edict. Intervention involves strategy adjustments made in the implementation stage by introduction of new practices and norms. Participation involves formulating strategic goals and coming up with task force that develops corresponding implementation options. Persuasion involves convincing the employees

about the desired course of actions. The main focus of the implementation tactic edict is issuing of directives. Lehner (2004) considers the implementation tactics as genuine organizational behaviour based on the assumption that implementation in general is dependent on the environment, and various strategic and corporate variables.

Successful implementation of strategies is achieved when a firm reaches a consensus both within and outside their organization. Strategic consensus is the agreement between the top, middle, and lower-level managers on the fundamental policies of the organization. The firm's strategy consensus may differ across the channels of operation within the company. When employees of the company do not have the same information level or there are many layers the information passes through in the organization, a lower level of consensus would result. Lack of shared understanding may create obstacles to strategy implementation success (Noble, 1999b). Top managers initiate strategic decisions then mandated to the rest people in the organization, failure to secure consensus with the lower level employees may lead to ineffective strategy implementation.

Another factor that may make strategy implementation process fail is when the strategy does not have support and commitment by a large number of employees and the middle management. Shared understanding without commitment would result in 'counter effort' and may negatively affect the organisational performance. Noble & Mokwa (1999) identify three dimensions of commitment that directly influence strategic outcomes. These are strategy commitment, organizational commitment and role commitment. Strategy commitment is when a manager comprehends and

supports the goals and objectives of an organization. Organizational commitment is when a manager is identified with and works toward organization-related goals and values. Role commitment is when a manager is performs his individual implementation responsibilities, regardless of his individual personal beliefs about the overall strategy.

Kumar (2009) summarizes the factors that influence implementation of strategies as follows, top management which includes a firm and strong leadership, support and commitment of top management and leadership quality. The second factor is training and education which involves the sharing of knowledge and information, provision of technical skills and management skills, learning about the improvement initiatives. Thinking development is the fourth factor. This is the development of thought or way of thinking in the organization. Employees/members are also another crucial factor to be looked at. This includes the empowerment of members, members' participation, teamwork, recognition and rewards. Working culture is the sixth factor; it includes environmental organizations, change management, and barriers to change. Communication is also another factor, it involves the communication between top management and employees/members, and communications-related to the improvement initiatives. Another important factor is resources which includes the financial resources and time. Lastly, an organization needs to have a business planning which includes a strategic approach, develop a vision and goals.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter focus on the research methodology adopted to carry out the research on the factors influencing strategy implementation. It further discusses the methodology that has been used to gather data, analyze data and report the results. The subtopics under this chapter are research design, the target population, data collection and data analysis techniques.

3.2 Research Design

The study adopted a descriptive survey research design. Kothari (2004) describes descriptive survey as a design which gives attention on formulating objectives, designing of data collection methods, sample selection, data collection, processing and analyzing the data and lastly giving a report of the findings. This design has been adopted because it is the most convenient method in acquiring original data to describe a large population.

This design was chosen because it is one of the best methods used by social scientists and those who are interested in collection of original data to be used in describing a population which is too large to be observed directly. Thus the most appropriate method in collecting data regarding perceptions, experiences and opinions of management committee on the factors influencing strategy implementation in the CBOs.

3.3 Population of Study

The research targeted all the CBOs operating in Seme Sub - County. According to the Ministry of gender and social services in the district, there are 23 registered CBOs which are implementing strategic plans. Thus census survey has been used to study all the 23 CBOs. A census survey involves enumeration of all the items in the population. When all items are covered, no element is left hence highest accuracy is obtained (Kothari, 2004).

The CBOs were selected as the target population of the study because of the important role they play in the community in mobilizing resources, educating the society and acting as a link between the local community and different development partners. Due to this vital role the CBOs play, it is of great importance to study the factors that do affect these organizations in implementing the strategies.

3.4 Data Collection

The study used primary data collection method to obtain information on factors influencing strategy implementation in CBOs. The data was collected using semi structured questionnaires which was designed to get specific responses for quantitative analysis. The questionnaires were administered to chairperson of each CBO by way of “drop and pick”. This method gave the respondent independence to answer the questions without the influence of the researcher.

An interview guide addressing different issues on factor influencing strategy implementing was also used to get responses from the chairperson of each CBO. The researcher personally interviewed the interviewees so as to have an opportunity to clarify during the interview and also get any new information. All the 23 chairpersons of the CBOs were interviewed.

3.5 Data Analysis

To explore the factors that affect strategy implementation, the study used factor analysis. Factor analysis is a statistical method used to describe variability among observed variables in terms of a potentially lower number of unobserved variables called factors.

In order to draw a meaningful conclusion, the results were analysed and presented in form of tables, pie- charts bar graphs and percentages. The researcher examined the raw data to find linkages between the research objective and the outcome with the reference to the research question.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the results and discussions of the study. The study had one objective of the study which was to determine the factors that influence strategy implementation in CBOs in Seme Sub- County, Kenya. This section has three sections namely: the respondents' demographics, factors influencing strategy implementation and discussion of findings.

4.2 Respondents' Demographics

This section presents the respondents' demographic. The study explored the years of experience of the number of years of service in the organisation and the number of years of service in the current position. The researcher examined these two demographic characteristics because of their importance in explaining the time taken by the respondents to study the variable under study namely: the factors influencing strategy implementation. Figure 4.1 shows the period served by the respondents in the CBO.

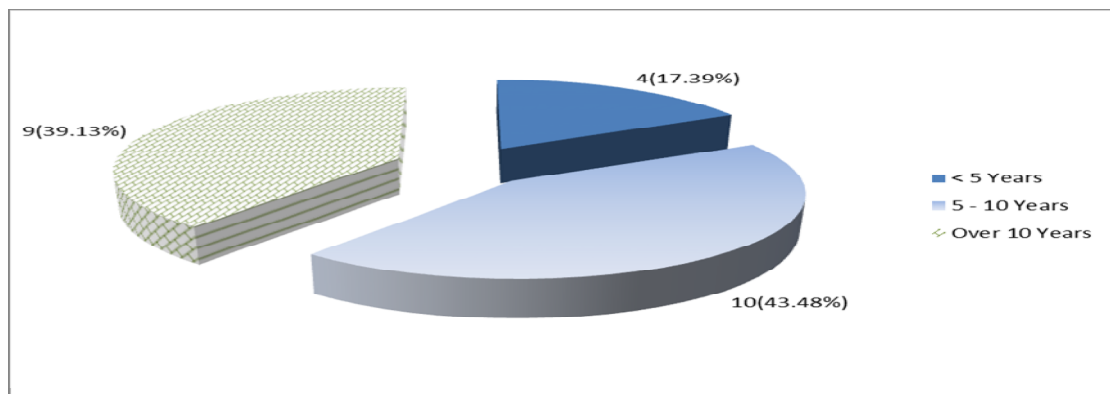


Figure 4.1: Years in the Organization

From Figure 4.1, 4(17.39%) respondents had taken less than 5 years in the organisation, 10(43.48%) respondents had taken between 5 and 10 years in their organisations and 9(39.13%) respondents had taken over 10 years in their organisations. This findings show that most respondents had taken many years in their current organisation to observe and report reliably on the factors influencing strategy implimentation.

