EVALUATION OF STRATEGY EXECUTION IN INTERNATIONAL NGOS: A CASE OF ICRAF

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UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

SUMMER 2018
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A Research Project Submitted to the Chandaria School of Business in Partial Fulfilment of the Requirement for the Degree of Master of Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

SUMMER 2018
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- Africa for academic credit.

Signed: ________________________ Date: ______________________

Joan Syokwaa Mativo (ID 649169)

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

Signed ________________________ Date ______________________

Prof. Peter M. Lewa

Signed ________________________ Date ______________________

Dean, Chandaria School of Business
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ABSTRACT

The main objective of this study was to assess effective strategy execution by the International Centre for Research in Agroforestry (ICRAF). The study was guided by the following specific objectives: to determine the internal organization factors affecting effective strategy execution in ICRAF, to examine external organization factors affecting effective strategy execution in ICRAF and lastly to assess various ways of enhancing strategy execution in ICRAF. To realize this objective, a descriptive research design was adopted. The study targeted total population of strategic managers which constituted of 30 in Nairobi headquarters, i.e. 11 low level, 14 Middle level and 3 top level. Out of the selected 30 respondents only 28 filled and returned the questionnaires representing 93% of the respondents. Primary data was collected from the strategic managers using a combination of questionnaire and structured interviews which was developed according to the research objectives.

The questionnaires and the interview guide were divided into four sections in accordance with the research objectives. The research procedure begun with the pre-testing of the research instruments so as to assess the effectiveness and validity of the tool. The questionnaires were then administered through an online survey using Google forms technique with each respondent being given two weeks to fill in the questionnaire. A fact sheet was used to summarize the data collected before it is cleaned, coded and edited for completeness and accuracy before being analyzed using the Statistical Package for Social Sciences (SPSS). Quantitative analysis was undertaken in this study using descriptive and inferential statistics techniques. Descriptive statistics in form of frequencies, percentages and measures of central tendencies was adopted in the study.

In addition, inferential statistics in form of regression analysis was also adopted to examine the nature and direction of the relationship between the dependent and independent variables. Data presentation was done in form of figures and tables. ICRAF, researchers and academicians, policy makers, and other governments will benefit from this study. The results and findings of the study revealed that majority of the respondents at 71% strongly agreed that corporate culture and style of functioning of top management affects strategy implementation. These findings were in line with Mintzberg (2010), who noted that leadership can influence and inspire positive change in any organization and therefore any organization that seeks to achieve success in strategy implementation cannot ignore the aspect of having an effective leadership team. Leadership plays a very important role in
providing direction to an organization, it means therefore that any organization that has effective leadership at the top will most likely move in a good direction as far as strategy implementation is concerned. The study concluded that the major internal factors that affect the effective strategy execution in ICRAF are corporate culture and style of functioning of top management. Furthermore, external funding, competition, government legislation, political climate in the country as well as other countries’ political climate are the major external organization factors affecting effective strategy execution in ICRAF.

The study found out that the most preferred ways of enhancing strategy execution in ICRAF are; improving stakeholder engagement, aligning the organization resources to develop competence in thematic areas, and capacity building of staff and partner organizations. The study recommends that the organization should have an organization structure that matches the strategy as well as improving all internal factors that have the potential of affecting execution of a strategy. The organization should also monitor the external environment frequently so as to detect any changes as early as possible. The study also recommended that the organization investigate the critical factors that affect strategy execution and adopt ways that are more beneficial to the organization during strategy execution.
ACKNOWLEDGEMENT

I would like to express gratitude to my parents for providing me with consistent support. Many thanks!

To my supervisor Prof Peter M. Lewa who has given me direction throughout this project. His continuous guidance and support has steered me through the period of writing this report.

And finally, my USIU-A friends especially Erica. It was great sharing classes with all of you during last two years.

Thank you all for the encouragement!
DEDICATION

I dedicate this work to almighty God, my family, my supervisor and employer for I would not be pursuing this without their unrelenting support.
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<th>Abbreviation</th>
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<tr>
<td>ICRAF</td>
<td>International Centre for Research in Agroforestry</td>
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<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
<tr>
<td>iNGO</td>
<td>International Non-Governmental Organizations</td>
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<td>UNAIDS</td>
<td>United Nation Program on HIV/AIDS</td>
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study
Strategy formulation is believed to be very critical, given that many people perceive the process of strategy formulation as what can lead a firm to succeed in today’s business environment. What needs to be considered thoroughly however is to ensure such a strategy is able to achieve the desired results. There is need for managers and executives to pay careful attention to the execution of organization strategies so as to ensure that there is little failure. This can be attained through a number of ways which comprises engaging the people in the day-to-day decision making in the organization in the wake of an ever-changing world Serra and Kunc (2015). Strategy execution is described as that process through which an organization implements its policies, programs as well as action plans.

Strategy formulation is also the process that makes it possible for the organization to effectively make use of its resources to take advantage of opportunities in the competitive environment. In addition, strategy execution is considered to be the phase in which the management of any organization matches or aligns leadership, organizational culture, organizational structures, reward systems as well as resource allocation with the chosen strategies. Strategy execution is an activity which is driven by the operations of a particular organization and it therefore mainly depends on the business procedures and people in that organization Pearce and Robinson (2007). In this regard therefore, a strategy can only be valuable if it is effectively translated into action and desired results.

Very few strategies are completely executed entirety in the form in which they were formulated, this is because change is volatile today and therefore this makes it problematic for organizations to execute strategies. Strategy execution does not happen without impediments and it is not probable to foresee all the difficulties that are likely to come about because of execution. However, management researchers have gone a long way to identify some common obstacles to strategy execution. These obstacles can be identified as ineffective communication, lack of coordination, unawareness or misunderstanding of strategy, weak organizational systems, resources, as well as organization capabilities, competing activities, poor reward and remuneration as well as poor management support. The strategy literature claims that between 50% and 80% of strategy execution efforts fail
Rajasekar and Khoud (2014) argue that strategy execution is regarded as being the most complicated and time consuming, this is because the process of strategy preparation is basically about a logical and creative act which involves an scrutiny and synthesis. In this regard therefore, there is need to study how to achieve successful strategy execution. Rajasekar and Khoud (2014) on their part argue that execution of strategies is a key driver of the emergence of strategic management in late 20th century. Miller, Pentland, & Choi (2012) argued that 70 percent of organizations are not able to execute their new strategies. While Schaap (2012) recognized that 40 per cent of the value expected in strategic plan is never realized.

There lingers to be new evidence the challenges strategy execution that make it incredible for organizations to achieve continued success. Linking the gap between strategy formulation and execution has since long been experienced as challenging. Globally, studies have been conducted to examine the challenges affecting reliable ways of executing strategies. Shah, Mullainathan, & Shafir (2012) established that, the following factors affect strategy execution these are: effective leadership, management strategy making process, employee commitment, incentives and rewards. Failures of strategy execution are unavoidable when organizations fail to address these factors appropriately during the execution of the strategy.

Similarly, Pearce & Robinson (2007) opined that to effectively direct and control the use of firm’s resources, mechanisms such as organizational structure, information systems, leadership styles, assignment of key managers, budgeting, reward and control systems are very much important when it comes to the process of implementing any organization strategy. Locally, there have been studies carried out to examine challenging factors to strategy execution. Bazzano, Kirkwood, Tawiah-Agyemang, Owusu-Agyei, & Adongo, (2008) examined at challenges to strategy execution in health focused NGO’s in Nairobi. In his study, it was revealed that structural aspect posed a challenge to strategy execution. In a study conducted by one of the non-governmental organizations the research analyzed that although strategy formulation is a hard task for management team, making the strategy work proved to be even more difficult. This is because strategy execution is seen as more of a craft rather than a science and its research history was described as fragmented. They established that the superior strategies failed to produce the best performance in the event that they did not implement their strategies well. Policy regulations, managerial
competencies as well as resource allocation were considered to be among the most critical factors that affect the effective strategy execution Philip, Kepha, Joseph, & Omondi (2013). This study therefore sought to assess effective strategy execution by the International Centre for Research in Agroforestry (ICRAF). The World Agroforestry Centre (a brand name used by the International Centre for Research in Agroforestry, ICRAF), is an international institute headquartered in Nairobi, Kenya, and was founded in 1978 as "International Council for Research in Agroforestry". The Centre specializes in the sustainable management, protection and regulation of tropical rainforest and natural reserves. It is one of 15 agricultural research centres which makes up the global network known as the CGIAR.

The Centre conducts research in agroforestry, in partnership with national agricultural research systems with a view to developing more sustainable and productive land use. The focus of its research is countries/regions in the developing world, particular in the tropics of Central and South America, Southeast Asia, South Asia, West Africa, Eastern Africa and parts of central Africa. In 2002 the Centre acquired the World Agroforestry Centre brand name, although International Centre for Research in Agroforestry remains its legal name and it continues to use the acronym ICRAF. ICRAF depends on funding from governments, inter-governmental institutions, individuals, foundations as well as corporations. ICRAF therefore makes sure that there are activities that are carried out all across the year to raise funds for its programs while at the same time addressing the new research and development emergencies whenever they occur.

