Challenges Facing Implementation of Strategic Planning In Non-Governmental Organizations.

A Case Study of Kenya Red Cross Society

BY

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STUDENT'S DECLARATION
I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University in Nairobi for academic credit.

Signed: ___________________  Date: ___________________

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This project has been presented for examination with my approval as the appointed supervisor.

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ABSTRACT
The purpose of the study is to determine challenges facing implementation of management strategic planning processes in NGOs. Strategic management process is very important for Non-governmental organization that want to achieve high performance in a highly transparent world today. The context of the study will be to investigate the effect of implementation of strategic management process on NGOs taking into consideration the variables of management commitment, organizational structure, organization policies, and availability of resources. A descriptive study design was used. The research instrument applied was a questionnaire, this was necessary because the data collected was quantitative in nature. The questionnaire was used to gather data for the research and it was administered to the management personnel of Kenya Red Cross Society (KRCS). The population of interest was from the Nairobi headquarter. A sample size of 227 was selected but due to non-response error only 211 participants accepted to be part of the study and this yielded 93% accuracy. The sampling size will be 211 management and staff taken from a total population of 227 employees. In addition, piloting and pretesting was done to determine the reliability and validity of the research instrument. Data was analyzed using Excel and Statistical Package for Social scientist (SPSS). Further, it was presented using graphs, tables and pie charts. On the other hand inferential statistics were be analyzed by use of multiple regression and coefficient of correlation analysis to determine the relationship among variables. The major findings of the study were that they are many policies supporting the implementation of strategic management planning but inadequate resources are set aside for the implementation of objectives, the resources are in terms of material and human resource. Also it was realized that management activities are not based on the organization’s strategic plans which are a solid guide to any function in the organization thus a huge contributor to the challenge faced during implementation of strategic planning. The conclusion drawn is that the management takes a back seat in terms of its commitment to strategic planning ultimately leading to its failure. The management need to be actively involved in every step in implementation of strategic planning by allocating adequate resources, setting of objectives and ensuring achievement as this shows commitment. The research will be
significant to the management of the telecommunication industries and the owners who are the stakeholders.

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DEDICATION

I wish to record my sincere dedication to my family for their immense support in my life. You have all in one way or another contributed in this research proposal. God bless my family.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

According to Khan and Khalique (2014) strategy can be traced from a Greek word “strategos” which means “the roles of a general” (Mohamed et al., 2010). The term “planning” in management is a process of preparing ways to use resources more economically and efficiently so that the purpose of the company is achieved. Strategic process is important to any organizational work performance because it determines the organization’s success or failure (Bryson, 2004). A strategy is a plan that is intended to achieve a particular purpose. Wernham (2004) observes that in a strategic planning process, resources such as people, skills, facilities and money to implement the strategy must be adequate. Many organizations today are focusing on becoming more competitive by launching competitive strategies that give them an edge over others. To do this, they need to craft workable strategies.

Strategic planning is a backbone support to strategic management and it is a major process in the conduct of strategic management. According to Wagner (2006) the importance of strategic planning can be explained from four points of view including environmental scanning, strategy formulation, and linking goals to budgets and strategic planning as a process. The strategy planning process begins with setting organizational goals. The non-governmental organizations (NGOs) are becoming gratified to respond to the highly challenging dynamic environmental forces that could threaten their survival. It would be useful to know if these forces are hindering movement towards strategic planning. These forces include: donors’ budget control, lack of staff, size of the organization and range of operations, changing customers’ expectations, government policy changes, comparability, stronger competition with other existing as well as emerging non governments, competition for international donors’, accountability imposed by multiple stakeholders groups including public administrators, legislators, and citizens, staff and volunteers, and continuous government failure to satisfy public needs which increase the public demand for the services offered by these organizations (Eisenberg, 2004). Eisenberg argued that in response to these pressures, strategic
management was recently introduced to the public and non-government sector, especially by the end of the 1980s and the beginning of the 1990s, in order to address the basic values of accountability and social responsibility embedded in this sector.

Ghoneim (2012) stated that the most strategic planning non-government focus their strategic planning activities on developing objectives and performance measures in addition to developing mission statements, strategies, vision and value statements, and performance indicators which are critical strategic planning activities. An adequate percentage of them perform environmental assessment and a very few percentage use the help of outside consultants due to financial constraints. On the other hand, majority of non-strategic planner non-government suffered lack of both resources and time to support their inclination to apply formal strategic planning protocols.

Franklin (2011) asserted that strategic planning is a critical part of the strategic management process which helps non-governmental organizations formulate and realize strategies aimed at greater performance effectiveness, improved accountability measures, and sustainable competitive advantage (Jansen et al., 2006). Therefore, they need to adopt formal strategic planning aspects into their operations. Strategic planning is an integral part of an organization’s process (Kriemadis and Theakou, 2007). They argue that strategy has been used in the very early history and can be traced back to the military. The notion has been widely spread to the for-profit sector. Bryson (2004) mentioned that this thought has also been transferred to the non-government sector to enable organizations to adapt effectively to the highly competitive environment which is full with comparators rather than competitors as is the situation in the for-profit sector.

The strategic planning in NGO’s working in countries applying the framework modified by Rhodes and Keogan (2005), this connects accomplishment of strategy to HRM and institutional arrangements are interconnected. This framework provides a widespread base to estimate strategic planning practices in NGO’s (Blackmon, 2008). It is considered all-inclusive because it spans the conventional aspects of strategic planning processes to cover the implementation stage, which is generally the concern of the broader strategic management ground. The model also enables organizations which are using it to assess
their performance with the multiple perspectives of the BSC which are mostly enclosed by the model.

According to the NGO Co-ordination Board (NCB) and the NGO Coordination Act (1990) an NGO is defined as a private voluntary grouping of individuals or associations not operated for profit or for other commercial purposes for the benefit of the public. The number of registered NGOs operating in Kenya by 2013 has been increasing over past years according to the NCB. NGOs are established for the benefit of the public in the promotion of social welfare, development, charity research or other forms of development assistance. Some of them operate in more than one sector of the economy such as health, agriculture, gender issues among others. The current increasing trends in crisis and emergencies, drug resistant, disease strains, food security, increase in population needs to be re-abdicated and improved due to the more informed and demand for quality lifestyle by the society, (NCB, 2013).

According to the Kenya Service Provision Assessment 2010 (KSPA), The operational base of most of the NGOs in Kenya are supported by a network of prominent development organizations and as such they have engaged in a more complex strategic management due to the influence of their international parent bodies. However, newly formed NGOs are less involved in a robust strategic management process. Due to the increase in the number of NGOs and the recent changes that have taken place in the world economy which in turn has affected the Kenyan economy hence having a debilitating effects on the sector. The world economy in this case referring to the major donors of the said sector has led to a decline in the level of donor funding. The constraints in funding has led to the managers in this sector rethinking their strategies and this creates rivalry between the NGOs due to competition for the minimal funding available. The stringent rules by the donors for the limited funding available and changes in the operating environment of the sector due to the government requirements requires strategic management process (Ochieng, 2013). Therefore, since NGOs play an important role in many sectors and for this reason it is important to involve the management in the strategic management process right from the formulation, implementation and evaluation
stage in order to succeed, deliver quality services and to remain relevant and competitive in the ever increasing NGO world but shrinking funding.

Non-Governmental Organizations (NGOs) are voluntary and autonomous organizations whose life exists between the citizens on one hand and the state and market on the other. NGOs are sometimes confused with Community Based Organizations (CBOs). CBOs only benefit their own members and hence they are membership organizations. NGOs, though generally founded out of private initiatives can also be public entities benefiting third parties. They can be “client-oriented” versus “member-oriented” organizations (Fowler and Rick, 2000). Non-Governmental Organizations in Kenya play important roles in addressing socioeconomic issues in the society. They gather their membership from international, regional and national NGOs operating and work with a host of CBOs and groups.

A non-governmental organization is an organization that is not part of the government and is not funded by the state. NGOs are therefore typically independent of governments. Although the definition can technically include profit corporations, the term is generally used to mean social, cultural, legal and environmental advocacy groups having the goals that are primarily non-commercial. NGOs are usually nonprofit organizations that obtain at least a portion of their funding from private sources (Korten, 1990). He observes that since the label NGO can be considered too broad by some, most NGOs now prefer to be called Private Volunteer Organizations (PVO).

The Non-Governmental Organizations Co-ordination Act, 1990 no. 19, amended through the Kenya Gazette Supplement No. 85 (Act No. 8) 23 October 1992, defines a Non-Governmental Organization as “a private voluntary grouping of individuals or associations, not operated for profit or for other commercial purposes but which have organized themselves nationally or internationally for the benefit of the public at large and for the promotion of social welfare, development, charity or research in the areas inclusive of, but not restricted to, health, relief, agriculture, education, industry, and the supply of amenities and services” (Ochieng, 2013).
Traditionally, NGOs depend on donors for funding. However, overtime, the increased numbers of NGOs competing for donor funding has constrained the amount and level of funding available for each NGO (William, 2006). Donors, on the other hand, have reviewed funding policies, preferring to work in blocs of “like-minded donors” or in regional blocs. Some foundations have transferred their headquarters to the regions nearer the partners, for example, The Ford Foundation, Rockefeller Foundation, and Church World Service, amongst others. The situation has meant additional effort for NGOs competing for the meager funds to emerge as leaders in best practice of governance, accountability, efficiency, effectiveness, timeliness, sustainability (William, 2006).

According to the Institute of Economic Affairs (IEA) (2006), the Government of Kenya has transferred resources near the community through devolved funds, for example, the Constituency Development Fund (CDF), Local Authority Transfer Fund (LATF), Free Primary Education Fund (FPE) and Youth Enterprise Fund. This has meant that NGOs with structures at the grassroots level engage through enhanced approaches for implementation of Strategic Plans. This is very fundamental especially due to the recent shift in planning which has given priority to a devolved framework of funding development projects.

The need for sustainability calls for prudent management which involves strategic planning. However, it is noted that Strategic Planning process per se is not effective unless the implementation is well executed (Evans, 2007). Although NGOs develop grandiose Strategic Plans, the implementation remains elusive. They operate programs in education, health, social welfare and economic improvement, especially among disadvantaged sectors. In recent years, they have also been at the center of renewed searches for sustainable processes of social, environmental and economic development and actions on issues such as peace, democracy, human rights, gender equity and poverty eradication (Amutabi, 2006). The NGOs Coordination Bureau provides overall leadership to the NGO sector. It champions the key values of probity, transparency, accountability, justice and good governance. NGOs registered accumulative growth of over 100% between 1977 and 1987. By 1995 there were at least 23,000 women’s organizations in the
country. There are a total of 1441 NGOs in Kenya, and out of these 47 have their headquarters in Nairobi (Kameri-Mbote, 2008).

Kenya Red Cross Society (KRCS) is a humanitarian relief organization created through an Act of Parliament, Cap 256 of the Laws of Kenya on 21st December 1965. Previously, the Society existed as a Branch of the British Red Cross between 1939 and 1965. As a voluntary organization, the Society operates through a network of eight regions and 63 branches countrywide. This way, the Society’s presence is felt across the country (Mutindi, 2013). Currently, the Society has about 70,000 members/volunteers who assist in implementing activities at the Headquarters, Regional and Branch levels. Membership to the Society is open to everyone without any discrimination based on race, sex, religion, class, political opinion or nationality. The Society, which gained recognition by the International Committee of the Red Cross (ICRC) in 1966, is also a member of the International Red Cross and Red Crescent Societies (RC/RC) since 1967, the largest humanitarian movement represented in 189 countries worldwide, (KRCS CAS, 2013). The operations nature in Kenya Red Cross Society requires involvement in strategic management in order to remain competitive and execute it mandate. It is therefore necessary for the management to be involved in the strategic management process of the organization.