The study explored the period that the respondents had taken while serving in their current positions and presented the findings in Figure 4.2. knowing the period served in the current position is a good pointer on the extent to which someone has obseved strategy implimentation in his designation of work as well as the challenges.

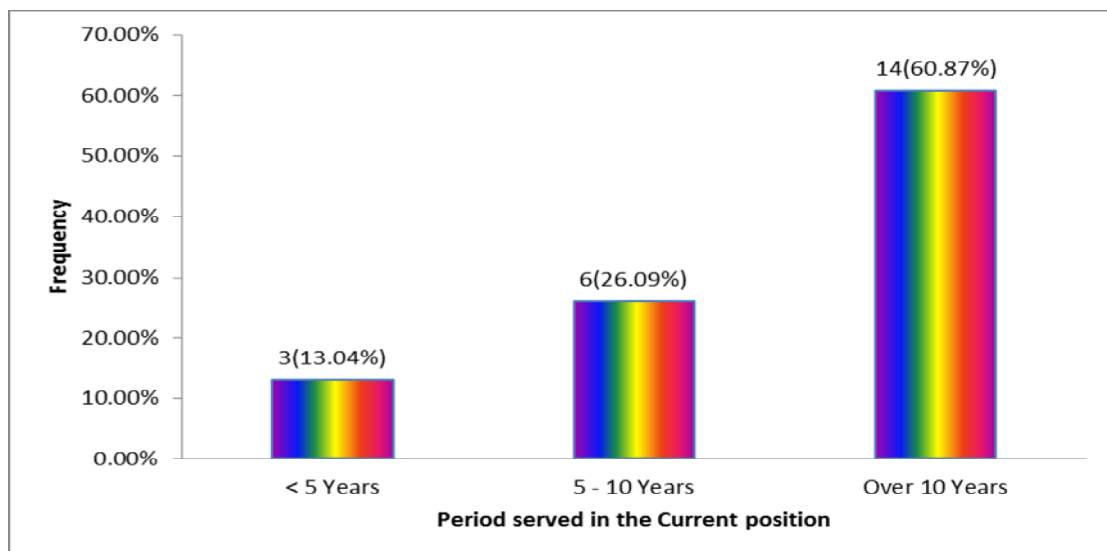


Figure 4.2: Period served in the current position

From Figure 4.2, a total of 3(13.04%) respondents had served in their current position for periods less than or equal to 5 years, 6(26.09%) respondents had served in their current positions for periods ranging between 5 and 10 years and 14 (60.87%) respondents had served in their current positions for periods longer than 10 years.

Most respondents had served in their current positions for periods longer than 10 years, this shows that the respondents had observed the factors affecting strategy implementation in the area of designation to give accurate information on the factors.

The study explored the period of operation of the CBOs that the respondents were sampled from. The period of operation can be a good pointer in explaining the time the strategies have been practiced and implemented in the organisation.

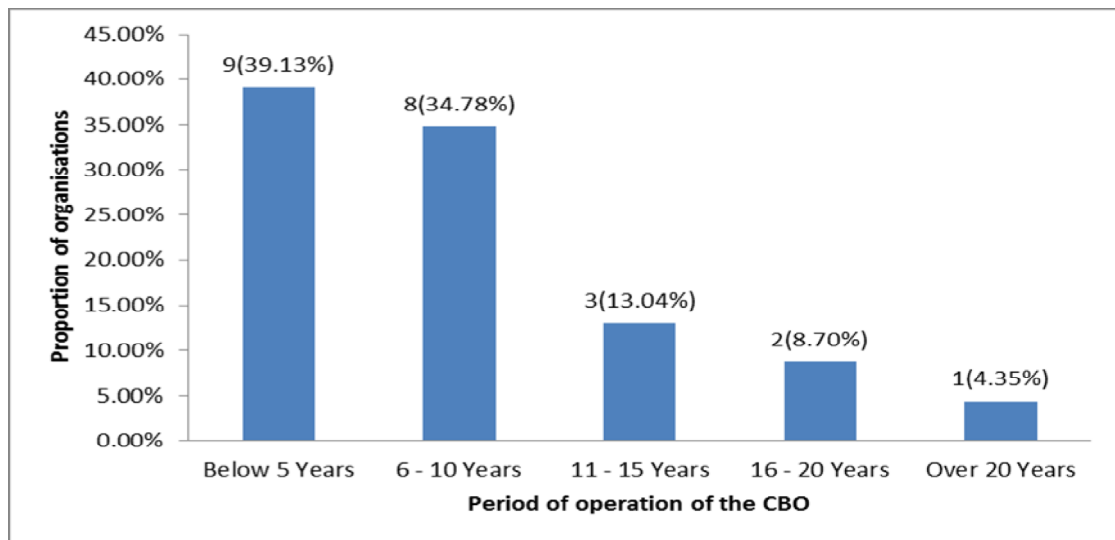


Figure 4.3: Period of operation of the CBOs

From Figure 4.3, 9(39.13%) CBOs had existed for less than 5 years, 8(34.78%) CBOs were in operation for periods ranging between 6 and 10 years, 3(13.04%) CBOs were in operation for periods ranging between 11 and 15 years, 2(8.7%) CBOs were in operation for periods ranging between 16 and 20 years and 1(4.35%) organisation had been in operation for over 20 years. From these findings, most organisations have been in operation for over 20 years. From these findings, most organisations have been in operation for longer periods of more than 5 years. This is a period that can allow strategies to be designed and implemented.

The study explored the nature of CBOs that were involved in the study and presented the findings in Figure 4.4.

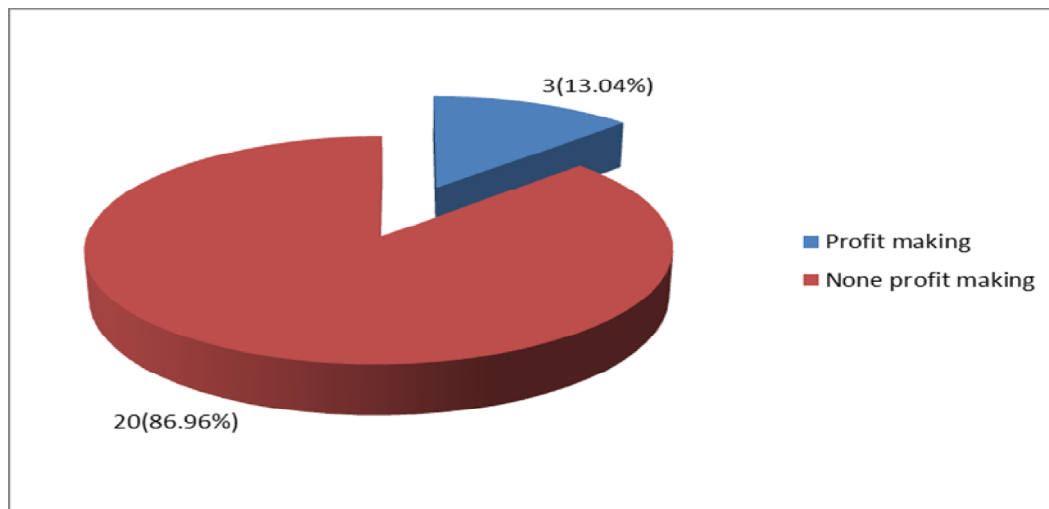


Figure 4.4: Nature of CBOs

From Figure 4.4, 3(13.04%) respondents were sampled from CBOs that were profit making while the other 20(86.96%) respondents were sampled from CBOs that were non profit making. These findings show that most strategy in the CBOs were strategies that were designed and implimented to spur performance not based on the profits but for other purposes.