1.2 Problem Statement
Morimoto (2014) put forward an argument that unlike strategy execution more seen to be a craft rather than a science. He further argued that an organization can have a good strategy which can fail to bring out superior performance in the event that they are not successfully implemented. He also states that policy regulations, managerial competencies and resource allocations are considered to be very crucial factors that affect the effective strategy execution. Morimoto (2014) on their part argued that for organizations to effectively achieve their laid-out strategies, there is great need for such organizations to effectively manage the process of strategy execution. Strategic execution has been widely researched in mainly profit-making firms in Kenya M (2013). While, most of the researches are
focusing on factors affecting strategy execution on profit making entities few have looked at factors affecting strategy execution of nonprofit organizations (Violet, 2014). This study thus undertook to fill the research gap that exists by carrying out a case study in the manner in which organizations such as ICRAF approach these factors affecting effective strategy execution.

1.3 General Objective
The general objective of this study is to assess effective strategy execution by the International Centre for Research in Agroforestry (ICRAF).

1.4 Specific Objectives
1.4.1. To determine the internal organization factors affecting effective strategy execution in ICRAF.
1.4.2. To examine external organization factors affecting effective strategy execution in ICRAF in Kenya.
1.4.3. To assess various ways of enhancing strategy execution in ICRAF.

1.5 Significance of the Study
1.5.1 ICRAF
ICRAF will make use of the findings of the study especially with regards to the various factors affecting the process of strategy execution. Stakeholders as well will benefit from the study in that they will become aware of the factors which influence strategy execution and will utilize the knowledge to set standards.

1.5.2 Researchers and Academicians
The findings and recommendations of this study are important as they will contribute to theory in strategy execution in non-profit organizations. Scholars interested in studies in strategy execution in non-governmental organizations can also use the findings of this study.

1.5.3 Policy Makers
The findings of this study will also be useful to policy-makers, and non-governmental organizations especially those operating in Kenya. One of the policy-makers includes the Kenya Government. The government can utilize this study to identify the status of non
governmental organizations in Kenya. The government can then make and implement policies towards creating an environment that will aid non-governmental organizations to be successful in strategy execution.

1.5.4 Other Governments
Other governments would want to understand the reasons behind the robust growth and good financial results in the country. As the East African integration pushes onwards it would be useful for other member states to know the challenges faced in strategy execution in Kenya so that they can prepare their industry to well carry out businesses in Kenya.

1.6 Scope of the Study
Strategy execution was not limited to iNGOs. However, the study was restrictive in scope covering only ICRAF which has established management structures. The respondents for the study were strategic managers or senior managers involved in strategy execution. The scope of this study was also limited to the execution of an existing strategy. This meant that the study was not go into more detail on the formation of the strategy to be executed. Strategy execution in turn can be studied from different viewpoints. The study was limited to ICRAF with the target respondents being employees of ICRAF. The collection of the data was done in July 2018. The researcher is an employee in the institution where data will be obtained. There is therefore risk of bias in data collection because the researcher might not desire to display the weaknesses of her institution. As delimitation, the researcher will involve the services of a research subordinate who is not employee of the institution. She will then train the assistant to ensure that accountability, accuracy, transparency and objectivity is upheld. The study focused on the area of strategy which is indeed a very sensitive area of any organization.

1.7 Definition of Terms
1.7.1 Leadership
This comprises the actions that create the basic motivation for the actors to act according to the strategy. This includes the “soft” actions necessary so the actor knows what he is supposed to do, is able, and is motivated to do it (Cater & Pucko, 2018).
1.7.2 Organization Structure
Organization structure entails lines of authority, reporting and coordination, as well as real and perceived career paths and decision-making authority (Ragui & Weru, 2015).

1.7.3 Strategic Management
The art and science of formulating, implementing and evaluating cross-functional decisions that enable an organization to achieve its objectives (Bateman & Snell, 2015).

1.7.4 Strategy Execution
This is the act of implementing the strategic change in the organization that is necessary to implement the strategic intentions (Radomska, 2016).

1.8 Chapter Summary
Chapter one covered the background of the problem and the need of the study which has been laid down as research objectives. The importance, scope and limitations of the study were also deliberated before defining the key terms of the study. Chapter two analysis literature related to the research problem and which the researcher intended to address. Chapter three investigated the research methodology used in carrying out the research.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction
This chapter primarily dealt with a background literature review for the study based on the factors affecting successful execution of strategies. It captured the internal organization factors affecting effective strategy execution as well as the external organization factors affecting effective strategy execution. The chapter concludes with a discussion on the various ways of enhancing strategy execution.

2.2 Internal Factors affecting Strategy Execution
Bazzano et al., (2008) provide a description of the internal environment where they have described it in terms of the forces operating within the organization and who have specific implications when it comes to the management of the organization’s performance. The internal environment is comprised of a number of factors that include, the employees of the organization, marketing, production as well as financial components. According to Bazzano et al., (2008), many firms face the challenge of analyzing and identifying strategic advantages based on examining its distinct combination of assets which comprise of its skills, capabilities. There is need therefore for firms to identify what are their strengths and weaknesses and from such analysis they can be able to know how best they can take advantage of opportunities so as to be able to effectively reduce the threats (Bazzano et al., 2008).

2.2.1 Leadership on Strategy Execution
Leadership is the process of influencing followers to attain organizational goals through modifications Radomska (2016). Influencing is a process of conversing ideas, increasing their reception and inspiring followers to uphold and execute the ideas. This is made possible through change by manipulating through power, politics and discussions. According to leadership is the use of non-coercive influences to direct and coordinate the activities of group members toward goal attainment. Leadership is responsible to direct the subordinates to perform the organizational tasks effectively (Gebrehiwot, M. (2006).

Within the context of an organization, the broader leadership challenge in line with these definitions influenced the employees and other followers to work towards attaining the goals of the organization. According to Coyne (2014) choices regarding leadership strategy
must be made, and they are not mutually exclusive. More than one leadership strategy may be needed at any particular time which complicates leadership because leaders must make informed choices and then synchronize and harmonize the multiple strategies they select. It is the role of the leader to try to fit the organization according to the requirement of the situation. According to Radomska (2016) top management leadership plays a critical role in determining the success or failure of strategy execution. Far too often strategy execution is delegated. When Leaders feel that they have crafted the strategy, they move on sure that most of their work is complete. Most execution fail due to lack of a comprehensive plan and the failure of leaders to take personal responsibility. Speculand & Speculand (2009) states that the same people who are involved in strategy crafting should be involved in crafting and overseeing the strategy execution.

The leader of the organization must be deeply engaged in the strategy. It is not top leaders’ formal strategies that determine how business gets done but all the managers and leaders who make decisions in a daily manner (Darmin, Pella, Sumarwan, & Daryanto, 2013). According to Violet (2014) a leader should develop a broad network of contacts and sources of information both formal and informal to stay on top of the execution process. Tomlinson (2018) further state that the best way for leaders to take charge is by practicing managing by walking around. This method requires leaders to make regular visits to the field and engaging people at many different levels. This action generates positive energy and help mobilize organization efforts behind strategy execution. Hasan et al. (2015) defined strategic leadership as the leader’s ability to anticipate, envision and maintain flexibility and to empower others to create strategic change as necessary.

Empowerment occurs when employees are adequately trained, provided with all relevant information and the best possible tools, fully involved in key decisions and fairly rewarded for results (Cees, 2007). Hence, leadership is the centerpiece from good to great (Coyne, 2014). From the concept of strategic leadership, it was clear that for a leader to effectively spearhead execution of strategy, the leader needs to exhibit clear vision, communication, adaptive to change and motivate followers towards the execution of the strategy.

2.2.1.1 Vision
To choose a direction, a leader must first have developed a mental image of a possible and a desirable future state of the organization. A vision is a target that beckons, a condition
that does not presently exist and never existed before T. Mintzberg (2016). Vision articulates a view of realistic, credible, attractive future for the organization, a condition that is better in some important ways than what now exists (Mintzberg et al., 2016). The leader holds a clear vision in his or her mind and has the power to manage a team of people that can help in the translation of the vision into reality. Thus, leadership is involved with the identification of situation and the understanding of what is required at the present as well as in the future. The leader should have the ability to create a vision that others can believe in and adopt as their own. Such a vision is long-term in its orientation. With a vision, the leader provides the all-important bridge from the present to the future of the organization.

Leaders are therefore mandated with the role of creating a climate for change and provide the vision for what change could accomplish. Organizations that lack depth in leadership will struggle to implement strategies in contrast to those organizations where leadership has been cultivated natured and carefully developed in the whole organization. Karami (2007) argues that successful strategy execution relies on the managerial ability to be visionary, lead employees and assist redesign new products.

2.2.1.2 Motivation
It is the responsibility of leadership to motivate and inspire the people in the organization to work jointly so that the organization’s vision can be translated into reality. Define motivation as the psychological process that cause the arousal, direction and persistence of voluntary actions that are goal directed. It is the inner state that causes an individual to behave in a way that ensures the accomplishment of some goal. They note that motivated employees become empowered and focus their creativity and commitment. Strategy execution is considered the most difficult stage because it involves dealing with people who have varying levels of motivation, commitment and dedication. Quite often, these differences result in interpersonal conflicts that if left unresolved can affect execution efforts and performance (Lussier & Aucha, 2015). Strategy execution efforts may fail if the strategy does not enjoy support and commitment by the majority of employees and middle management, a fact which may be the case if they were not consulted during the development phase (Henry, 2015). Strategy execution requires galvanizing the organization employees and managers at all levels to turn the formulated strategies into action. An excellent strategy that is poorly executed will yield the same poor result as a bad
strategy (Kachru, 2005). Leadership should also strive to create a climate of organizational trust. A high degree of trust is essential in strategy execution (Pearce & Robinson, 2007). Trust acts as an emotional glue that unites leaders and followers in a common purpose and helps to achieve the outcomes of an organization strategy (Kavale, 2017). On the contrary, organizations which lack trust end up cooperating under a system of formal rules and regulations which must be negotiated, agreed to and even enforced if necessary through coercion.