According to the KRCS Cooperation Agreement Strategy (CAS), KRCS play an important role as partners in development by working to engage in various thematic areas such as disaster management, food security, emergencies and conflict response, water and sanitation, health and nutrition, diseases prevention and control of epidemics within Kenya. KRCS have expanded their operations to include income generating activities such as the Emergencies Medical Services ambulances and the BOMA hotels. Like all organizations, Kenya Red Cross Society exist to meet the objectives of various partners with diverse interests in the environment it operates in. The role KRCS plays is critical as they provide vital services not met by the government and other NGOs and therefore they are engaging in strategic management process to remain competitive in the less funded and more increasing NGO organizations by sourcing funds in other ways than to rely on the traditional means of donor funding to remain competitive.
1.2 Problem Statement

In response to the above demands many non–governmental /nonprofits organizations are becoming obliged to apply formal strategic planning processes and utilize a balanced scorecard approach to measuring performance effectiveness as guided by their mission and vision statements. Stakeholders are demanding increased accountability and indicators of overall organizational performance; therefore, a systematic balanced means of promoting improved organizational performance and assessing performance are becoming increasingly important. The operations nature in Kenya Red Cross Society requires involvement in strategic management in order to remain competitive and execute its mandate. It is therefore necessary for the management to be involved in the strategic management process of the organization. Various studies have been done in the field of strategic management with the majority in the corporate organizations and public sector while a few in the NGO sector. In her research, Osano (2013) focused on stakeholder involvement in strategic management process in health based, non-governmental organization in Nairobi County, Kenya. Mutindi (2013) focused on strategic change management practices of international non-governmental organizations in Kenya. Kathama (2012) conducted a research study on performance his basis being strategic planning practices incorporated by the state corporations. Ochieng (2013) also focused on strategic change management practices and performance of non-governmental organizations in Nairobi, Kenya. The current study attempts to fill in this gap by studying how strategic planning can be used as means for improving organizations performance effectiveness in non-government organizations operating in Kenya using the balanced scorecard.

There is evidence of gaps in the implementation of strategic plans within Kenyan NGOs. In its 5th Corporate Plan, the National Council of Churches of Kenya (NCCK, 2009) noted that implementation of strategy was ineffective, and created a Planning, Monitoring and Evaluation department to ensure effective planning and implementation of the plans (5th Corporate Plan, 2009). In a similar move, the Young Women’s Christian Association of Kenya (YWCA) created Oversight Teams to monitor implementation of the Strategic Plan 2008-2011, after realizing a huge carryover of plans, implying challenges in
implementation (YWCA, 2008). Similarly, lack of implementation of strategic plans in their entirety, impacts negatively on effectiveness, efficiency and sustainability of the said NGOs.

1.3 Purpose of the Study

The purpose of the study is to determine challenges facing implementation of management strategic planning process in NGOs.

1.4 Research Questions

The specific objectives cum research questions are:

i. Is management commitment a challenge in the strategic planning process in NGO's?

ii. How do organizational policies hinder the implementation of strategic planning process in NGO's?

iii. How does resource scarcity hinder the implementation of strategic planning process in NGO's?

iv. How does employees’ motivation influence the implementation of strategic planning process in NGOs?

1.5 Significance of the Study

The results of this study may be beneficial to the following groups of people in various ways:

1.5.1 The Management

The findings of the study will be to assist the management of Red Cross Society as well as other humanitarian organizations to address various strategic planning issues that affect the NGOs. The management will likewise be able to help others in similar circumstances. In addition, the management will know what is required so as to have successful implementation of the NGOs projects.
1.5.2 The Employees
The employees of the humanitarian organisation(s) will gain insights on how well to implement the management strategic process. This will help them to be in a position of offering the best services to the organization and help in the achieving of the organization’s objectives.

1.5.3 The Researchers and Academicians
The study will provide information to current and potential scholars on the area of strategic management processes in both private sector and public sector. Likewise, researchers may want to gain insights and explore the area of strategic planning in humanitarian organizations.

1.5.4 The Public
The general public are the main subject of the humanitarian organizations due to the fact that they receive aid from them. The research findings from this study will make contributions to the available information regarding distribution of aid to the people in need and how strategic planning process helps in achieving these objectives.

1.5.5 The Donors
The donors (stakeholders), who provide the funds to the Red Cross Society, will benefit from the information in that they will know whether the resources are being utilized. This is made so by having an effective strategic planning process.

1.6 Scope of the Study
This research will focus on the Strategic Planning process at Red Cross located in Nairobi. The study will target a population of 500 employees of Red Cross among them 227 will be sampled out to participate in the study. The research will be carried out within six months. Research will entail the use of questionnaires. Questionnaires are mostly used in business research though they are prone to misinterpretation thus compromising the validity. However, to surmount this, a pretesting will be done so as to determine whether the questionnaire would be able to measure what it is required to. In
addition, the use of both open and closed ended questions will be used to overcome the issue of misinterpretation.

One the limitation of the study is that this research shall cover only Red Cross in Nairobi, Kenya where it has it’s headquarter and the findings may not necessarily reflect the prevailing situation in other NGOs. The other limitation will be that of resources since the research is conducted within a specific time period. Finally, the time frame will be limited but the researcher will make maximum use of the time available.

1.7 Definition of Terms

1.7.1 Strategic Planning
Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future. Effective strategic planning articulates not only where an organization is going and the actions needed to make progress, but also how it will know if it is successful (Howard et al., 1998).

1.7.2 Mission Statement
A written declaration of an organization's core purpose and focus that normally remains unchanged over time. A mission statement defines what an organization is - its reason for existence (Bryson, 2004).

1.7.3 Vision Statement
An aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future; intended to serve as a clear guide for choosing current and future courses of action (Abok, 2013).
1.7.4 Strategies
Broad, directional statements describing how an organization will respond to its challenges and opportunities in order to achieve its vision for the future (Bryson, 2004).

1.7.5 Tactic
Specific, short-term, operational actions to accomplish strategic objectives (Ogonge, 2013).

1.7.6 Outcomes
Results achieved by an activity, plan, process or program, as evaluated against the intended or projected results; that which is measured to determine how well strategies, programs, services and/or plans are leading to desired results. Outcomes should be specific, observable and measurable (Osano, 2013).

1.8 Chapter Summary
This chapter provides an overview of the strategic management process; the aims and objectives of the study; the research questions of the study; as well as the limitations and benefits of the study. It provides brief insight into the research study. The aims of the study were delineated, including the identification of factors affecting the implementation of strategic management process in NGOs. The study also aims to establish whether a statistical significant difference exists between factors and strategic planning process.

The rest of the report is outlined as follows:

Chapter two provides the empirical literature of the study as well as chapter summary factors affecting implementation of strategic planning in NGOs. The chapter then identifies the findings of other researchers on each of the variables.

Chapter three describes the methodology that will be used to undertake the study. This entails a discussion of the research design, the population and sampling design, the data collection methods, research procedures and data collection methods.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter discusses essential issues that form the background of the study. It is organized systematically starting from the theoretical literature, main discussion, empirical evidence on the factors affecting the implementation of strategic management process in Non-Governmental Organizations and finally the summary.

Strategic management is a dynamic process. It is the art and science of formulating, implementing, evaluating cross functional decisions that enabled a society to achieve its objectives. Strategic management has gained importance in recent years. During last century organizations focused on long-term planning. Long-term planning supposed that external and internal environment would remain stable for long period of time and thus they made plans for long duration. Today it is clear to the managers and entrepreneurs that environment can change at any point of time and their plans should follow a strategy that included contingency planning too (Fitzroy and Hulbert, 2010).

2.2 Management Commitment

O'Reilly, Caldwell, Chatman, & Lapiz (2010) found that understanding the effects of leadership on organizational performance requires examining multiple levels of leadership simultaneously (Hunter, Bedell-Avers, & Mumford, 2007). In organizations of any size it is likely that organizational performance should be related to the aggregate effects of leaders at different hierarchical levels. Most previous studies of leadership have focused on the effectiveness of a single person for example the CEO, a general manager, or supervisor, but leaders at different organizational levels are clearly important too (Abok, 2013). For example, (Berson & Avolia, 2004) argue that upper-level leaders' actions influence the ways lower level leaders translate and disseminate information about a new strategy. The mechanisms by which leaders provide meaning about critical elements in the work environment may influence this alignment. For example, one of the critical ways leaders influence the performance of work groups is by providing a compelling direction for the group (Hackman & Wageman, 2005). Similarly, Podolny,
Khurana, and Hill-Popper (2005) argue that the roots of executive leadership are in the creation of meaning within the organization. If these messages lack clarity and consistency across leaders at different levels they may reduce members’ ability to understand the importance of and implement strategic initiatives (Cha & Edmondson, 2006; Osborn, Hunt, & Jauch, 2002). Thus, it is clear that leaders at different levels influence strategic initiatives and their implementation, how aggregate leadership influences organizational performance is not straightforward. For instance, a powerful senior leader may compensate for less effective leaders at lower levels. Alternatively, a less effective but highly aligned set of leaders across levels may successfully implement change. Or, an effective set of subordinate managers who do not support a strategic initiative may block change. Regardless of the effects of an individual leader, alignment or misalignment of leaders across hierarchical levels may enhance or detract from the successful implementation of a strategic initiative (Ogonge, 2013).

2.2.1 Management Commitment on Strategic Planning

In a study by Cater and Pucko (2010) on the activities for and obstacles to strategy execution on a sample of 172 Slovenian Companies, their findings were that managers mostly rely on planning and organizing activities when implementing strategies, while the biggest obstacle to strategy execution is poor leadership. Moreover, the results revealed that greater obstacles to strategy execution in the forms of inadequate management skills and employee’s reluctance to share their knowledge have a negative influence on performance. Mullins (2005) argues that most managerial problems have physical, psychological, social and economic aspects.

By bringing together a team with a variety of backgrounds, new and advanced approaches to old problems are often obtained. The scientific mind from each discipline attempts to extract the essence of the problem and relate it structurally to other similar problems. Franklin (2011) observed that in order to have all workers attaining the necessary understanding of the company vision and goals, provide commitment and actively get involved in translating the strategic plans into implementable activities with measurable results, strong and decisive leadership is needed to drive the course. Franklin contends that strategic leaders manage radical change to achieve dramatic improvements.
in organizational activities. Such leaders communicate internally and externally with an open management style, trying to build a new culture in which employees can feel involved. Thompson and Strickland (2007) add to this view by observing that strategic leadership keeps organizations innovative and responsive by taking special plans to foster, nourish and support people who are willing to champion new ideas, better services, new products and product applications (Ogonge, 2013).

In his study “Effect of selected variables on corporate performance,” Awino (2007) postulates that for a strategy to be effectively implemented, a committed leadership must champion it. He further argues that, any corporate agenda will be a successful initiative if the analysis and commitment have come from the corporate office headed by the Chief Executive Officer (CEO) and team members who have the holistic view of the firm and its environment. Accordingly, it is the CEO and the management team who will shape and have the ultimate responsibility for achieving the strategic ambition of the corporation (Osano, 2013).

Stirling, Kilpatrick, & Orpin (2011) noted that the CEO and management team members will need to spend much time to understand implications of the changes that are in their area of operation and the general environment, then develop agenda for effectively implementing the strategic plan to suit the new situation. The ownership and involvement of the top management extends beyond strategic planning stage and include actual implementation process by which the planned strategies are actualized. This enables the management team’s overall ability to work together for a common goal and also to tap into the individual entrepreneurship skills of these team managers. According to Curtin (1999), the concept of strategic leadership involves encouraging employees to perform better by communicating the value of stretched targets providing a scope for individual and team contributions (Stirling et al., 2011).

2.2.2 Influence of Leadership Commitment on Strategy Implementation

Although strategic plan implementation is perceived to be associated with good firm performance, the organizational leadership could influence the attainment of anticipated results. Ongenge (2013) noted that participating in the implementation of strategic plans
varied with some companies exhibiting high participation while others had low participation as dictated upon by their leadership style. Leaders should focus their members in the same direction with CEOs being at the forefront to provide vision, initiative, motivation and inspiration (Ombina, Omoni & Sipili., 2010).