The study examined the number of members in the CBOs and presented the findings in Figure 4.5. The workforce can be used to explain the amount of work that can be achieved. For instance, by design you will expect an organisation that has many staff to do more work than one with few staff.

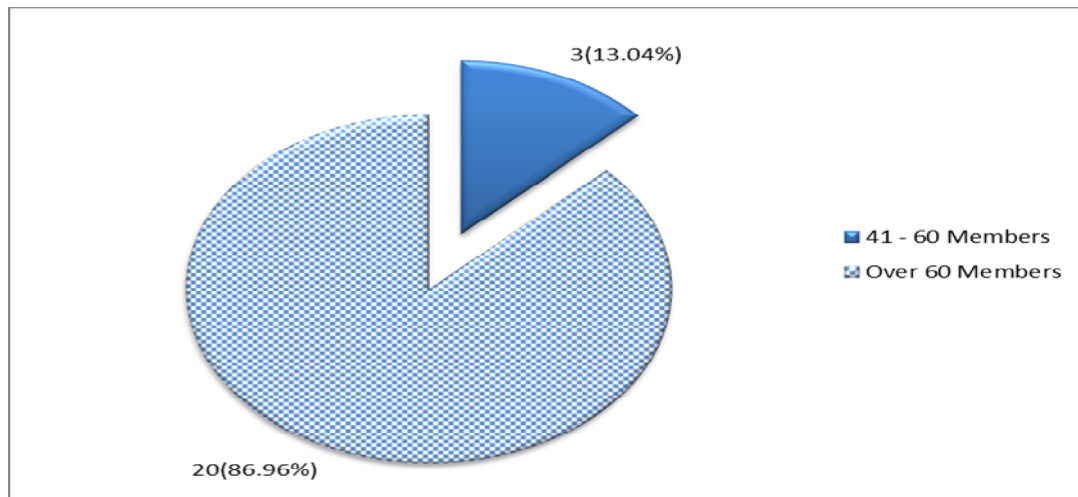


Figure 4.5: Workforce of the CBOs

From Figure 4.5, a total of 20(86.96%) respondents were sampled from CBOs that had more than 60 members while the other 3(13.04%) respondents were sampled from CBOs with memberships ranging between 41 and 60 members. These findings show that the strategies that depended on number of members to impliment in the CBOs could easily be implemented in the organisations.

The study examined the male to female ratio of the organisations and presented the findings in Table 4.1. Knowing the ratio of male to female is important because most CBOs are established on the basis of gender and as such have program and strategies for benefiting certain genders.

Table 4.1: Gender distribution of the respondents

	Male	Female
Ratio	1	2.9

The male to female ratio of the CBOs was found to be 1:29, in other words for every 10 men there were 29 female members in the CBOs. These shows that most CBOs were probably female based CBOs and may probabaly be having strategies targeted to females.

4.3 Factors Influencing Strategy Implementation

The objective of the study was to explore the strategies influencing strategy implementation. A good strategy should be documented for it to be sustained. Strategies normally are documented in a strategic plan. For this reason the research examined the number of CBOs that had strategic plans and presented the findings in Figure 4.6.

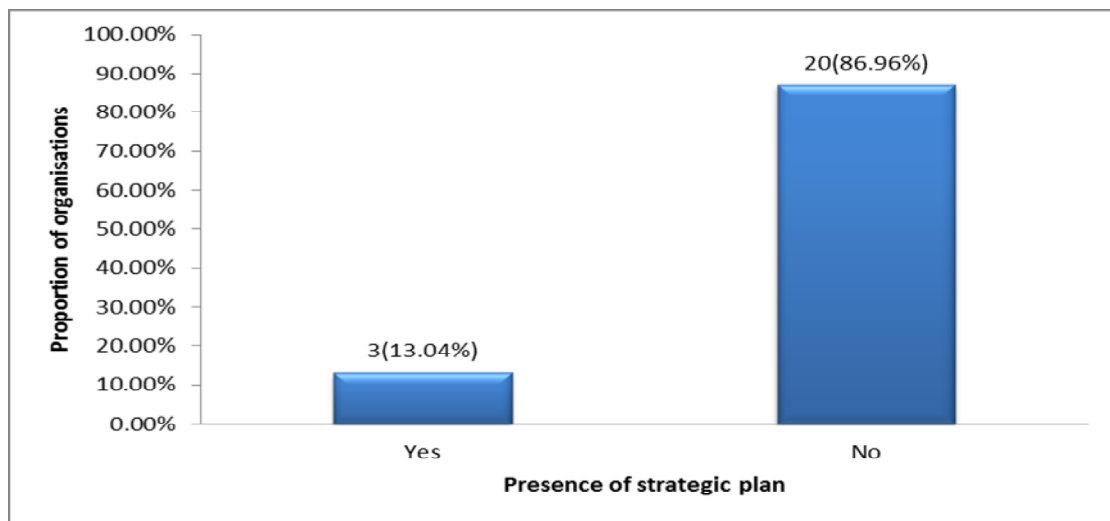


Figure 4.6: Presence of strategic plans

It was established that most organisations did not have strategic plans. Only 3(13.04%) respondents were sampled from organisations that had strategic plans while the other 20(86.96%) didn't have any strategic plan and as such any strategies they had were verbal or etched on culture but not documented.

The study then examined the number of years that the organisations were involved in strategy implementation and presented the findings in Figure 4.7. This was important to know whether indeed there were strategies that were being implemented and were not from strategic plan as established in Figure 4.6.