2.2.1.3 Communication

Communication matters in the processes involved in implementing planned organizational change. The outcomes that are achieved in the execution of planned organizational changes depend in part on the interactions of implementers and other important stakeholders. Organizational scholars have long acknowledged the importance of communication in explanations of organizational change processes (Rajasekar & Khoud, 2014). According to Kavale (2017), communication efforts have provided important insights into the invention, design, adoption, and user responses to change efforts in organizations. Communication is the process of conveying data, information, ideas, and thoughts from one person to another (Phatak, Bhagat, & Kashlak, 2005). It can take the form of writing, listening, talking or through the internet. Pearce & Robinson (2007) have identified communication as an important factor in strategy execution.

According to Pearce & Robinson (2007) communication was one of the most regularly mentioned factors, which was at the background of the successful execution of a strategy. This suggests that communication played a key role towards the realization of organization strategic objectives. According to Cees, Van Riel, & Fombrun (2007) communication consumes at least 75 percent of each day’s work at all organizational levels. One measure of the effectiveness of corporate communication is its ability to draw internal support from employees for the company’s strategic objectives (Cees et al., 2007). Poor or ineffective communication from top-down, bottom-up, across functions and division has negative effects on strategy execution. Heide et al. (2015) stated that communication faced various related challenges. These problems could have been caused by the organization structure which in turn led to the obstruction of the execution of strategic actions that had been planned. Joint communication and total understanding amongst human relations is a significant feature in strategy execution procedure. Communication is seen not only as
creating meaning but also as creating or constituting social entities (Foss, 2015). Communication becomes a symbol of identification of a given group of people. Personal relationships and organizations are made from communication. According to Zaribaf (2010) there exist a connection between corporate strategy and corporate communication. He states that utilizing corporate communication well is actually a management strategy itself since it includes the determination of the constituencies. He further argues that expected responses to communication with the current stakeholders inform the management strategy. According to Rajasekar & Khoud (2014) corporate communication can only support strategy execution when senior corporate communication officers become key participants in the strategy formulation process.

They should seat on the strategic planning committee and have close involvement in the strategy design and execution. Rajasekar & Khoud (2014) observed that the measures linking the execution of strategies with the rationale communication of companies were apparent in that companies were experiencing observable and significant strategic transformations. For example, they observed that these organizations had taken measures to ensure their communication system was good. Information technology was the focal point in ensuring strategy and building the firm’s reputation. It is the duty of the leader to provide the instructions or directions to meet the requirements of situation (Management, 2017). Leaders should be able to communicate the vision to the whole organization.

Telling a good story can give life to the vision. It captures hearts and minds and serves as a reminder to the vision because people find it easier to remember a story than a statement. Leaders who do not communicate well are not really leading at all. One of the best ways of communicating the vision is for the leader to live himself according to the vision. The leader should walk the talk both as an individual and as the leader. It will be meaningless for a leader to communicate the vision to his or her team and claim to champion it yet employees see a different conduct from the leader towards the vision. Leaders should bolster their talk through their behavior (Dereske, 2008). The leader can also have one on one conversation with selected people who can help to spread the vision in the company, build support and energy around the vision and receive feedback. This demonstrates a sense of commitment to the overall organization plans that can make other employees want to emulate the leader’s commitment. During vision communication the leader should give information in a way that all employees can understand and be engaged. Employees should be able to see
the purpose and meaning of the vision in their daily activities. This helps employees to own the vision. There exist barriers to organization communication. Communication barriers are reported more frequently than any other type of barriers, such as organizational structure barriers, learning barriers, personnel management barriers, or cultural barriers. These communication barriers may be influenced by the organization structure. According to Anchor (2017), communication barriers constitute the key barriers to the execution of the planned strategic objectives. They further add that barriers in communication are experienced from encoding such as lack of sensitivity to receiver, lack of basic communication skills, insufficient knowledge of the subject, information overload and emotional interference.

The second barriers to communication are transmitting barriers which range from physical distractions, conflicting messages, channel barriers, and a long communication chain. The final barriers are the response barriers which include no provision for feedback and inadequate feedback. Organization should strive to eliminate communication barriers when executing strategy. Anchor (2017) states that communication and shared understandings play an important role in the execution process. In particular, when vertical communication is frequent, shared understanding about strategic priorities is enhanced and an organization performance improves. Leaders need to be aware of the barriers that hinder the organization from communicating effectively.

2.2.1.4 Adaptive to Change
According to Anchor (2017), the concept of adaptive leadership has been shaped by the fact that organizations are constantly under the influence of external and internal factors such as increased globalization and international commerce, rapid technological change, changing cultural values, a more diverse workforce, more use of outsourcing, newforms of social networking, increased use of virtual interaction, more visibility of leader actions e.g., on the Internet, and concern for outcomes besides profits e.g., ethical actions, social responsibility, environmental impact, and sustainability. These changes demand for flexibility, adaptation, and innovation by leaders. A study by Anchor (2017), indicated that execution of strategy can be made more acceptable using programmed approach. Adaptation holds that strategy execution can be improved by processes that enable initial plans to be adapted to resulting events. They argue that programmed and adaptive execution reflect different images of how strategy should be executed and how design choices e.g.,
specificity of goals, management responsibilities, extent of staff participation, amount of discretion allowed to deliverers, and type of evaluation) should be treated. Yukl & Mahsud (2010), indicated that most leaders have responsibility for several diverse tasks and they are faced with different tasks which usually require a different pattern of leadership behavior. Moreover, they posit that subordinates commonly differ with regard to their experience, skills, values and needs, and a leader’s behavior with different individuals should vary accordingly. This therefore requires some degree of behavioral flexibility and adaptability. To be adaptive, the selected behaviors must be relevant for the situations in which they are used.

A study by Yukl & Mahsud (2010), concludes that a complex adaptive systems approach to strategic management is built upon organizational learning methods which emphasizes mindfulness, mission, and values based decisions, fostering relationships and systems of communication, and continuing to construct possibilities that contribute to an organization’s self-organizing and resiliency in its immediate and distant environment. They argued that a vision of a near or distant future and the strategic plan itself are not blueprints for a future state but ways to prepare an organization to be more mindful of the constant changes and possibilities happening in the present. Thus, for successful execution of strategic intent, leaders must be cognizant of the prevailing conditions and adapt appropriately for the organization to achieve its objectives. Hence, Umukoroa et al. (2015) assert that strategy could be more effectively carried out if execution strategies are chosen to match the strategy situation, especially the strategy's scope of change, its degree of technical certainty, the extent of agreement about the strategy, the degree of coordination characteristic of the implementing system and the stability of the strategy's environment.

### 2.2.2 Organizational Structure

Pearson & Robin (2015) defined an organizational structure as the formalized arrangement of interaction between responsibility of tasks, people and resources in an organization. The structure of any organization plays a very vital role when it comes to strategy execution (Heide et al., 2015). This is because having an effective organization structure means having success in strategy execution. The opposite is also true, because having a poor structure can be an execution barrier. Heide et al. (2015) argue that a proper strategy-structure alignment is a necessary precursor to the successful execution of new business strategies. They further argue that there is need for organizations to constantly make
adjustments to their organizational structure in line with the changes in the competitive environment require. This therefore means that organizations which take long in making this realignment are likely to achieve poor results which can place them at a serious competitive disadvantage. Radomska (2016) further argued that firms which adjust the organizational structure with respect to a perfect strategy are likely to benefit and this will translate into successful strategy execution. Neis (2017) argued that a firm is a bundle of resources, both tangible and intangible. These resources have to be properly managed for strategy execution to be successful.

According to Henry (2017) while the existence of resources is important, resources per se do not confer any benefit to an organization. It is the efficient configuration of resources that provides an organization with competencies. He views resources as inputs that enable an organization to carry out its activities. He further argues that resources in and off themselves confer no value to organizations. Resources only become valuable after they have been put into production. Valuable resources can take a variety of forms including some overlooked by the narrower conceptions of core competence and capabilities. They can be tangible, intangible or organizational capability. Bozeman, Moulton, Bozeman, & Moulton (2018) defines tangible resources as the physical resources that an organization possesses such as buildings, machinery, workforce and materials.