Mulube (2009) in his study on “Effects of organizational and competitive strategy on the relationship between Human Resource Management orientation and firm performance” noted that for most organizations in Kenya, an emphasis is always placed on democratic leadership characterized by maximizing participation and involvement of group members together with empowerment for decision making. Thus an effective strategic plan implementation, with the ultimate goal of realizing improved organizational performance requires embracing factors that will entice leadership to motivate their employees in order to enhance implementation practices. Korten (1990) found out that the NGO sector had taken lead in embracing and practicing the concept of strategic management planning. But the question remains whether timely implementation is attainable most of the times.

Mintzberg (2004) argues that a good implementation of strategic plan is dependent on the learning and development environment for employees who are the true foot soldiers of implementation. This learning orientation requires emphasis on openness, collaboration, equity, trust, continuous improvement and risk taking. In order to attain this, there has to be adaptation to changing environmental conditions attainable under good leadership that generate clear communication to the followers with confidence and approval from the stakeholders. The world of NGOs is experiencing stiff competition for the limited funding sources from both the West and East necessitating the need to explore how management styles would affect implementation of their strategic plans, and achievement of set strategies to gain a competitive edge and remain credible to continue accessing donor funds.

Ogonge (2013) found that while looking at the practice of management observes that managers (or business leaders) are the basic and scarcest resources of any enterprise. Thompson and Strickland (2004) postulate that general managers must lead the way not only conceiving bold new strategies but also by translating them into concrete steps that
get things done. Yavas, Eden, Osman and Chan (1985) note that the type of management orientation exhibited by Least Developed Countries’ (LDCs) organizations differ distinctively from those organizations in advanced economies. In developed economies, type of management tends to be oriented towards a participative philosophy rather than an authoritarian or paternalistic one, which is common in the LDC’s organizations.

Flyvberg (2006) observed that involvement of middle level manager’s enhanced success in implementing strategy noting that managerial involvement was essential for organizations to achieve the planned implementation. Ongenge (2013) noted that companies which highly involved management were significantly more successful in strategic implementation decisions than those which had low involvement. This is because, involvement of more people in implementation process increases the level of concern producing a common understanding of joint tasks, creating a climate of shared effort and facilitating a smooth implementation process. On the other hand, lack of involvement of other employees other than strategic consultants or elites in the strategy plan creates implementation problems and might lead to open sabotage. In Kenya, implementation of strategic plans in NGOs has drawn the attention of various stakeholders and managers are put to task to think and embrace various management concepts that will enable their organizations respond effectively to changing business environment and deliver the expected results (Wambui, 2006). Strategic management is a plan or some sort of consciously intended course of action, a pattern which emerges over a time, a position which provides a competitive advantage, a perspective which exists in the minds of people (Mintzberg, Lamb, and Ruth, 1988). In day to day activities, managers are people who work through other people to coordinate their activities in order to accomplish their organizational goals (Robbins & Coulter, 2003).

2.2.3 Strategic Management as a Tool

Strategic management has been mentioned as one of the effective management tool in strengthening organization performance through effective decision making and systematic strategy formulation and implementation. Every organization has many areas to improve or give better result. Every organization has its unique strategic focus area (Bryson, 2004). As observed by Abok (2013) strategic management is sensitive to the
context in which it is practiced. This means that organizations that are in similar business
do have distinct internal environment to the other organizations and as such do respond
distinctively to the external environment. In so doing, the organization’s strategic
management practices will be significantly unique to the other organizations.

Strategy implementation is referred to as the action stage of strategic management.
Fitzroy and Hulbert (2010) define strategic implementation as a process by which
strategies and policies are put into action through development programs, budgets and
procedures. Strategic implementation is also concerned with the translation of strategy
into organizational action through organization structure and design, resource and
planning (Johnson et al, 2010). Strategy implementation requires a firm to establish
annual objectives, devise policies, motivate employees and allocate resources so that
formulated strategies can be executed.

2.3 Organization Policies

Hannan & Freeman (2003) noted that organization structure is another factor that affects
strategic planning in organization. In addition, culture of an organization demands that
top management recognize underlying factors of their culture of organization influence
on employee-related issues such as, cohesion, strategy implementation, commitment,
satisfaction, performance, among others influence in the organization (Daulatrum &
Lund, 2003). Strategic planning and implementation affects organization performance
and survival, but often fails due to barriers or problems faced at the implementation stage
if the culture adopted by the organization is not positive in the strategic planning
(Chemers, 2000). Finally, there has been mixed empirical evidence relationship between
organizational performances and strategic planning making the debate about its important
tool of strategic planning of organization. The fourth component in Rhodes and Keogan’s
(2005) strategic planning model is HRM and structure. Several authors advocated the
strategic view of HRM and that it has to base incorporated into non-profit’s overall
strategic planning efforts so that it can further be utilized as a strategic rather than
traditional support function to promote for greater competitive advantage (Cakar, Bititci,
& MacBryde, 2003; Macpherson, 2001). The researcher agrees with authors’ contention
about the strategic role of HRM and how it can be an integral part of organization’s strategic planning efforts. Accordingly, the payoffs of managing human capital strategically have to be measured in terms of employees’ continuous learning and potential growth which is one of the key performance measurement indicators presented by the BSC. This is what the proposed research attempts to examine. Implementation The fifth component in Rhodes and Keogan’s (2005) strategic planning model is implementation. Effective strategic planning is not a guarantee to successful strategic management efforts in either for profit or non-profit organizations. The implementation stage carries the greater weight in making strategic management efforts successful. Implementation is interrelated with the other components of the strategic planning model developed by (Berson & Avolia, 2004). These components include HRM, organization’s structure, operational plans, and monitoring. Thus, implementation is a critical component of organization’s strategic planning model as a tool to promulgate for better strategic management practices in non-profits. Non-profit organizations Franklin (2011) noted that non-profit organizations needed to function at the highest level of operational.

2.3.1 Organization Cultures

Culture represents the ideologies, practices and policies that an organization hold dear. The perceptions, attitudes, interests and mentalities of employees in the organization are a representation of the established culture. This most definitely impacts any work process and this could be positively or negatively. Employees with positive attitudes and perceptions would have an easier time implementing strategic planning because whatever challenges faced in the midst of implementation would be taken on a positive light unlike employees with a negative attitude to work as they would take any challenge faced as term the work process undoable (Michael, 2013)

Franklin (2011) has observed that corporate culture requires internal integration such that collective identity and togetherness determines day to day communications, acceptable behaviors and power allocations in the organization structures. Similarly, external adaptation for dealing with outside environment will be very much in need when trying to implement a strategic plan. Ongenge (2013) has also added that the environment of an organization will affect how the culture relates to implementation. He argues that for
external focus, such culture could be adaptability or mission culture whereas an internal focus could lean the organization’s culture towards clan-based or bureaucratic culture. Awino (2007) found out that corporate culture requires collective identity and togetherness in order to determine day-to-day communications, acceptable/non-acceptable behavior as well as power/status allocation. These are important aspects in implementation of organizational plans and this study scanned the cultures in various NGOs in Kenya, and sought to determine whether organizational culture affects implementation of strategic plans.

There are many factors listed in the literature that influence strategic planning process. Environmental uncertainties hampers the development of long range plans; scarce resource-strategic planning should be aligned to use scarce resources effectively; legal forces legislative changes introduce new dynamics in an industry thus affecting strategic planning; size and complexity of an organization as size and complexity of an organization increases, so does the degree of formulating planning activities; the extent of involvement in operating issues compromises the attention paid to management functions; the implementation gap this is the inability of the top management and the planners to effectively communicate with the planners; the lifecycle of the organization as organizations move through different phases, the competitive environment changes and influences the way they plan and execute strategy (Mutindi, 2013). Organizations need to plan for a number of reasons. These are; to reorient the organization or institution to the needs of the community; another serious consideration is that when people plan for expansion, a certain level of minimum standard must be observed. This will guarantee a certain level of minimum quality performance. Effective strategic planning initiatives make organizations more responsive and viable instrument for socio-economic (Franklin, 2011). Strategic planning is a continuous process that requires constant feedback about how the current strategies are working.

2.3.2 Influence of Organizational Policies on Strategy Implementation

Organizational policies help define functions and activities of organizations taking this definition it is safe to say that organizational policies have a huge influence on putting to action a set goal. Strategy implementation is the in which organizations develop, use and
merge organizational structures, cultures and control systems to have competitive advantage (Shanon, 2015)

Resources create a leading edge for an organization and they are normally difficult to replicate across any given sector. Franklin (2011) indicate that management linkage may source for similar resources and other best practices but it is always difficult to have some resources with replication for example, employee skills, practiced cultural values, time management skills and financial savings ability. This leads to great discrepancies in the implementation of seemingly similar strategies among organizations. Abok (2013) observed that knowledge resources, material wealth and coordination ability are key to successful implementation of strategy. The prevalence of resource managers in many organizations points to the importance of resource management with optimization to create value and satisfaction to stakeholders and customers giving a competitive advantage and an impetus to effectively implementing strategic plans (Osano, 2013). If the organization’s resources are not utilized to the organization’s advantage, the resources become a waste and burden that hinders effective strategy implementation. Ogonge (2013) attributes the lack of proper management of resources to the frequent failure to implement well planned and documented strategic plans across Africa. Adequate number of employees alone is not enough to drive forward an implementation plan. There is need to have good leadership and well trained managers that will coordinate the usage of organization resources which are normally scarce and very costly to get. Regardless of what means were used to acquire the organization resources, stakeholders will always want to compare the amount of resources used with the 7 success of a given strategy implementation (Franklin, 2011). Most organizations and stakeholders have now started placing more emphasis on accountability and transparency not just on financial resources, but also on the way human resources are motivated to avoid large turnovers that are a detriment to strategy implementation. Involvement of employees from the beginning of strategy planning to the implementation stage is a key success factor in effective implementation and hence it is necessary to coordinate through good communication all the resources that help retain employees in an organization over the strategic period.
(Letting, 2010). The study explored whether stakeholders influence effective implementation of strategic plans in NGOs in Kenya.

According to Yabs (2010), the strategy implementation stage is often considered to be most difficult stage of strategic management. It requires personal discipline, commitment and sacrifice. When implementing strategies there is need to cultivate development of a strategy supportive culture, creation of an effective organization structure, redirecting of market efforts and motivating individual into action. Strategy evaluation and control is the process in which corporate activities and performance can be compared with desired performance (Fitzroy and Hulbert 2010). Managers need to know when particular strategies being put in place are not effective and thus managers at all levels use the clear, prompt, unbiased information for the people below the corporation’s hierarchy to take corrective action and resolve problems.

NGOs in Kenya have been involved in many workshops and training programs but are normally blamed for not keenly implementing strategies and pooling resources in cases of proximity and common activities in a given area. Stirling, Kilpatrick, & Orpin (2011) observes that this has led to sometimes organizations lacking clear objectives and guidelines on strategy implementation. The shortage of resources and the objective to develop both the existing and expected new resources is critical in compelling leaders and managers to motivate the organization towards effective strategic plan implementation. There is no one particular variable that is indispensable of each other but the human resource and financial resources are always ranked higher than the rest. It is through good training and development of human resource that other resources become viable and closely monitored to achieve strategic goals (Abok, 2013). If employees are offered high job security through motivation, empowerment, modern and reliable working systems and a free environment to be innovative, they will tend to guard organization resources and hence work towards achieving long term goals as found in the strategic plans (Ochieng, Strategic change management practices and performance of non-governmental organization in Nairobi, Kenya, 2013).
2.4 Availability of Resources

The studies and practice show that availability of resource affects the strategic process and organization performance and survival (Al-Shammar& Hussein, 2008). Bryson (2004) found that on account strategic planning, the main focus of strategic planning is made achievable by availability of resources and hence influence the organization performance and survival. Steiner (2007) found that the role of strategic planning in creating the organization performance is affected by organization resources and capabilities and hence better organizational performance and survival of the telecommunication companies is mostly dependent on the organization resources. These authors and other researchers such as (Al-Shammar and Hussein, 2007) discovered that relationship between strategic process planning and firm performance is influenced by the organization capabilities.