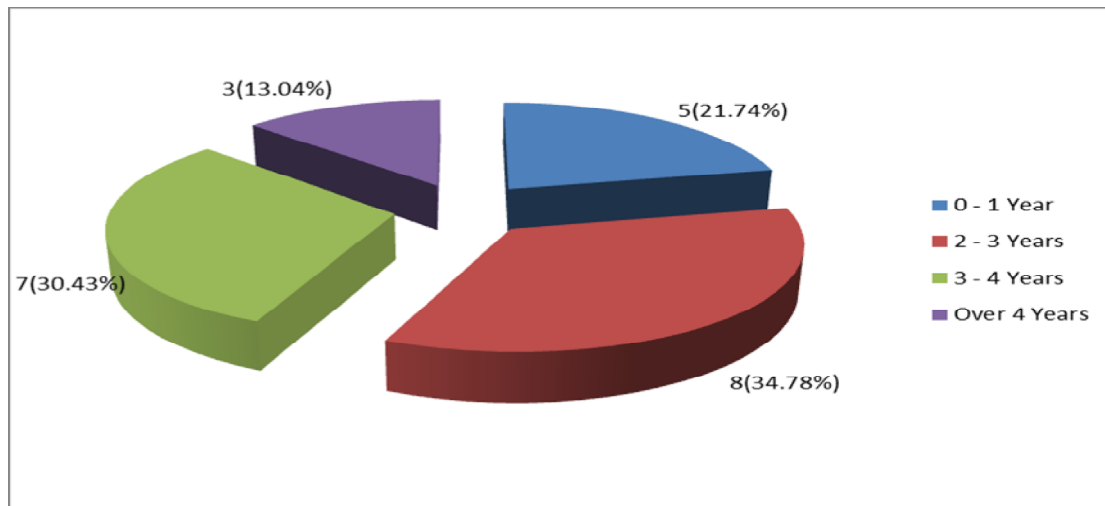


Figure 4.7: Number of Years of Strategy Implementation

It was reported by 5(21.74%) respondents that their organisations had taken less than a year in strategy implementation, 8(34.78%) respondents were from organisations that had taken between 2 and 3 years in strategy implementation, 7(30.43%) respondents were from organisations that had taken 3 and 4 years in doing strategy implementation and 3(13.04%) had taken over 4 years in doing strategy implementation. From this findings it is clear that most organisation had taken many years in strategy implementation but as established in figure 4.6, the strategy were not established on strategic plans.

The study went on to explore whether goals and objectives were clearly spelt out on strategic plans and presented the findings in Table 4.2.

Table 4.2: Goals and strategies spelt in strategic plan

Statement		Agree	Undecided	Disagree	Mean
Goals and objectives are clearly spelt out in strategic plan	Freq.	1	3	16	2.75
	%	5	15	80	

From Table 4.2, 1(5%) respondent said that their strategic plan had goals and objectives clearly spelt out, 3(15%) were undecided on whether or not their strategic plans had goals and objectives and lastly 16(80%) respondents disagreed that their

goals and objectives were spelt out in their strategic plan. The mean response was 2.75 meaning that on average the strategic plans did not have goals and objectives spelt in the strategic plans of the CBOs.

Table 4.3: Review of strategic plans

Statement		Very frequently	Frequently	Rarely	Mean
How often do you review your strategic plan	Freq.	1	4	15	2.86
	%	5	20	75	

From Table 4.3, 1(5%) respondent said that they reviewed their strategic plans very frequently, 4(20%) respondents said that they reviewed their strategic plans frequently and lastly 15(75%) respondents said that they rarely reviewed their strategic plans. This meant that on average the CBOs rarely reviewed their strategic plans.

The study examined the importance of involvement in strategy implementation process and presented the findings in Table 4.4.

Table 4.4: Importance of involvement of stakeholders in strategy implimentation process

Importance of involvement of all stakeholders in the strategy implementation process	Frequency	Percentage
Very important	8	34.78
Quite important	3	13.04
Fairly important	12	52.17
Total	23	100

It was reported by 8(34.78%) respondents that it was very important for all stakeholders to be involved in the strategy implementation process, 3(13.04%) respondents said that it was quite important for all stakeholders to be involved in the

strategy implementation process and 12(52.17%) respondents were of the view that it is fairly important for all stakeholders to be involved in the strategy implementation process. This findings show that most respondents were of the view that it was fairly important to involve all stakeholders in the strategy implementation process. This shows that most CBOs had not appreciated the importance of inclusivity in the strategy implementation process.

The study explored the mode of communication used to communicate the objectives and presented the findings in Table 4.5.

Table 4.5: How objectives are communicated

How objective are communicated in the organisation	Frequency	Percentage
Top down management	4	17.39
Top down negotiated	10	43.48
Down top	9	39.13
Total	23	100

From Table 4.5, 4(17.39%) were from organisations that adopted a top down management form of communication, 10(43.48%) were from organisations that had adopted top down negotiated in communicating objectives of the organisation to the members and lastly 9(39.13%) respondents were involved in a down top form of communication of communicating objectives. Through the interviews in emerged that over the years of strategy implementation the organisations had adopted a consultative approach in its activities. It was reported that the proposals for the organisations were based on the needs of the communities which were established from meetings with community members. From the meetings, the organisations derived program objectives which were implemented in the community to improve the livelihood of the communities.

The study explored the presence of training on implementation of the strategy and presented the findings Figure 4.8.

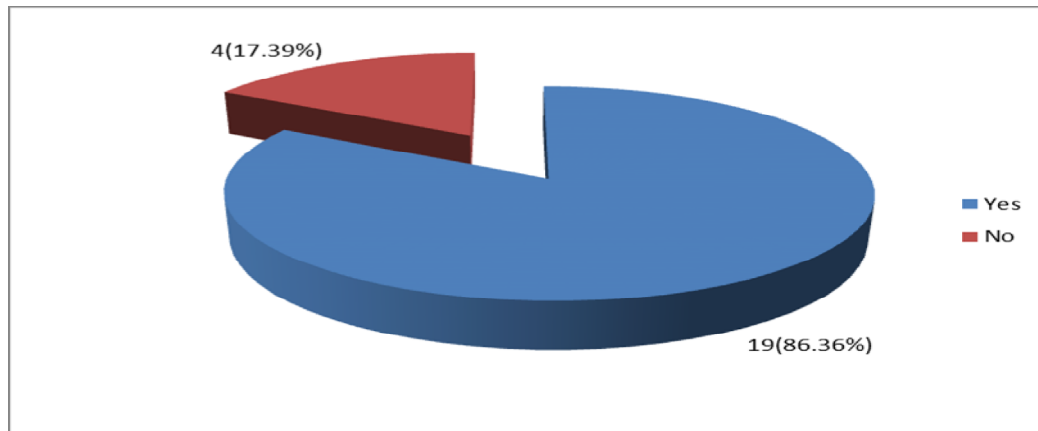


Figure 4.8: Training during implementation of the strategy

From Figure 4.8, a total of 19(86.36%) respondents said that they were trained on strategy implementation while the other 4(17.39%) respondents were of the opinion that they were not trained on strategy implementation. This shows that though most respondents were involved in strategy implementation, they had neither adopted some important strategies such as strategic plan nor appreciated the benefits of having all stakeholders in the strategic implementation process. This made the research to explore the relevance of the training and presented the findings in Table 4.6.

Table 4.6: Training and feedback on strategy

How would you rate the following		Excellent	Above average	Average	Below average	Mean
Relevance of training	Freq.	3	5	10	1	2.52
	%	15.79	26.32	52.63	5.26	
Feedback system on strategy performance	Freq.	2	2	15		3.31
	%	10.53	10.53	78.95		

From Table 4.6, a total of 3(15.79%) respondents rated the training they received as excellent, 5(26.32%) respondents rated the training as above average and 1(5.26%) respondent rated the training as below average. The mean response was 2.52; this

meant that the trainings were average. Regardless of the training most organisations did, most CBOs do not have strategic plans and some were still not seeing the benefits of having all stakeholders in the strategic implementation process.

To explore the factors that affect strategy implementation, the study used factor analysis. Factor analysis is a statistical method used to describe variability among observed variables in terms of a potentially lower number of unobserved variables called factors. In other words, it is possible, for example, that variations in three or four observed variables mainly reflect the variations in fewer unobserved variables. The observed variables are modelled as linear combinations of the potential factor. The study used the Kaiser-Meyer-Olkin Measure of Sampling Adequacy to test whether the sample was adequately large to do factor analysis. The study also conducted the Bartlett's Test of Sphericity to assess whether the variables were related. Normally factor analysis requires that the variable under study be correlated but not perfectly correlated. Table 4.7 shows the KMO and Bartlett's tests.