Intangible resources refer to those resources that are non-physical in nature such as brand names, culture, knowledge and reputation. Kachru (2015) stated that execution involves the resources of the organization and the way in which these resources reflect in the activities and choices required for the execution of a strategic plan. In this context, resources may be thought as inputs that enable an organization to carry out its activities. The resource-based view defines resources as the set of possessions and abilities either tangible or intangible which at the time is competitively superior, limited, suitable and have the prospective to make value for expansion (Pearce & Robinson, 2007). The organization is seen in terms of resources and capabilities which can be configured or reconfigured to provide it with the competitive advantage. Resources are described as the principles of the construction blocks of strategy which recognize both what an organization wants to do as well as what it can do. Intellectuals have affirmed that there should be a connection between an organizations strategy and its resources. There is a variety of classifications of organizations resources. Meier (2002) classified the organizational resources as financial,
human, and technological resources. Classification had personnel resources, financial resources, and organizational structure. Aragón-correa (2004) classification included physical assets and technologies, human resources and organizational capabilities, and the intangible resources of reputation and political acumen. Fry, Stoner, & Hattwick (2004) classified organizational resources into people, physical materials, financial assets, and information. Moige & Orwa (2016) expanded the classification into six types of resources. They included administrative (structural) resources; human resources; financial resources; physical resources; political resources; and reputation resources. In this study, effects of four types of organizational resources on strategy execution are evaluated. The resources include human resources, financial resources, organizational structure and information system as a resource (Bozeman et al., 2018).

2.2.2.1 Human Resources
Strategy execution is best accomplished through high performing people. One of the major reasons why strategy execution fails is because the human factor is conspicuously absent right from strategic planning. It is desirable to create a fit between the intended strategy and the specific personality profile of the execution key players in different organization departments (Raps & Kauffman, 2013). For a company to be successful, it must have the right people. That means attracting them, training them, and developing them over time (Schaap, 2012). Organizations with competent employees are more likely to be successful in strategy execution when compared to those organizations with employees that lack strategy skills. Competencies are the glue that binds existing operations and also the engine for new business development (H. Mintzberg, 1990).

Employees should understand how they can influence the successful execution of the strategy. Strategy focused organizations understand that ultimately employees tasked with implementing strategy are often the ones who come up with the innovative ideas that make strategy work (Serra & Kunc, 2015). The executive must use communication processes at the launch of the new strategy to ensure employees understand the message, believe in the strategy and their willingness to teach others about it. According to Serra & Kunc, (2015) employees must be aligned to the strategy in order to create value. They further suggested that organization should use the balanced score card strategy execution tool to create strategic awareness, defining personal and team objectives and linking incentives and compensation. Mainardes, Ferreira, & Raposo (2014) posits that once a firm has formulated
the goals it wants to achieve the next task will be the development of an appropriate environment to enable the effective coordination of resources including human resources. argue that it is the people that implement strategies, not plans and machinery nor financial resources. The management most successful strategy execution tool is a system of rewards and incentives tied tightly to the achievement of the targeted strategic performance. Pearce & Robinson (2007) state that implementing a strategy depends on the members of the organization and in particular the key managers. The single most powerful tool that management can utilize to gain employee commitment to carrying out the strategy is linking the reward system to strategic relevant performance outcomes (Pearce & Robinson, 2007).

2.2.2.2 Financial Resources

Financial resources have a critical importance in strategy execution. The desired strategy must be rooted in what is financially feasible in the organization. The money or assets that are used to reimburse or finance the organization doings is referred to as the finance resources (Homburg, Krohmer, & Workman, 2004). The basic assumption is that all strategy execution activities attract some expenditure. Therefore, for these activities to be carried out successfully, financial allocation plays a critical role. Zaribaf (2015) posit that while providing financial resources (budgeting) which to support strategies, care should be taken to ensure that financial resources are allocating to units in appropriate to their contribution of strategic role and that consuming resources (inputs) will cause desired outputs.

They conclude that successful implementing of strategies results from integrating and coordination of technological innovations, production processes, marketing, financing and personnel to achieve the defined goals. The budgeting staff must have the expertise to assign the correct amount required during the execution phase. This may require shifting finances or acquiring new resources to support strategic goals (Werniuk, 2006). For organizations with small amounts of restricted financial support, aligning resources to the strategy may require mobilization of funds aggressively to support the strategic priorities and initiatives so that funding restrictions do not slow down the execution progress. The manner in which it is obtained can also make it harder or easier to further resources in the future. The study hypothesize that sound financial management is required to oversee the execution of a chosen strategy.
2.2.2.3 Information System

The power to collect, assess, and disseminate information is a valuable strategic resource that any organization can use to improve execution of its strategies and gain competitive advantage (Gaines et al., 2015). According to Ismail & Hussin (2017), an effective information system provides the means of effective and efficient coordination between departments; quick and reliable referencing; access to relevant data and documents; use of less labour; improvement in organizational and departmental techniques; management of day-to-day activities (as accounts, stock control, payroll, etc.); day-to-day assistance in a department and closer contact with the rest of the world.

In this way, an information system provides the mechanism to ensure that information is available to the managers in the form they want it and when they need it. Information systems therefore aim to support the work of managers through providing relevant information for their decision-making (Reddy et al., 2009). Maddison & Darnton (1996) defined information system as a collection of people or equipment that performs purposeful operations on information and is primarily concerned with internal circulation of information and form a critical organizational success factor.

According to Maddison & Darnton (1996) the growing importance of Information System (IS) to support business operation demands for adequate IS planning. They note that good IS planning enables organizations to closely align the IS and strategic business objectives. Such alignment ultimately ensures organizations gain in the execution of its strategies. An effective information system ensures lack of information ambiguity. The ambiguity may arise where problems cannot be empirically and explicitly understood or analyzed and gathering more data about them is not possible. Another important matter that displays the role of information systems in implementing strategy is manager’s need to reciprocal exchange of information. It means a system that transmits information up and downward.

The role of information system as an instrument for collecting, organizing and disseminating management information has been widely recognized in literature. Issasalwe, Ahmed, Aloufi, & Kabir (2010) posit that today it is widely recognized that information systems knowledge is essential for managers because most organizations need information systems to survive and prosper. They allude that in the modern times, information systems have become an essential part of all types of business as information systems provide the opportunity for organizations to integrate with and implement their
business strategies effectively. According to Al-Mamary et al. (2015) data being the lifeblood of today’s organizations, an effective and efficient management of data is considered an integral part of organizational strategy. They posit that successful organizations should collect high quality data which will lead to high quality of information and for a successful and effective managerial decision making, it is necessary to provide accurate, timely and relevant information to decision makers.

Therefore an effective information system takes internal data from the system and summarizes it to meaningful and useful forms as management reports to use in managerial decision making. This means that management information system improves information quality and subsequently affects managerial decision-making. Therefore, strategy execution just like any other organizational activities requires that the organizations identify their organizational portfolio information system that could help the organizations in executing their business plans and achieving their business objectives (Hasan & Azman, 2015). In this way strategic information system is instrumental in helping organizations in implementing their strategies and to achieve the organization’s business objectives and mission.

2.2.3 Organizational Culture on Strategy Execution

Culture is a pattern of shared tacit assumptions that is learned by a group as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and therefore taught to new members as the correct way to perceive, think and feel in relation to those problems (Kavale, 2017). According to Sciences & Publications (2010) organization culture is the beliefs, values and practices which form the characteristics of an organization. Magutu et al. (2009) looks at the concept in a broader sense defining it as a system of shared values and beliefs that interacts with a company’s people, organization structure and control systems to produce behavioral norms. Culture grows up over many years of operation. It must first be analyzed at the molecular level before using it to achieve an organization’s purpose. According to Hickman & Sulva (2015) cultures just like the personalities of individuals take a long time to develop and a long time to change. They further add that in most cases you can achieve better results by using an existing culture, good or bad than by destroying an old culture and building a new one. Every organization regardless of size has a culture that influences how people behave in a variety of areas such as customer service, standard of performance and innovation
(Flamholtz & Randle, 2011). In much the same way as personality influences the behavior of an individual, the shared assumptions among a firm’s members influence opinions and actions within that firm. Positive influences in strategy process will align the employees’ behavior towards the desired change. Pearce & Robinson (2007) state that employees become fundamentally committed to the corporate values and beliefs which they internalize and hold on to become their personal beliefs and values. They further add that employees will also derive satisfaction from the organization’s actions simply because they find them to be congruent with their personal values and beliefs. The shared, internalized beliefs and values shape and account for the strength of an organization culture. For the purpose of describing the values and beliefs underlying an organization’s culture, the Competing Values Framework (CVF) developed by Cameron, Dutton, Quinn, & Wrzesniewski (2001) is adopted. It has been widely used to examine organizational culture in the literature.

2.3 External Factors affecting Strategy Execution

The external business environment is made up of a number of factors in the wider environment that are not firm specific, or industry related, and which have a role to play when it comes to influencing a particular organization as well as the entire population in the day to day operations (Neis, 2017).

2.3.1 Industry Related Factors

Iii (2015) regards an industry in terms of collection of firms that offer products and services with similar attributes, and this therefore makes such firms to actually compete for the same buyers. Porter (1992) developed the Porter’s Five Forces Framework for industry environment analysis which comprises the following factors: threat of new entry; threat of substitutes, bargaining power of the buyers, bargaining power of suppliers and competitive rivalry. According to Coyne (2014) the industry related factors influence the competitiveness of an organization. This means that the factors affecting the macro-environment tends to influence the competitive forces within the industry surrounding organization and therefore this influences the strategy execution process. In addition, this goes a long way in determining the attractiveness and likely success or failure of a particular industry. Aragón-correa (2004) is of the opinion that in the event of firms competing against each other it follows that the rivalry among competing sellers emerges as the strongest competitive force in the Five-Forces Model where there is jockeying for position and favor from the buyer. Similarly, in the event that there is competitive rivalry between firms in an
industry, such competition is based largely on the following factors: price, product, product design, promotional spending and advertising, after-sales service and support, and direct selling efforts (Hill, 2013). Johnson et al. (2016) stated that competitor balance, industry growth rate, high fixed costs, high exit barriers as well as low differentiation are among the most essential factors that play a very big role when it comes to ascertaining the degree of competitive rivalry in an industry or sector. This is attributable to the fact that rivalry results in lower prices and increased costs, it is therefore a threat to profitability (Hill, 2013).