Ansoff et al., (2001) found that strategic planning involves formulation, evaluation, and implementation, based on consideration of resources that are available in an organization. Jeroen, Spender, and Aard (2010) discovered that in their studies that an organization with limited resources is constrained on the implementation of its strategic plans hence it is less competitive in the business world. NGOs in Kenya have been involved in many workshops and training programs but are normally blamed for not keenly implementing strategies and pooling resources in cases of proximity and common activities in a given area. In his study “An analysis of organizational learning process in donor agencies in Nairobi,” Amulyoto (2004) observes that this has led to sometimes wastages in resource usage especially in relief organizations during food distribution for long term plans. The need to recognize shortage of resources and the objective to develop both the existing and expected new resources is critical in compelling leaders and managers to motivate the organization towards effective strategic plan implementation. There is no one particular variable that is indispensable of each other but the human resource and financial resources are always ranked higher than the rest. It is through good training and development of human resource that other resources become viable and closely monitored to achieve strategic goals (Pearce & Robinson, 2009). If employees are offered high job security through motivation, empowerment, modern and reliable working
systems and a free environment to be innovative, they will tend to guard organization resources and hence work towards achieving long term goals as found in the strategic plans (Franklin, 2011).

2.4.1 Competitive Advantage and Resources

Kidombo (2007) observed that knowledge resources, material wealth and coordination ability are key to successful implementation of strategy. This is why organizations would rather hire an individual who is skilled and pay them hire pay than to start off with a new inexperienced individual because the skill and experience will give them a competitive advantage.

The prevalence of resource managers in many organizations points to the importance of resource management with optimization to create value and satisfaction to stakeholders and customers giving a competitive advantage and an impetus to effectively implement strategic plans (Ongenge, 2013). If the organization’s resources are not utilized to the organization’s advantage, the resources become a waste and burden that hinders effective strategy implementation. Ongenge (2013) attributes the lack of proper management of resources to the frequent failure to implement well planned and documented strategic plans across Africa. Adequate number of employees alone is not enough to drive forward an implementation plan. There is need to have good leadership and well trained managers that will coordinate the usage of organization resources which are normally scarce and very costly to get.

Regardless of what means were used to acquire the organization resources, stakeholders will always want to compare the amount of resources used with the success of a given strategy implementation (Flyvberg, 2006). Most organizations and stakeholders have now started placing more emphasis on accountability and transparency not just on financial resources, but also on the way human resources are motivated to avoid large turnovers that are a detriment to strategy implementation. Involvement of employees from the beginning of strategy planning to the implementation stage is a key success factor in effective implementation and hence it is necessary to coordinate through good communication all the resources that help retain employees in an organization over the strategic period (Letting, 2009).
2.4.2 Influence of Resources on Strategic Planning

As mentioned earlier strategic planning involves setting priorities, focus resources and strengthen organizational operations to ensure that employees and shareholders work towards the goal. Clearly, for effective implementation of strategic plans, employees require to be at particular work stations for a period of good time long enough for implementation to take place. The right types of employees who have the knowledge, skills and abilities necessary are essential for effective strategic planning. Job security, motivation and empowerment clearly work towards retaining employees over a long period fit enough to participate fully in implementation of strategic plans. The organization with adequate resources will most likely achieve a higher retention of staff if all other variables are not a hindrance (Franklin, 2011).

Due to the advancement in technology in this era technology as a resource is vital in any organization as it makes activities more efficient such as the use of the intranet to convey messages within the organization or the use of a computer system to design a product. The technology applied must be appropriate and this is determined by the organization’s vision and goal (Burgelman et al 2003).

Finances are another important factor in strategic planning as they are necessary during implementation of this plans. According to a UNDP, 2007 report shows in some countries, the local governments are a major source of funding as they have different community welfare and development schemes which NGOs can apply and raise resources and implement projects. The public sector provides various types of subsidies to non-governmental organizations (NGOs). Government funding includes a broad range of direct and indirect support. The UNDP (2007) noted that one-third of NGOs funding come from governments through varied degrees such as subsidies, government grants, and contracting. Exemptions from taxation can be considered a government subsidy. During the last term of Clinton (United States president 1993 -2000) administration for example, the white house support to NGOs increased from 13 percent to 50 percent through USAID assistance. In addition, most embassies of developed countries residing in the developing countries fund local NGOs (Lotsmart, 2007).
In the view of Fernand (2006) an NGO which receives more than 30 percent of its funding through an external agency, is not free in its actions and above this percentage, the NGO could find itself in a very difficult situation in case of separation between the NGO and the donor due to strategic factors. Stirling et al (2011) stated that in a situation where a greater proportion of an organization funding comes from external sources it will have an effect on the long run in the case of withdrawal of external funding.

2.5 Employees Motivation

In strategic management, transition leads towards more participatory solutions that are meant to give a company more legitimization due to the inclusion of a wide group of persons in strategy creation and implementation. The participation also brings a diversity of ideas and viewpoints, and a broader repertoire of the possible responses to changes in the environment (Lines, 2004; Abele, 2011). Most literature on organizational behavior indicates the positive effect of employees’ involvement in the decision-making processes. Advocates of participation argue that the involvement of employees raises their job satisfaction.

Flyvberg (2006) argues that a leader in any organization should provide resources to show commitment, share the vision, and involve people in the process of strategy implementation while listening to various possibilities. If the leader and employees share the same values and internalize these values, the bond between leader and employee will be strong in all situations leading to free communication that will enable transfer of knowledge. This clearly leads to the observation that an effective leader has to focus on organizational culture and influence every individual to singularly focus on the organization vision. In his study “An empirical investigation of aspects of strategic formulation and implementation with large private manufacturing firms in Kenya,” Ongenge (2013) observed that managerial involvement had little impact on strategy implementation among local companies but significant among foreign companies.

Some literature also suggests a positive connection between the participation and productivity of employees (Stirling, Kilpatrick, & Orpin, 2011), but this assertion is non-
conclusive (Osano, 2013). Participation in strategy creation and implementation seems to help better accommodate changes in the environment and build up the relational capital of the organization. This is true that there is no agreement about what the most appropriate level of participation in strategic management is, but some studies confirm that the lack of participation may result in worse strategic choices (Hackman & Wageman, 2005), dissatisfaction among the socially excluded (O'Reilly, Caldwell, Chatman, & Lapiz, 2010) and difficulty in strategy implementation.

2.5.1 Motivation and Strategic Planning Process

The internal business process perspective captures measures regarding organizational operations and processes necessary to meet customers’ expectations and increase their satisfaction (Kaplan & Norton, 2000; Niven, 2008). In other words, internal business processes are more about value chain management. Revising and improving internal business processes is dependent upon performance measures identified by the customers’ processes perspective of the BSC. Thus, this perspective can pursue diverse objectives which all aim at improving customers’ value perception (Niven, 2008). The success of non-profit organizations depends on the depository of skills and competencies implicitly held by its staff which represents its human capital. Therefore, there is an obligation on non-profit organizations to continuously improve employees’ learning and growth potential, manage information sharing, and provide an adequate organizational climate conducive to improving overall organization’s performance as represented by mission achievement (Niven, 2008). Employees’ learning and growth captures information about human capital and information technology needed to achieve competitive advantage (Abok, 2013). This dimension is mainly concerned with evaluating the skills, knowledge, and competencies held by organizational human capital and finding out ways to continuously improve them. Due to increased professionalism pressures in HRM in non-profit organizations, they are called upon to apply extensive internal controls and sophisticated volunteers’ training and development techniques (Stirling, Kilpatrick, & Orpin, 2011). Therefore, a new dimension is introduced to the BSC which is volunteers’ development.
Since the firms from different countries in the world, regardless of their level of economic development, are facing with dynamic and complex environments, due to globalization, technology development, deregulation, emerging new markets, the need for more sophisticated and contemporary strategic planning has become an essential condition for their surviving and growth. Hence, the usage of new and improved planning tools and techniques presents a primary component of the new planning process. There are many studies in the field of strategic planning, where strategic planning tools and techniques are used as evidence of the practice of strategic planning (Flyvberg, 2006) or furthermore the usage of strategic planning techniques are considered as one of the key indicators for formal strategic planning. Franklin (2011) commented that several commentators have observed that the deciding characteristic of a formal” strategic planning process is that the process is not just cerebral but formal, decomposable into distinct steps, delineated by checklists, and supported by techniques where the employees are motivated and engagement in strategic planning. Hence, an issue which arises is whether the formality and the use of strategic planning techniques presented the same issues as one independent variable for investigation.

2.5.2 Employees Motivation and Strategy Implementation

Regarding the use of strategic planning tools as evidence of strategic planning practice is questionable, having in mind that (Franklin, 2011)argues that some firms may utilize some strategic planning tools though they do not have written strategic plans, which practically present the final product and evidence of conducting the formal strategic planning process in a company. Still more, about the use of strategic planning tools as indicator for formal strategic planning, the investigation of (Amutabi, 2006) shows that a significant positive relationship to performance could only be identified for the degree of formalization, but that is not in the case of the time horizon, frequency of control and strategic instruments. This supports the claim that formality of strategic planning and the use of strategic planning techniques might be two different dimensions of strategic planning effectiveness, which should be investigated separately.

Efficiency in the development of strategic plans is highly influenced by motivation of employees going further, without motivation implementation is almost impossible.
Therefore it is important for non-governmental organizations to have an employee motivation system so that it directs strategic thinking. Motivation could be in terms of financial incentives or social incentives; financial incentives could be in form of increase in salaries, promotions or allowances while social incentives could be in form of public recognition of accomplishments. The problem comes in where managers mostly emphasize on financial incentives ignoring social incentives. Financial incentives motivate employees but only for a short period of time as pay increases could only be done to a certain extent and social incentives are necessary to keep employees committed to strategic implementation (Wambui, 2010).

In the literature, there is theoretical support that strategic planning tools and techniques help to increase the planning efficiency and effectiveness where there is employees’ engagement. Also, most of the previous empirical evidence supports a positive and significant relationship between the use of planning instruments in terms of sophistication of the planning process and organizational performance or that the firms with high level of performance are more likely to place a higher degree of emphasis on the use of strategic planning tools than firms with weak performance (Fowler & Rick, 2000; Bryson, 2004; Ansoff, Miller, & Cardinal, 2001).

Performance management is a great way to motivate employees as it gives direction on the goals therefore employees have clarity on what they are working towards, gives feedback on achievement or failure of achievement then gives corrective action necessary to improve actions directed towards the goals. There are some studies which didn’t succeed in confirming the benefit from the usage of implementation of strategic planning (Bryson, 2004), or they have only confirmed the positive influence of individual strategic planning tools (Berson & Avolia, 2004). Again, the results for this type of research depend on the selected list of investigated strategic planning tools, the methodology of measuring the effectiveness in the investigated companies or some contingency factors which have not been taken in consideration, which could be the reason for different or inconsistent results and conclusions.
2.6 Summary

The practice of strategy management process has today gained prominence worldwide and across businesses, public and private. Various writers have argued that strategic planning facilitates effective organization performance. This has examined the relationship between strategic management process and implementation giving attention to the specific steps in the strategic planning process. The prescriptive strategic management literature implies that there is a positive association between strategic management process and organization implementation, with directional causality from strategic management process to performance.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter would present the various aspects of research methodology such as: research design, population and sampling design, sampling frame, sampling technique, sampling size, data collection methods, research procedures, data analysis method and finally the chapter summary. In addition, this chapter focuses on the manner in which the research problem was investigated by referring to the sampling method, selection of respondents, data gathering instrument(s) (e.g. questionnaire) and the statistical techniques that were utilized. In conjunction with the literature review which was undertaken, empirical analyses were conducted to assess the hypotheses generated for the purpose of the study.

3.2 Research Design

Kombo and Tromp (2006) stated that research design is a paramount strategy which is used in carrying out the research. The study was conducted using a descriptive and inferential design. The design would help in finding out the role of strategic planning on organization performance in telecommunication (Aborisade, 1997). This study was carried out through use of descriptive study. A descriptive study is suitable design for answering the research questions because it was particularly useful for studying educational innovations, evaluating strategies and in forming policies (Flyvberg, 2006). Descriptive study in depth rather than breadth and placed more emphasis on the full analysis of a limited number of events or conditions and other interrelations.