Table 4.7: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.648
	Approx. Chi-Square	63.200
Bartlett's Test of Sphericity	df	36
	Sig.	0.003

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy had a value of 0.648 which was a value greater than 0.6, this meant that the sample that was used in the study was adequate to validly conduct factor analysis with it. The Bartlett's Test of Sphericity tests a null hypothesis that the correlation matrix for the variables is an identity matrix. In case the variable is an identity matrix it means that the correlation between

the variables is 0. Factor analysis requires that relationship exist between the variables and so we seek to reject the null hypothesis for the Bartlett's test. In the study the test had a significance of 0.003; this means that we reject the null hypothesis that the variables are not related and accept the alternative hypothesis that the variables are related with one another as required by factor analysis. From the KMO and Bartlett's tests the sample was adequate and valid to conduct factor analysis.

The communalities are the proportion of variance in the variables has been accounted for by the extracted factors. Factor analysis requires all the variables have their variances shared in the extracted factors.

Table 4.8: Communalities

	Initial	Extraction
Adequate coordination and implementation of activities (Variable 1)	1.000	0.504
Monitoring, planning, coordination and sharing of the responsibilities are well defined (Variable 2)	1.000	0.768
Leadership and direction provided by the management committee is adequate (Variable 3)	1.000	0.707
Implementation of the strategy takes place within the allocated time (Variable 4)	1.000	0.369
Supportive organization culture (Variable 5)	1.000	0.581
Adequate resources are available (Variable 6)	1.000	0.102
Communication is done through organized meetings (Variable 7)	1.000	0.286
Information is passed through word of mouth (Variable 8)	1.000	0.449
Information is passed through memos to all members (Variable 9)	1.000	0.400

Extraction method: Principal Component Analysis

From Table 4.8, variable1 had a communality of 0.504; this meant that 50.4% of the variance of variable1 is accounted for in the extracted factors. Variable2 had a communality of 0.768; this meant that it had 76.8% of its variance is accounted for in

the extracted factors. Variable3 had a communality of 0.707, meaning that 70.7% of the variance of variable3 was accounted for in the extracted factors. The variable that had the least communality was 0.102, this means that this is variable had the least contribution to the variance of the extracted factors and will be mostly likely be loaded in the factors between factor 4 and factor 9 in the Table 4.9.

Table 4.9: Total variance explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.311	37.104	37.104	3.311	37.104	37.104	2.436	37.104	35.249
2	1.557	17.936	55.04	1.557	17.936	55.04	1.396	17.936	52.288
3	1.183	13.312	68.352	1.183	13.312	68.352	1.137	16.064	68.352
4	.889	9.908	78.26						
5	.682	7.062	85.322						
6	.463	5.122	90.444						
7	.415	4.185	94.629						
8	.332	3.459	98.088						
9	.168	1.912	100						

Extraction Method: Principal Component Analysis

The first column shows the factors. The total number of factors always equals the total number of variables, in this study we had 9 variables and hence have 9 factors. The second column is the total Eigen value. Eigen values basically represent the variance of the factors. Factors are linear combination of the variables that share most variance. The factors are standardized meaning that they have variables with a variance of 1 and a mean of 0. Considering that there are a total of 9 factors each with variables with a variance of 1, the sum of the variance should be equal to 9; summing the third column results to a value of 9.

The total variance of the factors (components) in the data set is equal to the sum of variance of all the variables in the data set which is also equal to 9. The first factors have the highest Eigen values because most variance is explained with the first factors. The second column is the percentage of variance explained column, it presents the proportion of variance in the total data structure that is explained by the factors. For example factor1 explains 36.104% of all the variance in the data structure, factor2 represent 17.936% of all the variance in the data structure. The cumulative percentage variance column is the fourth column and it is basically a summation of the percentage of variance column of the factor together with those of the factors before it. The total cumulative percentage variance is 100% and it is simply all the variance in the data structure. Normally the first factors explain the highest proportion of variance carry the most weight. Rotation has the effect of reducing the number factors on which the variables under investigation have high loadings in simple terms it is like giving the factors relatively equal weights. The factors that have Eigen values greater than 1 are extracted leaving us with the first three factors which are later rotated to distribute their weights. After rotation and extraction factor 1 has an Eigen value of 2.436, factor2 had an Eigen value of 1.396 and factor 3 had an Eigen value of 1.137. The percentage of variance explained by factor 1 after rotation is 37.104%, percentage of variance explained by factor 2 is 17.936% and the percentage of variance explained by factor 3 is 13.312%. In total the cumulative variance explained was found to be 68.352%, this basically meant the three factors explained up to 68.352% of the variance of the factors influencing strategy implementation.

The study plotted a scree plot to assess the pattern of the Eigen values of the factors and presented the findings in figure 4.9.

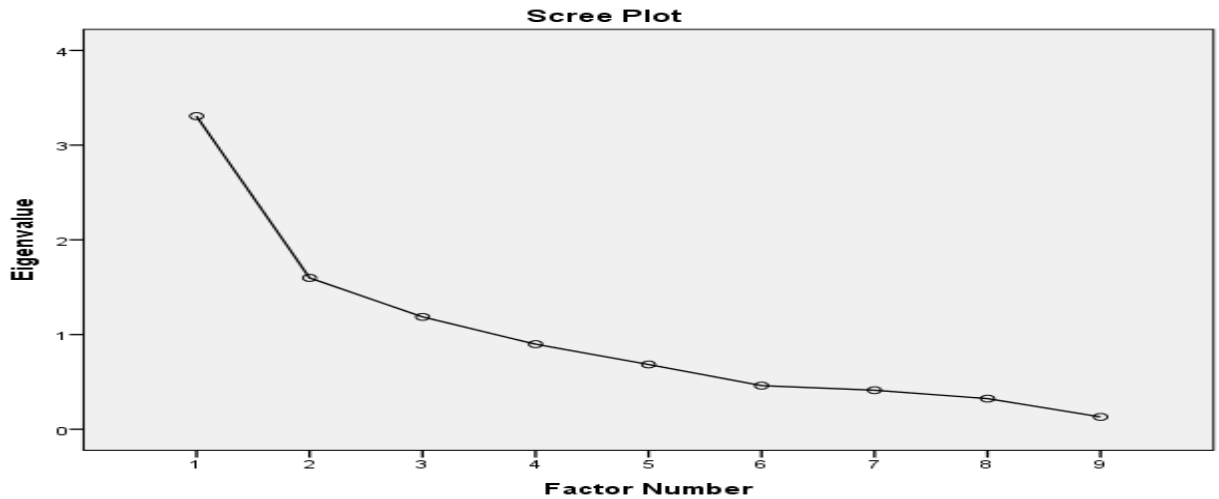


Figure 4.9: Scree plot

The scree plot brings out a pattern of the Eigen values of the factors decreasing at a decreasing rate, i.e. it is steeply decreasing in the first variables but it starts to flatten in the subsequent factors.

The study now examined the composition of the factors to know what variables were making up the three factors using the rotated factor matrix in Table 4.10.