Batti (2014) states that many NGOs depend on grants and donations from donors. These NGOs realize that their funding sources are not able to cater for their needs and the rising execution costs. At the same time, an article done by the Johnson, Scholes, & Whittington (n.d.) accused 24 NGOs of diverting their attention to helping the needy in the community and spending nearly 10% of their funds on marketing and fundraising as a result of the crowded relief market. According to Batti (2014) NGOs normally compete for door funding amongst themselves. This is likely to result in work inefficiencies given that such competition cannot favor all NGOs at the same time. International NGOs face competition from iNGOs that are directly or indirectly linked with political parties and therefore access funds easily. In addition, it has been established that the biggest undoing for iNGOs is lack of co-operation amongst themselves as well as duplication of activities in iNGOs located in the same geographical area. This therefore affects the nature and direction of their operations while therefore affecting the strategic decisions of the iNGOs. In the long run it becomes a determining factor for successful execution of the organization strategy.

2.3.2 Operational Factors

Pearce & Robinson (2007) looks at the operating environment in an organization in terms of a composition of immediate competitive situational factors that have a role to play when it comes to organization goals, activities as well as profitability. The operating environment components includes but not limited to the following: organization clients, competitors, labor, suppliers as well as other global issues, which go a long way in having relatively specific and immediate implications of managing the organizations Neis (2017). It is important for NGOs to clearly understand such factors to effectively come up with ways of dealing with them in the wake of strategy execution processes (Johnson et al., 2013). Operational factors influence the process of strategy execution for NGOs, especially those that are reliant on donors. This is because, there are certain rules of engagement between
the donors and the respective iNGOs when it comes to matters operations. One has to operate according to the terms of agreement between the iNGO and the donor. This means that the strategic execution process has to follow the antecedents of the donor engagement with iNGOs. It follows therefore that the operation factors can be crucial to the success or failure of strategy execution by iNGOs.

Johnson et al. (2013), affirms that the operation environment within which the iNGOs operate dictates the amount of resources and skill requirement for the organization at any particular point in time. It means therefore that iNGOs operating in an environment can only be limited to the requirements of that particular environment in terms of the resource mobilization approach to be taken. In this regard therefore, it goes without saying that iNGOs can be very much influenced by the operating environment when it comes to strategy execution.

2.3.3 The Pestle Factors
The PESTEL framework (political, economic, social-cultural, technological, legal, and ecological factors) is considered to be very essential when it comes to the identification of the external factors that influence the operation of the firm as well as the future trends that are likely to influence the operations of an organization, this is well achieved though the identification of the key drivers of change (Pearce & Robinson, 2007). Haberg et al. (2008) further argue that changes in the external environment and specifically with regards to the economic as well as political factors are likely to open up new markets, while at the same time technological development will go a long way in bringing about alterations in the consumer and political instability. This in the end is likely to have effects on the production costs as well as the pricing structure. Similarly, there are legal factors which affect the operations of an organization that include new regulations that have got to do with market liberalization as well as government regulation of particular markets and also labor laws among other regulations can affect the manner in which a strategy is implemented (Ansoff & McDonnell, 1990). Tomlinson (2018) on his part recognizes the essential role played by iNGOs, especially large iNGOs, especially when it comes to matters policy development. This is because unlike in the previous years where donor governments made use of iNGOs in the execution of policy there is a new trend which requires working together with recipient governments to reduce poverty and the use of new aid instruments such as the sector wide approach (SWAP). Such developments in the various aspects have gone a long
way in ensuring that there is mutual reliance on both the iNGOs and the government, giving rise for the need to have considerations for the external environment when implementing the organization strategy. Therefore, according to Mintzberg (2016), there is need for iNGOs to strategize by marshalling and allocate their resources in line with their internal competencies as well as limitations that may arise as a result of these changes for their survival.

He further put forward an argument that indeed an organization’s strategy positions it within the environment and as such, it is what drives the organization to achieve meaningful success. Nottingham University’s Centre for Research in Economic Development and International carried out a study on iNGOs in Uganda and established that indeed external factors play an essential role when it comes to strategy execution. The study pointed out that foreign funding is crucial to the success of any strategy execution process and as such there is need for organization managers to pursue this channel in order to be effective in the execution of the organization strategy. CARE and Action Aid International (2006) have stated clearly that there has been a decline in the amount of funding from donor governments.

This is expected to continue in the short run and as such there is need for iNGOs to adopt a different approach when implementing key strategies for the organization. If this is not taken seriously, chances are very high that service delivery, will not be at par with other players with national plans and strategies. This is likely also to may impact iNGOs independence and identity given that the environment influences an organization’s strategies (Johnson et al., 2008). Similarly, there is need for iNGOs to take due consideration of the political and economic factors to take advantage of the opportunities so as to effectively deal with the various threats facing the organization. NGOs such ICRAF among others employ the strategic management process as a tool of management. Different from profit making organizations, non-profit and iNGOs depend largely on the donor funds in order to effectively run their programs. It means therefore that, the strategic plan is very crucial when it comes to resource mobilization (Onyango, 2014).

In addition, it is very important for iNGOs to have strategic plans which reflect the expectations of the organization while at the same time representing the interests of people. Sporar (2008) argues that in most cases, NGOs have set out their goals and objectives in a
manner that makes one to imagine that such objectives are more or less donor-driven and as such, they are less focused on the potential benefits for the target group. He further opined that in comparison to other organizations in the private sector and some public institutions, majority of the NGOs fail to be proactive when it comes to the development of new approaches, and this therefore means that there is need for NGOs to develop new ways of dealing with strategy formulation and development in the wake of threats from the external environment.

2.4 Ways of Enhancing Strategy Execution
An organization can execute strategies that have been formulated by considering a number of important factors. For example, employees’ ability to carry out their set responsibilities effectively is important when an organization wants to execute a strategy. Mintzberg (2016) argue that certain human resources strategies should be adopted in order to enhance organization performance and potential. Improving stakeholder engagement in the organization, developing a resourcing mobilization strategy, and developing sustainable competitive advantage are other important aspects in enhancing strategy execution.

2.4.1 Capacity Building of Staff and Partner Organizations
Batemen & Snell (2004) put forward a suggestion about people being a very good source of competitive advantage for any organization. In this regard therefore, NGOs too can become competitive if they can hire and retain competence people. This however should not be the end game but rather they should ensure that their employees’ knowledge, skills and abilities are not readily available to competitors. In addition, employees in NGOs can also be a source of competitive advantage in the event that their capabilities as well as their contributions are imitable and organized in a way that combines their talents that fosters teamwork and cooperation. According to Porter (1992) people are at the heart of any organization’s competitive advantage given that all activities are likely to be traced to human involvement as well as capabilities. In this regard therefore, it is important that poor selections as well as poor placing of human resources are likely to weaken the performance of an organization. On the other hand, efforts to maximize performance of the available human resources need to be aligned in a manner that touches on the employment of additional human resources strategies. Porter (1992) brought into fray certain human resources strategies that can be adopted in order to enhance organization performance and potential. These strategies included but not limited to: early socialization and training to
their roles clear job design and enforcing a relevant performance appraisal system. They also argued that it is important for organizations to consider formulating a reward system linked to the firm’s strategy. This according to them is very much critical in maximizing the performance of employees. In addition, employees are likely to be motivated if they are offering opportunities for growth and development by the organization. Further argues that the productivity of employees plays an essential role when it comes to enhancing a firm’s efficiency, cost structure as well as organization profitability.

In this regard therefore, it is suggested that NGOs can further adopt the use of relevant hiring strategies, training employees, organizing employees in self-managing teams, and linking pay to performance as to be able to enhance the process of strategy execution among NGOs. Bateman and Snell (2004) affirm that training is indeed an essential component when it comes to employee competence. There is need therefore for NGOs to constantly ensure their staff capacity is enhanced through training and development activities and conducting performance appraisals for the purpose of giving feedback and motivating staff to perform their best. Hill and Jones (2013) also argued that it is important for organizations adopt the use of self-managing teams. Such teams can be very essential when it comes to enhancing strategy execution because the team members are tasked with various assignments which go hand in hand in creating a flexible workforce that can fill in for absent colleagues and take over their tasks if need be. He further argues that NGOs can also link pay to performance so as to ensure that employees are remunerated on the basis of their performance. This will motivate and retain competent people in the organization and indeed offer the organization an opportunity to effectively implement the organization strategy.