3.3 Population and Sampling Design

The population and the sampling design for the study are as discussed below;

3.3.1 Population

Neuman (2000) defines a research population as the specific pool of cases, individuals or group(s) of individuals which the researcher wishes to investigate. The Kenya Red Cross Society (KRCS) is situated in South C, most of the inhabitants here are in the middle income level and a few in the high income level. It is an urban area with a number of
organizations and trade areas. The target population for the research was the management of the NGO.

Table 3.1: Target Population of NGOs

<table>
<thead>
<tr>
<th>Population category</th>
<th>Target population</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top management</td>
<td>100</td>
<td>20%</td>
</tr>
<tr>
<td>Middle level management</td>
<td>150</td>
<td>30%</td>
</tr>
<tr>
<td>Lower level management</td>
<td>250</td>
<td>50%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>500</strong></td>
<td>100%</td>
</tr>
</tbody>
</table>

3.3.2 Sampling design

Sampling is the process of selecting units (e.g. people) from a population of interest so that by studying the sample we may fairly generalize our results back to the population from which they were chosen (William M.K., 2006). Sampling design refers to a working plan that provides details about the population frame, sample size and sample selection procedure to make explicit the characteristic of the population (Cooper, & Schindler, 2005).

3.3.2.1 Sample Size

Mugenda & Mugenda (2003) argues that a sample size is a portion of the population which is under study. The sample should have the same characteristics as the entire population in order for it to be representative. In addition, level of confidence chosen for this study was 95 percent which was taken as z value of ±1.96. Majority, of the business research use between 95 or 99 percent. In addition, the research allowed an error of 0.05 (Kothari, 2004).

\[
n = \frac{Z^2 \times p \times q}{d^2}
\]

- \(n\) is the desired sample size (if the target population is less than 10,000)
- \(Z\) the standard normal deviate (1.96)
- \(p\) will be assumed prevalence risk factors (50%)
- \(q\) 1-p
- \(d\) the level of statistical significance set
Assuming 50% of the population have the characteristic being measured, \( q = 1 - 0.5 \), assuming we desire the accuracy at 0.05 level. The Z-statistic is 1.96 at this level therefore using:

\[
    n = \frac{z^2 \cdot pq}{d^2}
\]

\[
    1.96^2 \times 0.5 \times 0.5 / 0.05^2 = 384
\]

384 is the desired sample size.

The target population is estimated to be 500 therefore \( n_f \) will be:

- \( n_f \) the desired sample size, when the study population is <10,000
- \( n \) desired sample size, when the population is >10,000
- \( N \) estimate of the population size

If the study population is <10,000

\[
    n_f = \frac{n}{1 + (n)/(N)}
\]

\[
    n_f = \frac{384}{1 + \frac{384}{500}} = 217
\]

To cater for non-response rate 5% of the sample size was added.

5% of 217 is 10

A total sample size of 227 was used.
Table 3.2: Sample Size

<table>
<thead>
<tr>
<th>Sample category</th>
<th>Sample size</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top management</td>
<td>55</td>
<td>24.23%</td>
</tr>
<tr>
<td>Middle level management</td>
<td>82</td>
<td>36.12%</td>
</tr>
<tr>
<td>Lower level management</td>
<td>90</td>
<td>39.65%</td>
</tr>
<tr>
<td>Total</td>
<td>227</td>
<td>100%</td>
</tr>
</tbody>
</table>

3.3.2.2 Sampling Technique

According to Agresti and Finlay (2008) Stratified random sampling is a probabilistic sampling option whereby the population is divided into strata i.e. segments. Dividing the population into strata is important so as to give relevance to the research interest. The research group is divided into three strata top management, middle level management and low level management.

3.3.2.3 Sampling Frame

A sampling frame refers to the list of elements from which the sample is drawn and contains all the representative elements in the population selected study (Cooper & Schindler, 2005). In this study, the sampling frame used was the list of the three tiers of management in Kenya Red Cross Society, Nairobi.

3.4 Data Collection Methods

The study used primary data collection. The primary data collection method was carried out by the use of questionnaires. The questionnaire was administered through drop and take of the filled questionnaires. Further, the secondary data was incorporated by use of the e-resources such as journal, books and other relevant sources.
The primary data of the employees was be obtained using questionnaires and it included structural and non-structural questions. Questionnaires were prioritized in this research because they allowed respondents produce the information that was necessary for the study. The researcher ensured that the questionnaires were pretested before carrying out the actual research for validity and reliability purposes. Validity can be defined as determining whether the questionnaire measured what they are supposed to (Orodho, 2003). The researcher used content validity to evaluate whether the instruments measured what was expected. Additions and adjustment to the instruments were done in consultations with the supervisor.

For the purposes of this research, a questionnaire was considered appropriate as a data gathering instrument.

### 3.5 Research Procedures

This study was conducted in NGOs. An intense and comprehensive study was conducted on the strategic management process and implementation employing a descriptive study design and the data collection tool that was questionnaires as the findings were quantitative in nature. The participants were informed of the confidential nature of the study and those who agreed to be part of the study were issued with confidentiality forms to sign. This was be done both for the pretest and actual study. The chief benefit of a case study is that an entire organization can be investigated in depth and with careful attention to facts. This focus enabled the researcher to cautiously study the order of events as they occurred or to concentrate on identifying the relationships among functions, individuals or entities (Robison, 2003).

### 3.6 Data Analysis Methods

The data gathered was edited, tabulated and coded and summarized. This research used quantitative method of data analysis which was gathered. These include mean, median, and mode and standard deviation, range, and variance. Correlation and regression analysis was used to determine the relationship between variables. The Statistical Package for the Social Sciences (SPSS) version 22 was utilized to analyze and present the
data in this research, with frequency tables and graphical illustrations to provide information on key demographic variables in this study. Subsequently, the inferential statistics based on examination of each hypothesis formulated for the research, are presented. All statistical test results were calculated at the 2-tailed level of significance in accordance with the non-directional hypotheses presented (Sekaran, 2000).

The data analysis was done through the use of SPSS and inferences were drawn. The results from the research would be presented by graphs, scatter diagrams, pie charts and tables. Multiple regression analysis is assumed to determine a combination of independent variables which predicts dependent variables (Tredoux & Durrheim, as cited in Whitlow, 2005). It is argued that this type of analysis furthermore measures the strength of the relation between one or more predictor variables and a target variable (Guyatt et al., as cited in Roberts, 2005). With specific reference to this study, this type of analysis assisted in exemplifying how the variance in different permutations of variables in the proposed study can be elucidated by several factors.

Multiple regression analysis was be done to test whether the regression model holds under:

\[ Y = a + B_1 X_1 + B_2 X_2 + B_3 X_3 + B_4 X_4 + B_5 X_5 + E \]

Where

\( y \) = Strategic management process

\( x_1 \) = Management commitment

\( x_2 \) = Organizational structure

\( x_3 \) = Availability of resources

\( x_4 \) = Employees motivation

\( e \) = error term

Descriptive statistics describe the raw data in a clear manner. According to Neuman (2000), this method enables the presentation of numerical data in a structured, accurate
and summarized manner. The descriptive statistics considered appropriate for the current research include the mean and standard deviation. According to Murphy and Davidshofer (1998), the mean refers to a measure of central tendency that offers a general picture of the data, and what is commonly referred to as the average value for the distribution of scores.

The standard deviation refers to measuring the square root of the variance. It is the standard measure of variability from the mean and a measure of dispersion (Sekaran, 2000).

Inferential statistics refer to statistical methods that can be utilized to make inferences about a specific population and/or sample, based on the results of the study (Welman & Kruger, 2001). The inferential statistics that were generated involved the use of the Pearson product-moment correlation coefficient, Multiple Regression analysis and Multiple Analysis of Variance.

The Pearson product-moment correlation coefficient was utilized to establish the degree of a relationship between variables (Thorne & Giesen, 2003). Furthermore, correlation refers to the association between two (2) variables (Sapsford & Jupp, 2006). The outcome of this type of analysis results in the finding of whether a relationship exists between variables and the direction (negative or positive) and strength of such a relationship – with a positive outcome denoting a direct relationship and a negative sign, and converse relationship (Thorne & Giesen, 2003).

In addition, the study used Analysis of Variance (ANOVA). In this type of analysis comparisons can be made between groups, such as those found from analyzing the biographical data in comparing group findings with regards to for example work motivation (Blaikie, 2003). Roberts (2005) argues that this type of analysis has the distinct advantage that all the groups are weighed against each other concomitantly with the appropriate variables. Roberts (2005) acknowledges the following underpinnings on which ANOVA is grounded:

a) The groups must be normally distributed.

b) The groups must be independent.
c) The population variance must be homogeneous.

d) The population distribution must be normal.

ANOVA is employed to establish whether there is a difference in implementation Strategic planning. This was based on predetermined variables, including biographical variables.

3.7 Chapter Summary

The chapter endeavored to describe and discuss the design of the research, including the research description, the research instrument and the procedure used to obtain the data. Furthermore, this chapter identified and provided insight into the statistical analysis techniques employed (descriptive and inferential analyses).
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
In this chapter, the focus is on the presentation of data and interpretation of the findings. It presents the analysis of the data ending with the regression analysis results. This chapter provides an analysis of the research findings and obtained from administering of the research instruments postulated in chapter 3. The data analysis and findings aims to provide an understanding of challenges facing implementation of management strategic planning in non-governmental organizations.

4.2 General Information

4.2.1 Response Rate
From the research, a total of 227 questionnaires were administered to the respondents dealing with county and government projects. 211 questionnaires were successfully filled, returned and taken as a sample. This gave a response rate of 93%. This response rate was favourable. The results were given in the figure 4.1 below.
4.2.2 Gender of the respondents

The respondents were asked to indicate their gender and the results analyzed. This is shown in the table and figure 4.2.
Figure 4.2: Gender of the respondents

From the figure 4.2 it can be noted that the respondents who were male accounted for 73.2% and those who were female accounted for 26.8%. It can be deduced that majority of the respondents were male with 73.2% who dominated in the challenges facing implementation of management strategic planning in non-governmental.

4.2.3 Work experience

The respondents were asked to indicate their work experience and the results presented in the table 4.1 below.

Table 4.1: Work experience

Data was collected on the workers experience from the three tiers on management as represented in the table below.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1 year</td>
<td>18</td>
<td>8.5</td>
</tr>
<tr>
<td>2-4 years</td>
<td>90</td>
<td>42.7</td>
</tr>
<tr>
<td>5-7 years</td>
<td>40</td>
<td>18.9</td>
</tr>
<tr>
<td>8-9 years</td>
<td>30</td>
<td>14.2</td>
</tr>
<tr>
<td>Above 10 years</td>
<td>13</td>
<td>6.2</td>
</tr>
<tr>
<td>System</td>
<td>20</td>
<td>9.5</td>
</tr>
<tr>
<td>Total</td>
<td>211</td>
<td>100.0</td>
</tr>
</tbody>
</table>

From the table 4.1 respondents indicate that they have been in the organization for less than 1 year accounted for 8.5%, those who indicate that it takes 2 – 4 years accounted for
42.7%, those who indicated that it takes 5 – 7 years accounted for 18.9%, those who indicated that it takes 8 – 9 years accounted for 14.2% and those who indicate that it takes above 10 years accounted for 6.2%. It can be deduced that majority of challenges facing implementation of management strategic planning in non-governmental organizations took 2 – 4 years to be completed which records the highest percentage of 42.7%.

4.2.4 Level of education

The respondents were asked to indicate their level of education. The results were indicated in the figure 4.3 below.

![Figure 4.3: Level of education]

Also, the respondents’ level of education was recorded as follows: those respondents who had reached graduate level were 56.8%, Postgraduate Diploma level with 10%, and master Degree level with 19% and PhD Level 14.2%. Those who had certificates and diploma accounted for zero percent. This is a clear indication that education is important for NGO employees in the management levels this might be because of the tough decisions they need to make.

4.3 Management Commitment as a Challenge
4.3.1 Management level in control of strategic implementation process

The measure on a nominal scale was used. The range was impossible to tell (1) to top level (5). The respondents were asked to indicate the extent to which the management are involved in the strategic planning process. The response was well received because gauging from the table below the management had an active role as explained below.