Table 4.10: Rotated Factor Matrix

	Factor		
	1	2	3
Adequate coordination and implementation of activities	.832		
Monitoring, planning, coordination and sharing of the responsibilities are well defined	.813		
Leadership and direction provided by the management committee is adequate	.566		
Implementation of the strategy takes place within the allocated time	.549		
Supportive organization culture		.836	
Adequate resources are available		.753	
Communication is done through organized meetings		.	829
Information is passed through word of mouth			642.
Information is passed through memos to all members			.43

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Factor 1 had the first variable loading to it being adequacy of coordination and implementation, it had a correlation of 0.832 with all the variables in factor1, the second variable in factor 1 was monitoring coordination and sharing of responsibilities being well defined, variable3 in factor 1 was leadership and direction provided in the management committee, it had a correlation of 0.566 with other variables in the factor and the fourth variable in factor 1 was implementation of the strategy within the allocated time. A critical look into the variables of Factor 1 reveals that all the variables bring out the theme of human resource contribution. For example, coordination and implementation of activities, monitoring, planning, coordination and sharing of the responsibilities, provision of leadership and direction provided by the management committee and Implementation of the strategy. The variables that were loading in the second factor 2 were two variables and were bringing out the theme of culture and resource, because the two variables were talking about culture and adequacy of resources the factor can be called culture and adequacy of factors. The third factor has three variables which talk about Information factor. For example communication is done through organized meetings, information is passed through word of mouth and information is passed through memos to all members. The researcher interviewed the respondents for them to explain factors that had played a key role in implementation of activities and presented the findings in Table 4.11.

Table 4.11: Factors that have played key role in strategy implementation

Factors that have played a key role in strategy implementation	Frequency	Percentage
Leadership in the CBOs	6	26.09
Supportive management committee	6	26.09
Adequate monitoring and evaluation of progress	5	21.74
Hard work by members	4	17.39
The established community associations	3	13.04
Donation from members and donor support	2	8.7
Regular communication	2	8.7

It was reported that the good leadership was the factor that played a key role in strategy implementation this was according to the views of 6(26.09%). It was also reported that a supportive management committee was a factor that was supportive to strategy implementation. It was also reported by 5(21.74%) respondents that adequate monitoring and evaluation of projects played a key role in strategy implementation. Hard work by members and project staff was reported to influence strategy implementation. Working with the already established community associations was mentioned by 3(13.04%) as a factor influencing community participation. Lastly 2(8.7%) respondents said that from donations from members and other donor support from members was a factor affecting strategy implementation. Regular communication was also a factor that affected strategy implementation; this was according to 2(8.7%) respondents.

The study examined the state of the aspects supporting the strategy implementation process. Table 4.12 shows the results.

Table 4.12: Aspects supporting strategy implementation

Aspects supporting strategy implementation	Mean	Interpretation
Leadership is a key in strategy implementation of the CBO.	4.22	Supporting
Roles of the management committee and members are clearly spelt in the implementation of the strategy	4.13	Supporting
The management committee create a climate for the organization and their values influence the direction of the CBO.	3.91	Supporting
A communication on strategy implementation is made to all members	3.83	Supporting
Management committee contribute to the organization in terms of time, expertise and money	3.78	Supporting
Members actively participate in decision making and strategy implementation process.	3.61	Supporting
An assessment on strategy implementation is carried out frequently and key issues are addressed on time	3.04	Moderate
Resources are available for the implementation of the strategy.	2.83	Moderate

The respondents to say whether they agreed with the aspects as they happen in their organisations, they were either to respond as either strongly agreed, agreed, undecided, disagree or strongly disagree. Strongly agreed had a score of 5, agreed had 4, undecided had a score of 3, disagree had 2 and strongly disagree had a score of 1. The scores of their responses were summed up for all the respondents and divided with the total number respondents to yield the mean. A mean greater than 3.5, meant that the variable was supportive to strategy implementation; a mean ranging between 2.5 and 3.5, meant that the variable was moderately supportive to strategy implementation and a mean less than 2.5 meant that the aspect was moderately supportive to strategy implementation. This was established from the interview. The respondents were of the view that the environment / community where they were

based were not adequately resourced. It was established that the communities had little skills that could be used to run programs and therefore needed a lot of capacity building to make them productive. Some of the respondents were of the opinion that the main reason why some of the programs could not sustain themselves was because the community was very poor with inadequate infrastructure such as water, power and electricity. The internal environment was also characterised with resources that were stretched to serve many activities at once. The human resources were few and were tasked with a lot of responsibilities. The physical infrastructure was adequate in terms of office space and stationery but lacked important amenities like electricity.

The aspects that were supportive to strategy implementation were: leadership, roles of the management committee and members being clearly spelt, the management committee creating a climate for the organization and their values influence the direction of the CBO, a communication on strategy implementation is made to all members, management committee contributing to the organization in terms of time, expertise and money and members being active in participation in decision making and strategy implementation process. The aspects that was least supportive to strategy implementation was resources are available for the implementation of the strategy. This was confirmed from the communalities (table 4.8), resources had the least communalities.

4.4 Discussion

The study established that the community based organizations in Seme Sub- County were not in line with the strategic management theory which is defined as the development and alignment of mission, strategies, and operations of an organization

along with its strategic initiatives (Bryson, 2004). The study established that 20(86.96%) did not have strategic plan and the strategies they had were verbal or etched on culture but not documented and 16(80%) respondents disagreed that their goals and objectives were spelt out in their strategic plan. The study however established that the CBOs in Seme district were guided by the open systems theory. According to Baum and Rowley (2005) open system theory describes the relationship between organizations and environments. An open system is whereby an organization regularly exchanges feedback with its external environment. It was established that the organizations regularly sought for opinion of the community members before and during the implementation of the programs. Their views and opinion of the community members shape the strategy adopted in the programs and the output of the programs affect the livelihood of the community.

It was established that the organisations did not have goals and objectives clearly spelt out in their planning practices. Pearce and Robinson (2009) explained that coming up with short term goals and objectives which are usually accompanied with actions plan assist strategy implementation by identifying measurable outcomes of action plans or functional activities, which can be used to make feedback, correction and evaluation more relevant and acceptable. This shows that the organisations in Seme Sub- County were not effectively identifying measurable outcomes of action plans or functional activities.

The study established most respondents were of the view that it was fairly important to include the views of all stakeholder; 3(13.04%) respondents said that it was quite important for all stakeholders to be involved in the strategy implementation process

and 12(52.17%) respondents were of the view that it is fairly important for all stakeholders to be involved in the strategy implementation process. These findings agree with those of Yabs (2010) who stated that including all stakeholders within the organization is important because it make everybody involved empowered and feel that they are important in the strategy implementation process.

The study established that most organisations had adopted a top down negotiated form of communication during strategy implementation, 4(17.39%) were from organisations that adopted a top down management form of communication, 10(43.48%) were from organisations that had adopted top down negotiated in communicating objectives of the organisation to the members and lastly 9(39.13%) respondents were involved in a down top form of communication of communicating objectives. Communication includes explaining what new responsibilities, tasks, and duties need to be performed by the employees in order to implement the strategy. It answers the why behind the changed job activities, and explains the reasons why the new strategic decision was made. Rapert and Wren (1998) found that organizations where employees have easy access to management through open and supportive communication channels outperform those with more restrictive communication environments. Effective communication is a vital requirement for effective strategy implementation.