**2.4.2 Improving Stakeholder Engagement**

NGOs play a very essential role when it comes to national development efforts. Damlamian (2016) therefore notes that, in order to enhance the process of strategy execution there is need to have an increase in collaboration between NGOs and the private sector in development work. In a study conducted by Yaziji (2010), it was established that partnerships between NGOs and private sector institutions had the potential benefits for both of them and especially so for NGOs because it enabled them to become effective when implementing their strategies and programs. It was further established that NGOs can leverage resources from private companies in fulfilling their mission while private sector players can avert costly attacks by NGOs and instead use NGO’s strengths to gain
competitive advantage. Dalmatian (2012) further agreed that 27 NGOs have expertise in development. This is not the case for companies who desire to be socially responsible as they lack such expertise. The need to improve interactions between NGOs and the donor community cannot be over-emphasized, this for the reason that NGOs have to put in place a mutually-beneficial relationship with the donor community through creation of a framework that will make it possible for these organizations to understand each other’s goals and objectives. This will go a long way in enhancing the process of strategy execution among NGOs. Srinivas (2015) argues that the attraction by donors for NGOs in developing countries is on the basis of their proximity, flexibility and accountability in working with the local community and their ability to develop localized viable solutions that can be replicated and scaled-up. He therefore states that majority of the donors rely on NGOs feedback mechanism when it comes to making reports to their own constituents.

This means therefore NGOs have limited choice but to realize the importance of showing proof of the outputs of their activities. Similarly, there is need for NGOs to work on building trust to their donors through provision of third-party evidence to their activities while at the same time providing donors with ways to justify their funding to their sources. Additionally, NGOs need to put much investment in their accountability frameworks through the establishment of sound governance structures, strong managerial as well staff capacities and also auditing systems which are very much transparent and therefore capable enough to enhance the process of strategy execution.

An unhealthy relationship between NGOs and the state can be very detrimental to the process of strategy execution for NGOs. According to Jelinek (2012), NGOs operating in Afghanistan feel frustrated by government’s lack of trust and limited skills to carry out their work. On the other hand, the Afghanistan government officials feel sidelined and undermined and accused the NGOs for not engaging them in their activities. In a study conducted by CARE and Action Aid International (2006), they established that governments in Tanzania, Uganda and Malawi and are seeking to try to control and regulate NGOs’ activities. The three countries passed laws to that will give government control over the registration of NGOs. Nevertheless, the introduction of poverty reduction strategies that recognizes the role of both the state and NGOs is said to suggest a more collaborative approach in development work.
2.4.3 Developing a Resourcing Mobilization Strategy

A resource mobilization strategy is very important when it comes to NGOs strategy execution process. This is mainly because grants and donations cannot be said to be sufficient enough to meet all the needs and requirements of the NGO’s current and future program needs and activities. In other words, lack of available funds goes a long way in hindering the quantity and quality of work NGOs do (UNAIDs & PDA, 2001). Riddell (2014) argues that the majority of NGOs take part in the support or execution of specific projects and programs targeted for the vulnerable in the community, these includes the poor, which means that most of their funding comes from donors and as such there is very limited income generating activities. This means therefore that such NGOs must come up with good strategies to be able to mobilize sufficient resources that will make it easier to effectively implement the organization strategy (UNAIDs & PDA, 2011).

According to the UNAIDs and PDA (2011), financial security is very crucial when it comes to the success of strategy execution among NGOs. This can be well achieved through diversification. This means that NGOs can have a mixed portfolio of investments instead of solely looking up to a single investment to meet current and future income demands. In addition, NGOs can obtain funding from interested parties in form of grants as well as donations, from beneficiaries that can be achieved via cost-recovery measures, notwithstanding monies from unrelated parties through engagement in commercial ventures. Srinivas (2015) further agrees that there is need for NGOs need to develop fundraising strategies revolving of different funding and income for continued long-term survival.

2.4.4 Developing Sustainable Competitive Advantage

Sustained competitive advantage is key to the survival of any organization in the world. To this end, it is important for NGOs to focus on achieving a sustained competitive advantage so as to be able to effectively implement various organization strategies. Furthermore, Johnson et al. (2008) state that organizations must seek to have capabilities that are of value to their customers. He further states that NGOs with distinctive competences are likely to be very effective when implementing their organization strategies as compared to those ones that do not have such competencies. Jones and Hill (2010) argue that an organization has sustained competitive advantage if it is able to maintain above-average profitability for a number of years, this therefore makes it very easy for such organization to deal with the
various challenges that come about in the process of implementing the various organization strategies. Johnson et al. (2013) is in agreement that having sustainable competitive advantage could be based on rare competence. In his paper on ‘Comparative Advantages of NGOs in Delivering Services’, Philip (2007) alludes that NGOs need to understand how to develop sustainability in service delivery, this can go a long way in ensuring that there is effectiveness in strategy execution while also bringing about the realization of the best in the status quo in order to keep and expand it as well as the best in the changes in their environment in order to adopt and expand. In similar terms NGOs current situation needs to be changed and avoided or if this is not done then it means that NGOs should invest in developing a sustainable competitive advantage so as to be effective when implementing their organization strategy.

2.5 Chapter Summary
This chapter provided a background literature review for the study. A summary of previous studies undertaken by different scholars was presented to plan and define the research topic. In Chapter Three, the research design methodology for collecting and analyzing data will be described. The chapter tackled the research design, population and sample design, data collection techniques, research procedures and data analysis methodologies adopted in the study.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This chapter provided a detailed description of the research methodology that was used by the researcher in the study. The chapter first presented the research design which was followed by the population of the study as well as the sampling design. The chapter also presented the data collection methods as well as the research procedures and data analysis techniques.

3.2 Research Design
Cooper and Schindler (2008) have defined research design as the determination and account of the broad research methodology or approach adopted for the study. In this study, a descriptive research design was adopted. Saunders, Lewis and Thornhill (2003) argue that this type of research design provides a very clear picture of the phenomenon a researcher wishes to collect data. However, data collected in descriptive studies requires researchers to draw conclusions from the data collected through data evaluation and synthesis skills. Descriptive research design was considered to be very much appropriate for the study, given that the study sought to identify the factors affecting strategy execution at ICRAF and thereafter gave scenario. This method was therefore considered appropriate as it provides information that responds to the three research objectives which the researcher sought to establish.

3.3 Population and Sampling Design
3.3.1 Population
Cooper and Schindler (2008) describes a population to mean a total collection of all the elements in the study where the researcher makes inferences from. According to Mugenda and Mugenda (1999), a population can be described to mean just the whole collection of elements that exhibit common observable characteristics. It is through such collection that the researcher can make inferences from. The target population for the study was all the 30 ICRAF’s strategy managers.
Table 3.1: Population Distribution

<table>
<thead>
<tr>
<th>Population</th>
<th>Sampling Frame</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management level</td>
<td>5</td>
<td>16%</td>
</tr>
<tr>
<td>Middle Management Level</td>
<td>14</td>
<td>47%</td>
</tr>
<tr>
<td>Low Management Level</td>
<td>11</td>
<td>37%</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: ICRAF (2018)

The population distribution percentages were determined by computing individual percentage of each management level of the total population.

3.3.2 Sampling Design

3.3.2.1 Sampling Frame
Cooper and Schindler (2008) defined a sampling frame comprises of the list of elements from which the sample is essentially drawn and is closely connected to the population. They further stated that a sampling frame should be a complete and correct list of the members of the population. The list may be of geographical areas, institutions, individuals or other elements (Cees, 2007). The sampling frame for this study was the list of ICRAF’s strategy managers.

3.3.2.2 Sampling Technique
Wolcott (1997) describes a sampling technique in terms of a process through which one uses to select a sample when carrying out a research. According to Cooper and Schindler (2008), sampling is involves selecting some of the elements in a population where conclusions about the entire population can be drawn from them. This study adopted the use of stratified sampling technique. This technique was adopted because according to Cooper and Schindler (2008), this type of sampling increases the statistical efficiency of a sample, provided adequate data for analyzing various subpopulations and enabled different research methodologies to be employed on different strata. Using the stratified sampling technique, three different strata were identified as top management level, middle management level and low management level as per table 3.1 population distribution.
3.3.2.3 Sample Size

Cooper and Schindler (2008) define a sample as a portion of the target population carefully selected to exemplify that population. Thus, the size of the sample should be a function of the variation in the population parameters under study and researchers must precisely estimate it. The sample size was determined based on the argument by Mugenda and Mugenda (2003) who stated that a sample size of 30% is sufficient enough to provide the required information to the researcher. The sample size was therefore tabulated in the table below.

Table 3.2: Sample Size Distribution

<table>
<thead>
<tr>
<th>Population</th>
<th>Sampling Frame</th>
<th>Percent</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management level</td>
<td>20</td>
<td>30%</td>
<td>6</td>
</tr>
<tr>
<td>Middle Management Level</td>
<td>44</td>
<td>30%</td>
<td>13</td>
</tr>
<tr>
<td>Low Management Level</td>
<td>35</td>
<td>30%</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>99</td>
<td>90%</td>
<td>30</td>
</tr>
</tbody>
</table>

3.4 Data Collection Methods

This study adopted the use of primary data alone which was obtained from questionnaires (Cooper & Schindler, 2008). Questionnaires were selected as the data collection technique as the most suited for the study, as they minimize potential sources of bias and gives appropriate data which answers the research questions (Cooper & Schindler, 2008).