The results were analyzed and indicated in the table 4.2 below.

Table 4. 2: Management level in control of strategic implementation process

<table>
<thead>
<tr>
<th>Level</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impossible to tell</td>
<td>9</td>
<td>4.3</td>
</tr>
<tr>
<td>All/Uniform</td>
<td>40</td>
<td>18.9</td>
</tr>
<tr>
<td>Functional Level</td>
<td>52</td>
<td>24.7</td>
</tr>
<tr>
<td>Middle Level</td>
<td>80</td>
<td>37.9</td>
</tr>
<tr>
<td>Top</td>
<td>30</td>
<td>14.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>211</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

It can be deduced that from table 4.2 that respondents who indicated that the management level of control of strategic planning is from the top management accounted for 14.2%. In addition, those who indicated that management level of control of the strategic implementation process is middle level, function level, uniform and impossible to tell with 37.9%, 24.7%, 18.9% and 4.3% respectively. The middle level and functional level seem to have most of the bulk of control of strategic implementation process and this is because they have the mandate to make most of such decisions and be actively involved in their functioning. The top level management mostly receive reports of what has been done and maybe approve projects which the middle level manager has already conducted a feasibility study.

4.3.2 Understanding level of management on strategic plans
The measure on an ordinal scale was used. The range was strongly disagree (1) to strongly agree (5). The respondents were asked to indicate the whether the members of management team understand the strategic plans and the results were indicated in the table 4.3 below.

<table>
<thead>
<tr>
<th>Table 4.3: Understanding level of management on strategic plans</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Frequency</strong></td>
</tr>
<tr>
<td>Strongly Disagree</td>
</tr>
<tr>
<td>Disagree</td>
</tr>
<tr>
<td>Neutral</td>
</tr>
<tr>
<td>Agree</td>
</tr>
<tr>
<td>Strongly agree</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

From the table 4.3 it can be deduced that the respondents who indicate that management understand the strategic plan with those who strongly agree being 17.1%. In addition, those who indicate that they agree and those neutral that management understands the strategic plan with 37.9%, 21.8%, respectively. Finally, those who indicate that they disagree and strongly disagree that management understand the strategic plan yielded 19.9% and 3.3% respectively.

4.3.3 Management activities are based on organisations strategic plan

The measure on a five point liker scale was used. The range was strongly disagree (1) to strongly agree (5). The respondents were asked to indicate whether the management
activities in their organization are based on the organization strategic plan. The results were analyzed and indicated in the table 4.4 below.

### Table 4.4: Management activities are based on organizations strategic plan

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>20</td>
<td>9.5</td>
</tr>
<tr>
<td>Disagree</td>
<td>50</td>
<td>23.7</td>
</tr>
<tr>
<td>Neutral</td>
<td>60</td>
<td>28.4</td>
</tr>
<tr>
<td>Agree</td>
<td>70</td>
<td>33.2</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>11</td>
<td>5.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>211</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Table 4.4 shows that those respondents who indicated that management activities in the organization are based on the strategic plans and implementation strongly agree accounted for 5.2%. In addition, those who indicate that management activities are based on the organization strategic plans with those who indicated agree and neutral accounting 28.4% and 33.2% respectively. Further, those who indicate that management activities are based organization strategic plans and indicated disagree and strongly disagree accounting for 23.7% and 9.5% respectively. This shows a gap because if more than 50% show management activities are not always based on organization’s strategic plans which should be a solid guide in its functions then something is amiss.

4.3.4 Existence of strategic implementation policies in the organization
The measure on a five point likert scale was used. The range was strongly disagree (1) to strongly agree (5). The respondents were asked to indicate existence of the organization strategic implementation policies. The results were analyzed and indicated in the table 4.5 below.

**Table 4.5: Existence of strategic implementation policies in the organization**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>14</td>
<td>6.6</td>
</tr>
<tr>
<td>Disagree</td>
<td>28</td>
<td>13.3</td>
</tr>
<tr>
<td>Neutral</td>
<td>44</td>
<td>20.9</td>
</tr>
<tr>
<td>Agree</td>
<td>95</td>
<td>45.0</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>30</td>
<td>14.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>211</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Table 4.5 indicated that respondents who stated that there is existence of the strategic implementation policies in the organization and strongly agree, agree, neutral, disagree and strongly disagree were 14.2%, 45%, 20.9%, 13.3% and 6.6% respectively. Strategic implementation policies are a huge part of every organization as they provide a guidance in every activity.

**4.3.5 Extent to which strategic plans are being achieved**

The measure on a five point likert scale was used. The range was not at all (1) to excellent (5). The respondents were asked to indicate the extent to which the set out objective on the strategic plans are being achieved. The results were analyzed and indicated in the table 4.6 below.
Table 4.6: Extent to which strategic plans are being achieved

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not at all</td>
<td>10</td>
<td>4.7</td>
</tr>
<tr>
<td>Very low extent</td>
<td>22</td>
<td>10.4</td>
</tr>
<tr>
<td>Moderate</td>
<td>50</td>
<td>23.8</td>
</tr>
<tr>
<td>Good</td>
<td>88</td>
<td>41.7</td>
</tr>
<tr>
<td>Excellent</td>
<td>41</td>
<td>19.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>211</strong></td>
<td><strong>93.1</strong></td>
</tr>
</tbody>
</table>

The table 4.6 indicates that those respondents showed that the organization has set procedures on how the organization’s strategic plans are being achieved with those who indicated excellent and good with 19.4% and 41.7% respectively. In addition, those who indicated that there are moderate, very low extent and not at all with 23.8%, 10.4% and 14.7% respectively.

This section was to determine the implementation of the strategic plans in the organization by focusing on the whether organizations develop strategic plans, also determine whether the organization takes time in the strategic planning implementation. Finally the section focused on the strategic management and implementation horizon by determining whether it is short term, medium term and long term.

4.4 Organizational Policies

This section determined how organizational policies affects implementation of strategic planning. The results were given in the tables 4.7, 4.8 and 4.9.
4.4.1 Policies are in relation to implementation of strategic planning

The measure on a nominal scale. The range was, not effective (1) to very effective (5). The respondents were asked to indicate whether the policies are in relation to implementation of strategic plan. The results indicated in the table 4.7 below.

Table 4.7: Policies are in relation to implementation of strategic planning

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not effective</td>
<td>6</td>
</tr>
<tr>
<td>Less effective</td>
<td>18</td>
</tr>
<tr>
<td>Neutral</td>
<td>42</td>
</tr>
<tr>
<td>Effective</td>
<td>80</td>
</tr>
<tr>
<td>Very effective</td>
<td>65</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>211</strong></td>
</tr>
</tbody>
</table>

Table 4.7 shows that those respondents who indicated that policies are in relation to implementation of strategic planning and rated very effective with 2.84%. Those who indicated that there are policies in relation to implementation of strategic planning with those who indicated effective, neutral, less effective and not effective with 19.91%, 37.91%, 30.81% and 8.53% respectively.

4.4.2 Organization policies supports achievement of strategic objectives

The measure on a five point likert scale was used. The range was strongly disagree (1) to strongly agree (5). The respondents were asked to indicate whether organization policies support achievement of strategic objectives. The results were indicated in the table 4.8 below.
Table 4.8: Organization policies supports achievement of strategic objectives

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>17</td>
<td>8.1</td>
</tr>
<tr>
<td>Disagree</td>
<td>20</td>
<td>9.5</td>
</tr>
<tr>
<td>Neutral</td>
<td>45</td>
<td>21.3</td>
</tr>
<tr>
<td>Agree</td>
<td>79</td>
<td>37.4</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>50</td>
<td>23.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>211</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Table 4.8 shows that organization policies supports achievement of strategic objectives with those who indicated strongly agree with 23.7%. Those who indicated that they agree, neutral, disagree and strongly disagree with 37.4%, 21.3%, 9.5 and 8.1% respectively.

4.4.3 Organization policies influences the achievement of the strategic objectives

The measure on a nominal scale was used. The range was strongly disagree (1) to strongly agree (5). The respondents were asked to indicate whether organization policies influence the achievement of the organization’s strategic objectives. The results were indicated in the table 4.9 below.

Table 4.9: Organization policies influences the achievement of the strategic objectives

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
From the table 4.9 it can be deduced that those respondents who indicated very high and high that organization policies influence the achievement of the strategic objectives with 27% and 35.5% respectively. Some of the respondents did not seem to agree that organizational policies influences strategic objective and they were none 2.4% and low 9.5%, others were indecisive 25.6%.

### 4.5 Resource Scarcity

This section focused on the scarcity of the organization resources and how they are used to implement the strategic plans. The results were discussed in the table 4.10, 4.11, 4.12, 4.13 and 4.14.

#### 4.5.1 There is scarcity of resources in the organization

The measure on a nominal scale was used. The range was strongly disagree (1) to strongly agree (5). The respondents were asked to indicate whether there is scarcity of resources in the organization when implementing organization strategic plans. The results were indicated in the table 4.10 below.

**Table 4. 10: Scarcity of resources in the organization**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>10</td>
</tr>
<tr>
<td>Disagree</td>
<td>22</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>10</td>
</tr>
<tr>
<td>Disagree</td>
<td>22</td>
</tr>
</tbody>
</table>
From the table 4.10 above it can be deduced that those who realize there is scarcity of resources in the organization being those who strongly agree, agree and neutral were 35.1%, 27% and 22.8% while those who disagreed accounted for 10.4% and strongly disagree 4.7. Above 80% indicate that is a scarcity of resources this a clear illustration of where the problem lies in implementation of strategic planning.

4.5.2 Resources shared on strategic objectives

The measure on a five point like scale was used. The range was not effective (1) to very effective (5). The respondents were asked to indicate whether the available resources are shared on the strategic objectives when implementing strategic plans. The results were given in the table 4.11 below.

Table 4.11: Resources shared on strategic objectives

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not effective</td>
<td>60</td>
</tr>
<tr>
<td>Less effective</td>
<td>55</td>
</tr>
<tr>
<td>Neutral</td>
<td>42</td>
</tr>
<tr>
<td>Effective</td>
<td>24</td>
</tr>
<tr>
<td>Very effective</td>
<td>30</td>
</tr>
<tr>
<td>Total</td>
<td>211</td>
</tr>
</tbody>
</table>

Table 4.11 indicates that those respondents who stated that resources shared on strategic
objectives were very effectively shared accounting for 14.2%. In addition, those who indicated that there is effective sharing of resources on the strategic objectives accounting for 11.4%. Finally those respondents who indicate that the resources are neutrally, less effectively and not effectively shared accounting for 19.9%, 26.1% and 28.4% respectively.

4.5.3 Extent to which enough resources are allocated to the strategic objectives

The measure on a five point like scale was used. The range was none (1) to very high (5). The respondents were asked to indicate the extent to which enough resources are allocated to the strategic objectives when implementing the strategic plans. The results were indicated in the table 4.12 below.

Table 4. 12: Extent to which enough resources are allocated to the strategic objectives

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>23</td>
<td>10.9</td>
</tr>
<tr>
<td>Low</td>
<td>55</td>
<td>26.1</td>
</tr>
<tr>
<td>Moderate</td>
<td>57</td>
<td>27.0</td>
</tr>
<tr>
<td>High</td>
<td>46</td>
<td>21.8</td>
</tr>
<tr>
<td>Very High</td>
<td>30</td>
<td>14.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>211</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Table 4.12 indicates the respondents who mentioned that there was none, low and moderate allocation of resources for strategic objectives being 10.9, 26.1% and 27%. This represents more than 50% of the sentiments and this is quite worrying, inadequate resources is one of the main factors causing challenges to the implementation of strategic planning. While respondents who argued resource allocation was high being 21.8% and very high 14.2%.
4.5.4 Budget helps in strategic objectives

The measure on an ordinal scale was used. The range was strongly disagree (1) to strongly agree (5). The respondents were asked to indicate whether budget helps in strategic objectives when implementing strategic planning. The results were given in the table 4.13 below.