The study established that there were three factors affecting strategy implementation (factor 1, factor 2 and factor 3) that affected strategy implementation. Factor 1 was the human resource contribution factor. The second factor 2 was the culture and resource

factor and factor 3 was the information / communication factor. These three factors explained 55.215% of the variance of the factors influencing strategy implementation. This study established that strategy implementation was influenced by the human resources factors. It agrees with the findings of Hrebiniak and Snow (1982) who established that strategy implementation effectiveness depends on the human or people side of project management, and less on organization and systems related factors. Top management refers to the senior-level leaders who include the presidents, owners, and other high ranking executives (CEO) and senior-level managers. This study also established that strategy implementation depended on communication. This agrees with the findings of Rapert and Wren (1998) who established that Effective communication is a vital requirement for effective strategy implementation. Communication includes explaining what new responsibilities, tasks, and duties need to be performed by the employees in order to implement the strategy. It answers the why behind the changed job activities, and explains the reasons why the new strategic decision was made. This study, unlike that of Allio (2005), did not establish whether strategy implementation was affected with the nature of strategic input. Allio (2005) notes that good implementation naturally starts with good strategic input. However this study established that culture and resource affected the nature of strategic input.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the research findings based on the analysis of the research objectives, draws a conclusion from the summary of research findings and further gives recommendations for policy and practice. This section has four sections namely: summary of findings, conclusion, recommendations and limitation of the study.

5.2 Summary of Findings

This section presents a summary of findings of the analysis objectives. The study found that most organisations did not have strategic plans, for example 20(86.96%) CBOs did not have any strategic plan and as such any strategies they had were verbal or etched on culture but not documented. The organisation found that the goals and objectives were not clearly spelt out in the strategic plan, 16(80%) of the respondents disagreed that goals and objectives were clearly spelt in their objectives. It was also established that there was little review of the strategic plan. A total of 15(75%) respondents disagreed that they were reviewing their strategic plans regularly. The respondents did not believe that involving the stakeholders in the strategic implementation process was important. A total of 2(52.17%) respondents were of the view that it is fairly important.

The study found that most organisations adopted a top down negotiated mode of communication. It was reported by 10(43.48%) respondents that their organisations that had adopted top down negotiated in communicating objectives of the organisation

to the members. The organisations trained their members on strategy implementation. A total of 19(86.36%) respondents were trained on strategy implementation. The respondents however rated the relevance of the training as well as feedback systems on strategy performance as average.

There were three factors (factor 1, factor 2 and factor 3) that affected strategy implementation. Factor 1 composed of adequacy of coordination and implementation, it had a correlation of 0.923 with all the variables in factor1, monitoring coordination and sharing of responsibilities being well defined, leadership and direction provided in the management committee, it had a correlation of 0.572 and implementation of the strategy within the allocated time. Factor 1 was the human resource contribution factor. The second factor 2 was the culture and resource factor, it had variables talking about culture and adequacy of factors. The factor 3 was the information / communication factor. It had the variables on communication being done through organized meetings, information is passed through word of mouth and information is passed through memos to all members. These three factors affect strategy implementation to up to 68.352%.

The aspects that were supportive to strategy implementation were: leadership, roles of the management committee and members being clearly spelt, the management committee creating a climate for the organization and their values influence the direction of the CBO, a communication on strategy implementation is made to all members, management committee contributing to the organization in terms of time,

expertise and money and members being active in participation in decision making and strategy implementation process.

5.3 Conclusion

This section presents conclusion of the findings. The objective of the study was to assess the factors that affect strategy implementation in the CBOs. The study found that there were three factors that affected strategy implementation to up to 68.352%. They include: human resource contribution factor, the information factor and culture and adequacy of resources factor.

Human resource contribution had the variables coordination and implementation of activities, monitoring, planning, coordination and sharing of the responsibilities, provision of leadership and direction provided by the management committee and implementation of the strategy. Similarly, Hrebiniak and Snow (1982) established that strategy implementation effectiveness depends on the human or people side of project management, and less on organization and systems related factors. Top management refers to the senior-level leaders who include the presidents, owners, and other high ranking executives (CEO) and senior-level managers.

The second factor was the information factor, talked about communication being done through organized meetings, information being passed through word of mouth and information being passed through memos to all members. This agrees with the findings of Rapert and Wren (1998) who established that Effective communication is a vital requirement for effective strategy implementation. Communication includes

explaining what new responsibilities, tasks, and duties need to be performed by the employees in order to implement the strategy. It answers the why behind the changed job activities, and explains the reasons why the new strategic decision was made.

5.4 Recommendations for Policy and Practice

The study recommends that the organisations should adopt practices to optimize the contribution of human resource in the strategy implementation by enhancing coordination and implementation of activities by the management committee and Implementation of the strategy. These were the human resource practices that this study found to contribute to strategy implementation. Adoption of such practices was established to increase the strategy implementation.

The study recommends that the organizations should adopt a practice of communicating to the stakeholder on the steps taken in the strategic implementation process. This will be important because the study established that communication was done to a moderate extent. The Organizations need to have an effective communication policy that improves information sharing to coordinate the strategy implementation process. This can be done through meetings, emails, memos or notices.

The study also recommends that the organisations should adopt a policy of optimizing the resources used in strategy implementation or acquire more resources. The study also recommends the organisations adopt culture that supports strategy implementation. Adoption of such policy and culture were found to have a positive influence on strategy implementation.

5.5 Limitations of the Study

The study was limited to exploring the factors that affect strategy implementation in the CBOs. The study did not focus on other big organizations like the cooperatives. The study did not explore the relationship between the factors and performance of the strategies. The study was also limited to the views of the chairpersons of the CBOs. Views from other stakeholders in strategic implementation process, for example the community members were not considered

The study was limited to Seme Sub- County and as such the study did not explore strategy implementation in other parts of the county .The study was limited to a cross section approach where by data is collected at one point in time alone with no future follow-ups to monitor if there are other factors that influence strategy implementation.

5.6 Suggestion for Further Study

The study suggests that in future a study needs to be done to assess the relationship between the factors and performance of the strategies. The future researchers should explore factors strategy implementation in the CBOs in other counties so as to compare with the findings of this study.

The study suggests that in future a study on the factors influencing strategy implementation in the CBOs should capture the views the community members and other stakeholders involved in the strategy implementation process. The study recommends that a longitudinal approach should be adopted to assess the changes in strategy over time so as to know whether there is improvement in strategy implementation.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

GUZAMI ELLAH,

C/O University of Nairobi,

School of Business,

Department of Business Administration

P. O. Box 30197-00100 NAIROBI.

Date:.....

To Whom It May Concern,

Dear Sir/Madam,

RE: REQUEST TO PARTICIPATE IN AN ACCADEMIC RESEARCH.

I am a post graduate student at the University of Nairobi pursuing Masters of business administration (MBA). In partial fulfilment of the course requirement, I would like to conduct a research on **“the Factors Influencing Strategy Implementation in Community Based Organizations in Kisumu West District, Kenya”**.