Primary data was collected through a questionnaire with both closed and open-ended questions. According to Bozeman et al. (2018), a questionnaire which has both closed and open-ended questions, allow every possible question to have an answer. The Likert scale used had 1 for strongly disagree and 5 for strongly agree. Speculand (2009) state that, questionnaires are used for descriptive or explanatory research. Descriptive research which is undertaken using attitude and opinion questionnaires enables the researcher to identify and describe the variability of the various phenomena. The questionnaire was structured in four parts. Part A provided general demographic characteristics and information of the responded. The other three Parts B, C, and D were in line with the three specific objectives. A sample of the questionnaire is attached as appendix 2.
3.5 Research Procedures
The research procedure begun with the pre-testing of the research instruments so as to assess the effectiveness and validity of the tool. According to Cooper & Schindler (2008) pre-testing helps to eliminate inaccuracies before the questionnaire is administered to the respondents. Once the pre-testing is done, the questionnaire will be refined based on the comments received and used in the study. The questionnaires were then administered through drop and pick technique with each respondent given two weeks to fill in the questionnaire. The researcher followed up with calls in order to ensure that respondents filled in the questionnaires and returned them as per the agreed timeline.

3.6 Data Analysis Methods
The process of data analysis was carried out once the collected data were coded and cleaned to eliminate errors of data capture. According to Cooper & Schindler (2008) data analysis involves decreasing amassed data to a practicable size, drawing summaries, determining patterns from the analyzed data and applying statistical procedures. Recommendations can be drawn from the interpretations of the data. A quantitative analysis was undertaken in this study using descriptive and inferential statistics techniques. Descriptive statistics in form of frequencies, percentages and measures of central tendencies were adopted in the study. In addition, inferential statistics in form of regression analysis were also adopted to examine the nature and direction of the relationship between the dependent and independent variables. Data was analyzed using Statistical Package for Social Sciences (SPSS) and presented in tables, figures and inferential statistics data outputs.

3.7 Chapter Summary
This chapter provided a summary of how the research study was conducted. An overview of the research design adopted in the study, target population, sampling design which included the sampling frame and sampling technique, data collection, research procedures and finally the data analysis methods employed in the study have been discussed.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
This chapter presents results and findings obtained from the respondents. The findings of the study are presented according to the specific objectives which were: to determine the internal organization factors affecting effective strategy execution in ICRAF, to examine the external organization factors affecting effective strategy execution in ICRAF in Kenya and to assess the various ways of enhancing strategy execution in ICRAF. Descriptive and inferential statistics were used in the analysis of the data. The results and findings of the study are presented in tables and figures. The chapter ends with a chapter summary.

4.1.1 Response Rate
A total of 30 questionnaires were distributed to the respondents as per decided strata and of these, 28 questionnaires were filled and returned while 2 of the questionnaires were not returned. As shown on figure 4.1, the returned questionnaires represented a response rate of 93% while the unreturned questionnaires represented a response rate of 7%. According to a response rate of 70% is excellent for data analysis.

Figure 4.1: Response Rate

4.2 Demographic Information
This section presents the demographic information of the respondents as obtained from the field. This includes: the gender of the respondents, the age of the respondents, the education
level of the respondents, the management level of the respondents, and the length of service in the present organization.

4.2.1 Gender

The results on figure 4.2 show that majority of the respondents were female at 79% while the male respondents were 21%. This shows that more female respondents than men respondents are involved in the strategic implementation of policies in the organization. However, focus group interviews indicated that there was no gender bias in the discussions.

![Gender Pie Chart]

Figure 4.2: Gender

4.2.2 Age

According to the results obtained from the field, as indicated on figure 4.3, majority of the respondents were between the ages of 31 to 40 years. These were 54% of the total responses. Respondents who were over 40 years of age accounted for 21% of the respondents, 18% of the respondents were between the ages of 26 to 30 years while respondents who were below 25 years were 7%. These results show that the majority of managers who are involved in strategy implementation at ICRAF are young people. They had brought in their youth and these blended well with the more aged people.
4.2.3 Education Level

The results and findings on figure 4.4 reveal that majority of the respondents have a university degree, these were 54% of the respondents. Respondents with university post graduate degrees were 46% and this indicates that ICRAF’s management is well educated and has the ability to plan and implement strategies successfully.

4.2.4 Management Level

According to the results on figure 4.5, majority of the respondents were in the middle level management, 39% of the respondents were in the low-level management, and 11% of the
respondents were in the top-level management. This shows that middle level managers are the ones who are mostly involved in strategy execution at ICRAF as is expected.

![Figure 4.5: Management Level](image)

4.2.5 Length of Service in Present Organization

Figure 4.6 reveals that a majority of the respondents have been in their present organization for 0 to 5 years and 6 to 10 years. These two categories of employees were each represented by 39% of the respondents. Respondents that have been in their present organization for 11 to 15 years came in next at 15% while the last category of respondents who have been in their present organization for over 15 years were 7%. There was thus a good blend of experience.

![Figure 4.6: Length of Service in Present Organization](image)
4.2.6 Cross Tabulation between Gender and Management Level

According to the results on table 4.1, majority of the respondents were female middle level managers. These were 11 of the 28 respondents. Female low-level managers followed next since they were 9 of the 28 respondents.

Table 4.1: Cross Tabulation between Gender and Management Level

<table>
<thead>
<tr>
<th>Gender and Management Level Cross Tabulation</th>
<th>Management Level</th>
<th></th>
<th></th>
<th></th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low Level</td>
<td>Middle Level</td>
<td>Top Level</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gender</td>
<td>Male</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>9</td>
<td>11</td>
<td>2</td>
<td>22</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>11</td>
<td>14</td>
<td>3</td>
<td>28</td>
</tr>
</tbody>
</table>

4.2.7 Cross Tabulation between Management Level and Length of Service in Present Organization

The results on table 4.2 show that majority of the respondents were respondents who are in the low-level management and have been in the organization for 0 to 5 years. These were 8 of the 28 respondents. Middle level managers who have been in the organization for 6 to 10 years followed next as they were 6 of the 28 respondents.

Table 4.2: Cross Tabulation between Management Level and Length of Service in Present Organization

<table>
<thead>
<tr>
<th>Management Level and Length of Service in Present Organization Cross Tabulation</th>
<th>Length of Service in Present Organization</th>
<th></th>
<th></th>
<th></th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0 - 5 years</td>
<td>6 - 10 years</td>
<td>11 - 15 years</td>
<td>Over 15 years</td>
<td></td>
</tr>
<tr>
<td>Management Level</td>
<td>Low Level</td>
<td>8</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Middle Level</td>
<td>3</td>
<td>6</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Top Level</td>
<td>0</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>11</td>
<td>11</td>
<td>4</td>
<td>2</td>
</tr>
</tbody>
</table>

4.3 Internal Organization Factors Affecting Effective Strategy Execution

This section presents the findings of the internal organization factors affecting effective strategy execution in ICRAF. A five-point Likert scale was used where; 1=Strongly Disagree (SD), 2=Disagree (D), 3=Neutral (N), 4=Agree (A), and 5=Strongly Agree (SA).
4.3.1 Internal Organization Factors

According to the findings on table 4.3, the most critical internal organization factors that affect strategy execution are corporate culture and style of functioning of top management where majority of the respondents at 71% strongly agreed. Other critical internal organization factors are: organization structure affects the process of strategy implementation where 57% of the respondents strongly agreed, 50% of the respondents strongly agreed that the programs of the organization affects strategy implementation, and 50% of the respondents agreed that human resource quality in terms of recruiting competent staff affects strategy, and physical resources and technological capabilities where 46% strongly agreed they affect strategy execution. The above are all critical factors that affect strategy execution.

Table 4.3: Internal Organization Factors Affecting Effective Strategy Execution

<table>
<thead>
<tr>
<th>Internal Factors Affecting Strategy Execution</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human resource quality in terms of recruiting competent staff affects strategy</td>
<td>%</td>
<td>%</td>
<td>4%</td>
<td>50%</td>
<td>46%</td>
<td>100%</td>
</tr>
<tr>
<td>Donor policies and perception of iNGOs affects strategy implementation</td>
<td>%</td>
<td>4%</td>
<td>24%</td>
<td>36%</td>
<td>36%</td>
<td>100%</td>
</tr>
<tr>
<td>Competition amongst staff for similar concept ideas affects strategy implementation</td>
<td>%</td>
<td>18%</td>
<td>28%</td>
<td>18%</td>
<td>36%</td>
<td>100%</td>
</tr>
<tr>
<td>The unique operating environment for iNGOs is a challenge to the successful strategy execution</td>
<td>7%</td>
<td>18%</td>
<td>29%</td>
<td>21%</td>
<td>25%</td>
<td>100%</td>
</tr>
<tr>
<td>The programs of the organization affects strategy implementation</td>
<td>%</td>
<td>7%</td>
<td>11%</td>
<td>32%</td>
<td>50%</td>
<td>100%</td>
</tr>
<tr>
<td>The internal guidelines and format for donor reporting affects strategy implementation</td>
<td>7%</td>
<td>32%</td>
<td>15%</td>
<td>21%</td>
<td>25%</td>
<td>100%</td>
</tr>
<tr>
<td>Physical resources and technological capabilities affects organization strategy implementation</td>
<td>4%</td>
<td>%</td>
<td>18%</td>
<td>32%</td>
<td>46%</td>
<td>100%</td>
</tr>
<tr>
<td>Corporate culture and style of functioning of top management affects strategy implementation</td>
<td>4%</td>
<td>%</td>
<td>4%</td>
<td>21%</td>
<td>71%</td>
<td>100%</td>
</tr>
<tr>
<td>Organization structure affects the process of strategy implementation</td>
<td>%</td>
<td>18%</td>
<td>7%</td>
<td>18%</td>
<td>57%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Out of all factors, the most critical factors according to the findings here are corporate culture and style of functioning of top management, organization structure, programs of the organization, physical resources and technological capabilities of the organization.
4.4 External Organization Factors Affecting Effective Strategy Execution

This section provides the findings of the external organization factors affecting effective strategy execution in ICRAF in Kenya. A five-point likert scale was used where; 1=Strongly Disagree (SD), 2=Disagree (D), 3=Neutral (N), 4=Agree (A), and 5=Strongly Agree (SA).