Table 4. 13: Budget helps in strategic objectives

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>13</td>
</tr>
<tr>
<td>Disagree</td>
<td>20</td>
</tr>
<tr>
<td>Neutral</td>
<td>43</td>
</tr>
<tr>
<td>Agree</td>
<td>80</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>55</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>211</strong></td>
</tr>
</tbody>
</table>

Table 4.13 shows those respondents who indicated that budget helps in strategic objectives when implementing strategic planning, strongly agree being 26%, agree 37.9% and neutral 20.4% this is a clear indication that budgeting is vital in setting of strategic objectives necessary for the implementation of an organization’s functions. Those who disagreed with were 9.5% and strongly disagree 6.2%.

4.5.5 Resource scarcity hinders the achievement of organization’s strategic objectives

The measure on a five point like scale was used. The range was none (1) to very high (5). The respondents were asked to indicate whether resource scarcity hinders the achievement of organization’s strategic objectives when implementing strategic planning. The results were given in the table 4.14 below.
Table 4.14: Resource scarcity hinders the achievement of strategic objectives

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>8</td>
<td>3.8</td>
</tr>
<tr>
<td>Low</td>
<td>38</td>
<td>18</td>
</tr>
<tr>
<td>Moderate</td>
<td>40</td>
<td>18.9</td>
</tr>
<tr>
<td>High</td>
<td>75</td>
<td>35.6</td>
</tr>
<tr>
<td>Very High</td>
<td>50</td>
<td>23.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>211</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

From table 4.14 it can be deduced that most respondents are in agreement that resource scarcity definitely hinders achievement of strategic objectives because close to 60% (high 35.6%, very high 23.7%) highlighted that this is a big issue in Red Cross. Resource scarcity could be caused by their dependence on donations. Those who mentioned none, low and moderate were 3.8%, 18 and 18.9.

### 4.6 Employees motivation and Strategic Implementation

The respondents were asked to indicate how employee’s motivation influences the implementation of strategic planning in NGOs. The results were given in the table 4.15, 4.16, 4.17 and 4.18 indicated below.
4.6.1 Employees role in achievement of strategic objectives

The measure on a five point likert scale was used. The range was strongly disagree (1) to strongly agree (5). The respondents were asked to indicate on the importance of employees in achievement of organizations strategic objectives. The results were indicated in the table 4.15 below.

Table 4.15: Employees role in achievement of strategic objectives

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>12</td>
<td>5.7</td>
</tr>
<tr>
<td>Disagree</td>
<td>23</td>
<td>10.9</td>
</tr>
<tr>
<td>Neutral</td>
<td>43</td>
<td>20.4</td>
</tr>
<tr>
<td>Agree</td>
<td>78</td>
<td>36.9</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>55</td>
<td>26.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>211</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Table 4.15 shows that those who indicated that they strongly agree, agree, neutral and strongly disagree that employees have a vital role to play in achievement of organization’s strategic objectives and this is because they are the driving force in the organization without them nothing could go on. This is supported by the number of people who agree with this sentiment as shown above agree 36.9%, strongly agree 26.1% while those who were of a negative view being strongly disagree 5.7% and disagree 10.9% and 20.4 neutral.

4.6.2 Employees encounter challenges on implementing strategic plans

Measure on a nominal scale was used. The range was strongly disagree (1) to strongly agree (5). The respondents were asked to indicate whether employees encounter challenges on implementing strategic plans. The results were indicated in the table 4.16 below.
Table 4.16: Employees encounter challenges on implementing strategic plans

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>10</td>
<td>4.7</td>
</tr>
<tr>
<td>Disagree</td>
<td>17</td>
<td>8.1</td>
</tr>
<tr>
<td>Neutral</td>
<td>38</td>
<td>18.0</td>
</tr>
<tr>
<td>Agree</td>
<td>80</td>
<td>37.9</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>66</td>
<td>31.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>211</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Challenges in the implementation of strategic objectives are almost inevitable as stated earlier inadequate resources are a huge deterrence in the achievement of strategic objectives. Above 100 of the respondents (agree and strongly agree 69.2%) while only 12.8% disagree and completely disagree, only 18% are neutral meaning they do not lie in any particular side this might be because they have varied views.

4.6.3 Extent to which employees’ motivation support strategic plan

The measure on a five point like scale was used. The range was strongly disagree (1) to strongly agree (5). The respondents were asked to indicate extent to which employees’ motivation support strategic plan. The results were indicated in the table 4.17 below.

Table 4.17: Extent to which employees’ motivation support strategic plan

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not at all</td>
<td>10</td>
<td>4.7</td>
</tr>
<tr>
<td>Very low extent</td>
<td>30</td>
<td>14.2</td>
</tr>
<tr>
<td>Moderate</td>
<td>40</td>
<td>19.0</td>
</tr>
<tr>
<td>Good</td>
<td>85</td>
<td>40.3</td>
</tr>
<tr>
<td>Excellent</td>
<td>46</td>
<td>21.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>211</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
4.7 Reliability analysis
Cronbach’s Alpha measures the reliability of the data that was analyzed. The Alpha coefficients has magnitude of value 0 to 1 as indicated in table 4.18.

Table 4. 18 Reliability Statistics

<table>
<thead>
<tr>
<th>Cronbach’s Alpha</th>
<th>Cronbach’s Alpha Based</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>On Standardized Items</td>
</tr>
<tr>
<td>.870</td>
<td>.891</td>
<td>27</td>
</tr>
</tbody>
</table>

Table 4.18 reveals that the scores obtained for all the challenges affecting the implementation of strategic planning in NGOs, questionnaire which was administered can be regarded as satisfactory in terms of reliability of the instrument Cronbach’s Alpha of 0.87 is adequate and shows that the study can be relied upon.

4.8 Correlation Analysis
The correlation of the variables was done and the following obtained to explain the relationship among the variables of Management Commitment, Resource Scarcity, Organization Policies and Employee Motivation. The results were shown in table 4.19.

Table 4. 19: Correlation Analysis

<table>
<thead>
<tr>
<th></th>
<th>Management Commitment</th>
<th>Resource Scarcity</th>
<th>Organization Policies</th>
<th>Employee Motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Commitment</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resource Scarcity</td>
<td>0.085</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational Policies</td>
<td>.454**</td>
<td>-.264**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Employee Motivation</td>
<td>.742**</td>
<td>-.187**</td>
<td>.488**</td>
<td>1</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed test).
** Correlation is significant at the 0.05 level (2-tailed level).

Table 4.19 provides a summary of the correlation among the variables. As shown, there was strong positive correlation between: management commitment and resource scarcity of 0.085, while management commitment and organizational policies with 0.454, management commitment and employee motivation with 0.742.

4.9 Regression Model
The regression model for the variables was determined and given in the table 4.20 below.

**Table 4.20: Regression Analysis**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>1.184</td>
</tr>
<tr>
<td></td>
<td>Management Commitment</td>
<td>-.703</td>
</tr>
<tr>
<td></td>
<td>Resource Scarcity</td>
<td>.811</td>
</tr>
<tr>
<td></td>
<td>Organizational Policies</td>
<td>.660</td>
</tr>
<tr>
<td></td>
<td>Employee Motivation</td>
<td>.514</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Strategic planning

Table 4.20 provides the results of the regression analysis with challenges facing implementation and strategic planning as the dependent variable. The constant term 1.184 was significant. The coefficient of management commitment was -0.703 which was significant at p =0.001, The coefficient of resource scarcity as 0.811 which was significant at p= 0.002. The coefficient of organization policies was 0.660 which was
significant at p=0.002. Finally, the coefficient of employee motivation was 0.514 was significant at p=0.003.

The whole regression was statistically significant as given below;

\[ Y = 1.184 - 0.703X_1 + 0.811X_2 + 0.66X_3 + 0.514X_4 + E \]

4.10 Chapter Summary
This chapter has presented the analysis of the study findings. The major findings showed all variables the challenges of implementing strategic planning in NGOs were significant and thus the regression model was important. The findings have been presented in figures and tables. The next chapter presents the discussions, conclusions and recommendations.
CHAPTER FIVE

5.0 DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
In this chapter, the results are findings are discussed. The discussion is presented based on the research questions and makes comparisons with existing literature and past empirical works. Conclusions are then drawn based on the discussions. Finally, the chapter makes recommendations of the study based on the conclusions. The recommendations are divided into two parts. The first part presents the recommendations for improvement under each specific research question. The second part provides the suggestions made for further research.
5.2 Summary
The purpose of the study was to assess the challenges affecting implementation of strategic planning in NGOs. The research questions were; Is management commitment a challenge in the strategic planning process in NGO's?, How do organizational policies hinder the implementation of strategic planning process in NGO's?, How does resource scarcity influence the implementation of strategic planning process in NGO's?, How does employees motivation influence the implementation of strategic planning process in NGOs?

Descriptive research design was used for the study. The population was 211 respondents who are in the managerial positions of the NGOs. Data was collected from 211 respondents. Data was collected using a structured questionnaire. Statistical analysis was done using SPSS. Inferences were drawn using Carl Pearson Correlation Coefficient technique. The findings were presented in figures and tables.

The major findings as illustrated from table 4.20 showed that concerning the management commitment was a major factor affecting the implementation of the strategic plans in NGOs with a negative correlation of 0.703 and significant at p= 0.001 which is less than 0.05. In addition, the coefficient of resource scarcity as 0.811 which was significant at p= 0.002. The coefficient of organization policies was 0.660 which was significant at p=0.002. Finally, the coefficient of employee motivation was 0.514 was significant at p=0.003.

5.3 Discussion
5.3.1 Management commitment a challenge in the strategic planning process in NGO's

Management commitment refers to firsthand involvement in the organization’s energies and activities that work towards achievement of their goals. The study has found that management commitment affects the strategic planning of NGOs. This has been revealed by management level of control of strategic planning is from the top management accounted for 14.2%. In addition, management understands the strategic plan with those
who agree being 37.9% and management activities in the organization are based on the strategic plans and implementation indicating strongly agree accounted for 17.1%. Also it indicates that respondents indicated that organization has set procedures on how the organization strategic plan are being achieved. This data reflects poor involvement of the management in the organization’s strategic plans and the impact could be reduced efficiency in their implementation, negative influence on employees’ motivation and low performance of tasks. Only 14.2% of top management show commitment to the strategic plans this isn’t close to half of their sample size and as we all know those under the top management will follow their lead thus low involvement from the top results in low involvement from the rest. As a result the organization’s activities take much longer and wastes the available resources which could lead to the eventuality of these activities reaching a stand still. This concurs, with the study of Cater and Pucko (2010) which found that activities for and obstacles to strategy execution on a sample of 172 Slovenian Companies, their findings were that managers mostly rely on planning and organizing activities when implementing strategies, while the biggest obstacle to strategy execution is poor leadership. In order for strategy execution to occur the strategic plans need to be endorsed by their leaders this act alone makes the followers carry on regardless of what they are required to do. Moreover, the results revealed that greater obstacles to strategy execution in the forms of inadequate management skills, lack of ownership of a strategy or the steps of execution among key employees and employee’s reluctance to share their knowledge have a negative influence on performance. Mullins (2005) argues that most managerial problems have physical, psychological, social and economic aspects.

5.3.2 Organization’s policies a hindrance in the implementation of strategic planning process in NGO's.

Organizational policies are the rules set to guide the organization in its activities so as to establish its long term goals and vision. Policies have the ability to control or manipulate all major decisions and activities set to take place within the delimitations set. Due to this fact it is vital that any policy set works to improve or support organizational planning and not to hamper the focused energies towards common goals. The study has also revealed that organization policies affects the strategic planning for NGOs. It has been
demonstrated by the fact that policies are in relation to implementation of strategic planning and rated very effective with 2.84%. This percentage presents a very low confidence on the effectiveness of policies set in non-governmental organizations thus demonstrating why they are a hindrance to strategic planning. In addition, organizational policies influence the achievement of the strategic objectives with 61.1% being moderate and high. The ability of policy to influence activity is quite high to which direction the influence is in what determines the positivity or negativity. This concurs with the study of Franklin (2011) which found that corporate culture requires internal integration such that collective identity and togetherness determines day to day communications, acceptable behaviors and power allocations in the organization structures. Corporate culture implied in any organization could be a cause of many problems or a source of solutions as it has a hold on strategies and structure of non-governmental organizations. Similarly, external adaptation for dealing with outside environment will be very much in need when trying to implement a strategic plan as the government, the host economy, competition and public opinion could greatly hamper an NGOs strategic plans and implementation. Further, Ongenge (2013) has also added that the environment of an organization will affect how the culture relates to implementation. He argues that for external focus, such culture could be adaptability or mission culture whereas an internal focus could lean the organization’s culture towards clan-based or bureaucratic culture. Awino (2007) found out that corporate culture requires collective identity and togetherness in order to determine day-to-day communications, acceptable/non-acceptable behavior as well as power/status allocation.