The information collected will be confidential and used for academic purpose only. A copy of the final research will be availed to your organization on request.

Your cooperation will be greatly appreciated.

Yours Sincerely,

Guzami Ellah.

(Reg.D61/69204/2011).

APPENDIX II: LETTER OF AUTHORITY



UNIVERSITY OF NAIROBI **SCHOOL OF BUSINESS** **KISUMU CAMPUS**

Telegrams: "Varsity" Nairobi
Fax: 4181650
Kisumu, Kenya
Telex: 22095Varsity
Mobile: 0720348080
Email: ajaleha@uonbi.ac.ke

P.O Box 19134-40123
Kisumu, Kenya

Date: 24th July 2013

TO WHOM IT MAY CONCERN

The bearer of this letter Mrs.Ellah Guzami

REGISTRATION NO: D61/69204/2011


The above named student is in the Master of Business Administration degree program. As part of requirements for the course, She is expected to carry out a study on **"Factors influencing strategy implementation in community based organizations in Seme sub-county Kenya."**

This is to kindly request your assistance to enable her complete the study.

The exercise is strictly for academic purposes and a copy of the final paper will be availed to your organization on request.

Your assistance will be greatly appreciated.

Thanking you in advance.

Sincerely,

MR. ALEX JALEHA
CO ORDINAOTR, SOB, KISUMU CAMPUS
Cc **UNI File Copy** NAIROBI

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APPENDIX III: STUDY QUESTIONNAIRE

A SURVEY OF THE FACTORS INFLUENCING STRATEGY IMPLEMENTATION IN COMMUNITY BASED ORGANIZATIONS IN SEME SUB - COUNTY, KENYA.

Kindly give answers by filling the spaces provided and place a tick () to your appropriate response. Please respond to all questions.

PART A: BACKGROUND INFORMATION

1. Name of the CBO.....
2. How long has your organization operated in this area?
 - a) Below 5years
 - b) 6 – 10 years
 - c) 11 – 15 years
 - d) 16 – 20 years
 - e) Over 20 years
3. What category is the CBO?
 - a) Profit making organization ()
 - b) Non- profit making organization ()
4. How many members do you have?.....
5. How many women members do you have?.....
6. How many male members the CBO has?.....

PART B: ORGANIZATIONAL STRATEGIC PROCESS

7. Does your organization have a Strategic Plan?
Yes () No ()
8. How many years has your organization been actively engaged in strategy implementation?
 - a) 0 – 1 year ()
 - b) 2 – 3 years ()
 - c) 3 – 4years ()
 - d) 5 years and above ()
9. Goals and objectives are clearly spelt out in your strategic plan?
 - a) Strongly agree ()
 - b) Agree ()
 - c) Undecided ()
 - d) Disagree ()
 - e) Strongly disagree ()

10. How often do you review your strategic plan?
- a) Very frequently ()
 - b) Frequently ()
 - c) Rarely ()
 - d) Very rarely ()
11. Indicate by ticking those people who draw up the strategic plan?
- a) Top management
 - b) Management committee
 - c) All members participate
 - d) Consultants
 - e) Others (specify)_____ -
12. In your own view, how do you view the involvement of all members in the process of strategy implementation in your CBO?
- a) Very important ()
 - b) Quite important ()
 - c) Fairly important ()
 - d) Slightly important ()
 - e) Not at all ()
13. From the following indicate by ticking how objectives are communicated in your organization
- a) Top – down management
 - b) Top – down negotiated
 - c) Down – top
 - d) Others (specify)
14. Did you undergo training during implementation of the strategy in your organization?
- Yes () No ()
15. If YES is the answer in the above question, how would you rate the relevance of the training during strategy implementation?
- a) Excellent ()
 - b) Very good ()
 - c) Good ()
 - d) Fair ()
 - e) Poor ()
16. What is your view on the feedback system on the strategy performance in your organization?

- a) Excellent ()
- b) Above average ()
- c) Average ()
- d) Below average ()

PART C: STRATEGY IMPLEMENTATION FACTORS

17. Does your organization face some challenges during strategy implementation?

- a) Often ()
- b) Sometimes ()
- c) Seldom ()
- d) Never ()

18. Indicate to what extent the following factors below affect implementation of the strategy in your organization?

- a) Very large extent5
- b) Large extent4
- c) Moderate extent3
- d) Less extent2
- e) Not at all 1

	FACTOR	a	b	c	d	e
1	Implementation of the strategy takes place within allocated time					
2	Monitoring, planning, coordination and sharing of the responsibilities are well defined					
3	Adequate coordination and implementation of activities					
4	Leadership and direction provided by the management committee is adequate					
5	Information is passed through memos to all members					
6	Communication done through organised meetings					
7	Information is passed through word of mouth					
8	Supportive organization culture					
9	Adequate resources are available					

19. How would you rate the strategic implementation process in your organization?

- a) Very high ()
- b) Above average ()
- c) Average ()
- d) Below average ()
- e) Very low ()

20. Please tick the number that best describes how your organization incorporates the following factors in strategy implementation: (Tick the most appropriate scale you agree to using the scale below)

- a) Strongly Agree
- b) Agree
- c) Undecided
- d) Disagree
- e) Strongly disagree

	Factor	a	b	c	d	e
1	The management committee create a climate for the organization and their values influence the direction of the CBO.					
2	Management committee contribute to the organization in terms of time, expertise and money					
3	Roles of the management committee and members are clearly spelt in the implementation of the strategy					
4	A communication on strategy implementation is made to all members					
5	Members actively participate in decision making and strategy implementation process.					
6	Leadership is key in strategy implementation of the CBO.					
7	Resources are available for the implementation of the strategy.					
8	An assessment on strategy implementation is carried out frequently and key issues are addressed on time					

APPENDIX IV: INTERVIEW GUIDE

Section 1: Respondents Profile

- 1) How long have you been a member in this CBO?
- 2) How long have you worked in the current position?

Section 2: Strategy Implementation

- 3) Which decision making is preferred and used in your organization?
- 4) How will you describe the organizational environment (both internal and External) in which the CBO operates?
- 5) In your own words what are the factors that have played a key role in implementing the organization strategic plan?
- 6) What recommendations would you like to give on the implementation of the plan in future?

APPENDIX V: CBOs IN SEME SUB – COUNTY

1. West Karateng Green Network Community Based Organization
2. South Kapuonja Community Based Organization
3. Three Stones Community Based Organization
4. Moringa Community Based Organization
5. West Seme Marketing Enterprise
6. East Katieno Community Based Organization
7. Kadero Community Based Organization
8. Emmanuel Community Based Organization
9. Reru Community Development Association
10. Ngere Community Development Association
11. Kisumu West Agricultural Corps
12. West Kanyadwera Community Based Organization
13. East Kanyadwera Community Based Organization
14. Lower Kombewa Community Development Group
15. West Katieno Community Based Organization
16. East Kolunje Community Based Organization
17. North Kowe Community Based Organization
18. Aniga Women Initiative Group
19. Upper Kombewa Community Based Organization
20. North and South Alungo Community Based Organization
21. Kosimbo Community Based Organization
22. Kothim Community Based Organization
23. Kijito Development Group

Source: Ministry of Gender, Sports, Culture and Social Services, Holo, 2013.