5.3.3 Ways in which resource scarcity hinders the implementation of strategic planning process in NGO's

The study has also revealed that there is scarcity of resources in the organization with those who indicated strongly agree and agree being 62.1%. This represents more than half of the sampled population and they are in agreement that there is scarcity in the resources allocated for the implementation of strategic plans. Under staffing was realized to be a huge deterrence to the exertion of strategic planning as it causes sluggish
movement of a project and high levels of stress for employees respectively. Also inadequacy of personnel hampers the application of strategic plans in the organization so as to guide the organization towards the set goals, dissemination of this information and action on set plans. In addition, resources shared on strategic objectives with those who rated that they are very effectively shared accounting for 14.2%. Further, extent to which enough resources are allocated to strategic objectives rating high extent as 21.8%; this represents a very low number supporting the above stated explanation. Data collected on the importance of budgeting in strategic objectives reflects 26.0% as those who strongly agree and 37.9% agree with the fact that a budget drives implementation of strategic plans. Moreover, who indicated that resource scarcity hinders the achievement of organization’s strategic objectives rating very high with 59.3%. Objectives are short term goals for the organization therefore availability financial capital can greatly assist in their achievement as they ultimately lead to the long term goals which are reflected in strategic plans. This concurs with the study done by Bryson (2004) found that on account strategic planning, the main focus of strategic planning is made achievable by availability of resources and hence influence the organization performance and survival. Steiner (2007) found that the role of strategic planning in creating the organization performance is affected by organization resources and capabilities and hence better organizational performance and survival of the telecommunication companies is mostly dependent on the organization resources. These authors and other researchers such as (Al-Shammari and Hussein, 2007) discovered that relationship between strategic process planning and firm performance is influenced by the organization capabilities.

5.3.4 How employees’ motivation influences the implementation of strategic planning process in NGOs

The study also revealed that motivation influences implementation of strategic planning process in NGOs. The data collected shows that more than 50% of the sampled population realized the role of employees in strategic objectives, employees are the backbone of any organization without them no organization exists. This can be seen by implementation of strategic planning process in NGOs where employees are held in high
regard through decent payment of salaries, provision of annual and sick leaves, giving their employees the opportunity to further their studies, involvement in decision making and provision of extraneous allowances. This concurs with the study Flyvberg (2006) which found that a leader in any organization should provide resources to show commitment, share the vision, and involve people in the process of strategy implementation while listening to various possibilities. Challenges are part of a job thus it is important to apply techniques to encourage employees to forge on through provision of good working environments and team building activities which are motivation mechanism to avoid high turnover levels. If the leader and employees share the same values and internalize these values, the bond between leader and employee will be strong in all situations leading to free communication that will enable transfer of knowledge. This clearly leads to the observation that an effective leader has to focus on organizational culture and influence every individual to singularly focus on the organization’s vision. The Kenya Red Cross is a highly bureaucratic organization and the culture present there is one where there are many rules and procedures “red tape” exist. This indicates that employees at the Kenya Red Cross hold similar beliefs thus bonding teams and establishing trust and rapport leading to ease of communication among the employees. Thus focusing on methods of employee motivation will highly influence implementation of strategic objectives that lead to achievement of strategic plans. In his study “An empirical investigation of aspects of strategic formulation and implementation with large private manufacturing firms in Kenya,” Ongenge (2013) observed that managerial involvement had little impact on strategy implementation among local companies but significant among foreign companies.

5.4 Conclusions

5.4.1 Management commitment a challenge in the strategic planning process in NGO's

Management commitment negatively affected strategic implementation of strategic planning. This is a major challenge to the organization in which the management are the
key implementers of the strategic planning. The management commitment plays a vital role in the implementation of the strategic plans. Management commitment has been revealed to either help in implementing the strategic plans when the management are positive. Employees in lower positions look up to the top management as mentors and emulate what they do thus if they do not actively participate in strategic planning and implementation it passes a certain message to them.

5.4.2 Organizational policies a hindrance in the implementation of strategic planning process in NGO's

It can also be concluded that organization policies are a challenge to implementation of strategic planning process in NGO's. This has been revealed by the study that when the organization environment, culture are well utilized they help implementation of the strategic planning process but if not well utilized it creates a hostile environment for any activity to survive.

5.4.3 Way in which resource scarcity hinder the implementation of strategic planning process in NGO's

It can also be concluded that resource scarcity hinders the implementation of strategic planning process in NGO's in a variety of ways. Inadequate human resource is a major factor because without an adequate number of employees the process will move in a sluggish manner and this will ultimately affect other organizational activities, maybe even result in a stand still.

5.4.4 How employees’ motivation influences the implementation of strategic planning process in NGOs

Finally, it can be concluded that motivation influences the implementation of strategic planning process in NGOs. The study has revealed that when the employees are not motivated the strategic planning implementation is very slow or doesn’t take place.
5.5 Recommendations

5.5.1 Management commitment a challenge in the strategic planning process in NGO's

One of the major recommendation is that the management should be on the front line to foster the strategic implementation processes in the NGOs. The management should avail the resources and create a favorable environment that can help implementation.

5.5.1.2 How organizations policies hinder the implementation of strategic planning process in NGO's

Another recommendation is that the management should be participate in making policies that help in the implementation of strategic planning process in NGO's. Policies that are favorable helps in implementation of strategic planning process in NGO's.

5.5.1.3 How resource scarcity hinders the implementation of strategic planning process in NGO's

Another recommendation is that management should allocate a budget to the implementation of strategic planning process in NGO's. This will ensure that the resources will be used in implementation of strategic planning process in NGO's.

5.5.1.4 How employees’ motivation influences the implementation of strategic planning process in NGOs

Finally, the management should motivate employees so that they can help in implementation of strategic planning process in NGO's. This could be financially through pay increases, socially through team building activities or psychologically through provision of stress management consultants.

5.5.2 Recommendations for future research

The study undertaken was done to determine the challenges facing implementation of management strategic planning in non-governmental organizations. This study has highlighted the factors that present a challenge according to the collected data and made recommendations to eliminate or reduce the challenges faced.
The study was limited to the Kenya Red Cross Society headquarters in Nairobi but there are a number of chain branches to this organization who operate under the wing of the Nairobi headquarters and definitely have managers involved in the implementation process. Thus to avoid bias in the study it is commended to include managers in the different branches since no decision could be made without their view or vote.

Data collection was done over a period of six months (December 2015- June 2016), this was not the most opportune time as most of the managers were on holiday especially between December and January and those at work were quite occupied preparing for the ending financial year. Therefore it is recommended that the study is done for a longer period of time to cover more base and deal with the non-availability situation.

The method of data collection applied was questionnaires, they yielded good results but to avoid the ambiguity that comes with the use of questionnaires, interview schedules could be introduced to avoid misinterpretation of data gathered by the researcher. Non-verbal cues and verbal responses on a face to face basis with the researcher will definitely eliminate this in further research studies.

REFERENCES


Appendix I: Questionnaire

CHALLENGES FACING IMPLEMENTATION OF MANAGEMENT STRATEGIC PLANNING IN NON-GOVERNMENTAL ORGANIZATIONS
This questionnaire seeks to investigate the factors affecting the implementation of strategic plans in NGOs. This study is an academic study and the information obtained through this questionnaire will be treated confidentially and will not be used for any other purpose other than academic research.

Section A: General Information

1. Position/Designation of respondent: _______________________________

2. Gender: (Tick one) Female ☐ Male ☐

3. How long have you worked for your organization? (No. of Years) ___________

4. What is your highest level of education?
   - Diploma
   - 1st Degree
   - Master’s Degree
   - Doctoral (PhD)

Section B: Strategic Implementation of Strategic Plans

5. Does your organization develop strategic plans? Explain

_________________________________________________________________
_________________________________________________________________

6. Over what period of time has your organization been implementing strategic plans

   - Short term
   - Medium term
   - Long term

7. Does the implementation happen within the anticipated timeframe? If NO, what factor(s) hinder the implementation process.

_________________________________________________________________
_________________________________________________________________

8. How often are these plans reviewed?
o Every 6 months
o After 3 years
o After 5 years

Section C: Management Commitment

9. In which Management level in your organization does most of the management and control of the strategic implementation process occur?
o Top level
o Middle Level
o Function Level
o All/Uniform
o Impossible to tell

10. Do you agree that members of your management team understand the strategic plans?
o Strongly agree
o Agree
o Neutral
o Disagree
o Strongly disagree

11. Do you agree that strategic implementation policies exist in your organization?
o Strongly agree
o Agree
o Neutral
o Disagree
o Strongly disagree

12. To what extent are the objectives set out in the strategic plan being achieved in your opinion?
o Not at all
o Very low extent
o Moderate
o Good
o Excellent

Section D: Organizational Policies

13. How would you describe the policies of your organization in relation to implementation of strategic plan?
o Very effective
o Effective
14. Does organization policies support achievement of strategic objectives?
   - Strongly agree
   - Agree
   - Neutral
   - Disagree
   - Strongly disagree

15. To what extent do you think organizational policies influence the achievement of strategic objectives?
   - Very high
   - High
   - Moderate
   - Low
   - None

Section E: Resource Scarcity

16. Do you agree that there is availability of resource in your organization?
   - Strongly agree
   - Agree
   - Neutral
   - Disagree
   - Strongly disagree

17. How are resources shared on strategic objectives?
   - Very effective
   - Effective
   - Neutral
   - Less effective
   - Not effective

18. To what extent do you think strategic objectives are clearly allocated enough resources?
   - Very high
   - High
   - Moderate
   - Low
   - None
19. To what extent do you think resource scarcity contributes to the achievement of organization’s strategic objectives?
   o Very high
   o High
   o Moderate
   o Low
   o None

Section F: Employee Motivation

20. Do you agree that employees play in achievement of your organizations strategic objectives?
   o Strongly agree
   o Agree
   o Neutral
   o Disagree
   o Strongly disagree

21. Do employees encounter challenges on implementing strategic plans?
   o Strongly agree
   o Agree
   o Neutral
   o Disagree
   o Strongly disagree

22. To what extent do you think employees motivation support your strategic plan?
   o Not at all
   o Very low extent
   o Moderate
   o Good
   o Excellent

23. To what extent do you think employees motivation involvement contributes to the achievement of the organization’s strategic objectives?
   o Very high
   o High
   o Moderate
   o Low
   o None
Thank you for your time

Appendix II: Budget Used

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<thead>
<tr>
<th>Item</th>
<th>Cost (Kshs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research materials (printing)</td>
<td>2,000.00</td>
</tr>
</tbody>
</table>
### Appendix III: Time Schedule

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<tr>
<th>Activities</th>
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<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
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</thead>
<tbody>
<tr>
<td>Communication (Telephone, Email)</td>
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<td></td>
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<tr>
<td>Meals</td>
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<td>Consultation fees</td>
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<tr>
<td>Travelling expenses</td>
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<tr>
<td>Miscellaneous</td>
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<td><strong>Total</strong></td>
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</tbody>
</table>

<p>| | | | | | | |</p>
<table>
<thead>
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<td>1,000.00</td>
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<td>-------------------------------------------</td>
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<td></td>
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<tr>
<td>Review of literature</td>
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<tr>
<td>Draft literature review</td>
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</tr>
<tr>
<td>Agree research strategy with supervisor</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agree formal access to organizations for collection of primary data</td>
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<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Compile, pilot and review questionnaire</td>
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<td>Data analysis and processing</td>
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<td>Writing the research report</td>
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