4.4.1 External Organizational Factors

The results and findings on Table 4.4 indicate that majority of the respondents at 79% strongly agree that decline of funding to implement activities affects strategy implementation, 68% of the respondents strongly agree that competition for funding is common against existing and new iNGOs, 54% of the respondents strongly agree that the government legislation on donor funding affects strategy implementation. Other significant factors that affect strategy execution are: the political climate where 50% of the respondents strongly agreed, the programs of the organization (50% of respondents agreed), and donor policies and perception of iNGOs where 46% of the respondents agreed.

<table>
<thead>
<tr>
<th>External Factors Affecting Strategy Execution</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decline of funding to implement activities affects strategy implementation</td>
<td>4%</td>
<td>%</td>
<td>4%</td>
<td>13%</td>
<td>79%</td>
<td>100%</td>
</tr>
<tr>
<td>Donor policies and perception of iNGOs affects strategy implementation</td>
<td>%</td>
<td>4%</td>
<td>14%</td>
<td>46%</td>
<td>36%</td>
<td>100%</td>
</tr>
<tr>
<td>Competition amongst iNGOs with similar mission affects strategy implementation</td>
<td>4%</td>
<td>25%</td>
<td>14%</td>
<td>25%</td>
<td>32%</td>
<td>100%</td>
</tr>
<tr>
<td>The unique operating environment for iNGOs is a challenge to the successful strategy execution</td>
<td>7%</td>
<td>21%</td>
<td>18%</td>
<td>25%</td>
<td>29%</td>
<td>100%</td>
</tr>
<tr>
<td>The programs of the organization affect strategy implementation</td>
<td>%</td>
<td>11%</td>
<td>21%</td>
<td>50%</td>
<td>18%</td>
<td>100%</td>
</tr>
<tr>
<td>The government legislation on donor funding affects strategy implementation</td>
<td>4%</td>
<td>4%</td>
<td>20%</td>
<td>18%</td>
<td>54%</td>
<td>100%</td>
</tr>
<tr>
<td>The political climate in Kenya and other countries where ICRAF has presence affects strategy implementation</td>
<td>4%</td>
<td>4%</td>
<td>6%</td>
<td>36%</td>
<td>50%</td>
<td>100%</td>
</tr>
<tr>
<td>The civil society movement in Kenya and other countries where ICRAF has presence affects the process of strategy implementation</td>
<td>4%</td>
<td>24%</td>
<td>29%</td>
<td>29%</td>
<td>14%</td>
<td>100%</td>
</tr>
<tr>
<td>The economic environment in Kenya and other countries where ICRAF has presence affects the process of strategy implementation</td>
<td>%</td>
<td>14%</td>
<td>18%</td>
<td>43%</td>
<td>25%</td>
<td>100%</td>
</tr>
<tr>
<td>Competition for funding is common against existing and new iNGOs</td>
<td>%</td>
<td>%</td>
<td>11%</td>
<td>21%</td>
<td>68%</td>
<td>100%</td>
</tr>
</tbody>
</table>
Other significant factors are competition for funds within the Consultative Group of International Agricultural Research, host country laws, regulations and socioeconomic factors e.g. insecurity, stability of ICRAF’s partners in delivering set mandate and complexity of donor conditions & requirements.

4.5 Various Ways of Enhancing Strategy Execution in ICRAF
This section presents the findings of the various ways of enhancing strategy execution in ICRAF in Kenya. A five point likert scale was used where; 1=Strongly Disagree (SD), 2=Disagree (D), 3=Neutral (N), 4=Agree (A), and 5=Strongly Agree (SA).

4.5.1 Enhancing Strategy Execution
According to the results and findings on table 4.5 most of the respondents at 75% strongly agree that improving stakeholder engagement would enhance strategy execution. 75% of the respondents strongly agree that aligning the organization resources to develop competence in thematic areas would enhance strategy execution. 71% of the respondents strongly agree that capacity building of staff and partner organizations would enhance strategy execution at ICRAF. Other important factors of enhancing strategy execution are to develop a resource mobilization plan, to enhance organization learning, and to promoting knowledge sharing which the respondents strongly agreed at 68%. Other important factors are organization’s accountability, strong collaborations with partners, effective communication and proper monitoring and evaluation of processes.
Table 4.5: Ways of Enhancing Strategy Execution

<table>
<thead>
<tr>
<th>Ways of Enhancing Strategy Execution</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity building of staff and partner organizations</td>
<td>%</td>
<td>4%</td>
<td>4%</td>
<td>21%</td>
<td>71%</td>
<td>100%</td>
</tr>
<tr>
<td>Develop a resource mobilization plan</td>
<td>%</td>
<td>%</td>
<td>18%</td>
<td>14%</td>
<td>68%</td>
<td>100%</td>
</tr>
<tr>
<td>Improving stakeholder engagement</td>
<td>%</td>
<td>4%</td>
<td>4%</td>
<td>18%</td>
<td>75%</td>
<td>100%</td>
</tr>
<tr>
<td>Developing sustainable competitive advantage</td>
<td>%</td>
<td>4%</td>
<td>4%</td>
<td>35%</td>
<td>57%</td>
<td>100%</td>
</tr>
<tr>
<td>Aligning the organization resources to develop competence in thematic areas</td>
<td>%</td>
<td>%</td>
<td>4%</td>
<td>21%</td>
<td>75%</td>
<td>100%</td>
</tr>
<tr>
<td>Developing mutual beneficial programs within the organization</td>
<td>%</td>
<td>%</td>
<td>21%</td>
<td>25%</td>
<td>54%</td>
<td>100%</td>
</tr>
<tr>
<td>Setting up platforms for knowledge and information sharing between iNGOs and government</td>
<td>%</td>
<td>%</td>
<td>11%</td>
<td>32%</td>
<td>57%</td>
<td>100%</td>
</tr>
<tr>
<td>Knowledge management among staff</td>
<td>%</td>
<td>%</td>
<td>4%</td>
<td>35%</td>
<td>61%</td>
<td>100%</td>
</tr>
<tr>
<td>Enhancing organization learning</td>
<td>%</td>
<td>4%</td>
<td>4%</td>
<td>24%</td>
<td>68%</td>
<td>100%</td>
</tr>
<tr>
<td>Promoting knowledge sharing</td>
<td>%</td>
<td>%</td>
<td>4%</td>
<td>28%</td>
<td>68%</td>
<td>100%</td>
</tr>
</tbody>
</table>

4.6 Correlation

Correlation analysis was done to determine the strength and direction of the relationship between the respondents’ education level, management level, and length of service in the organization during strategic implementation. The results and findings on table 4.6 indicate that there is a strong positive relationship between the respondent’s management level and the length of service in the organization where \( r = 0.500; P \leq 0.01 \). This means that, respondents are motivated to stay in the organizations when they are promoted in the organization’s management level.

The study has also revealed that the education level and the length of service in the organization have a strong positive relationship where \( r = 0.429; P \leq 0.05 \). This shows that, the higher the respondents’ education level, the longer they stay in the organization. This would be a great asset for ICRAF during strategy implementation. Furthermore, the study revealed that the education level and the management level have a strong positive relationship where \( r = 0.411; P \leq 0.05 \). This shows that, respondents get promoted as they advance in their education. This facilitates successful strategy execution by the managers.
Table 4.6: Correlation

<table>
<thead>
<tr>
<th></th>
<th>Education Level</th>
<th>Management Level</th>
<th>Length of Service in Present Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Education Level</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td>.411*</td>
<td>.429*</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.030</td>
<td>.023</td>
</tr>
<tr>
<td>N</td>
<td>28</td>
<td></td>
<td>28</td>
</tr>
<tr>
<td><strong>Management Level</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.411*</td>
<td>1</td>
<td>.500**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.030</td>
<td></td>
<td>.007</td>
</tr>
<tr>
<td>N</td>
<td>28</td>
<td></td>
<td>28</td>
</tr>
<tr>
<td><strong>Length of Service in Present Organization</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.429*</td>
<td>.500**</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.023</td>
<td></td>
<td>.007</td>
</tr>
<tr>
<td>N</td>
<td>28</td>
<td></td>
<td>28</td>
</tr>
</tbody>
</table>

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

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

4.7 Chapter Summary

The chapter has analysed the data collected from the respondents and presented the findings in tables, graphs, and pie-charts. The data was analysed using Statistical Package for Social Sciences (SPSS) and Microsoft Excel. The results and findings were presented according to the specific objectives which were; to determine the internal organization factors affecting effective strategy execution in ICRAF, to examine the external organization factors affecting effective strategy execution in ICRAF in Kenya and to assess the various ways of enhancing strategy execution in ICRAF. The following chapter which is chapter five was present the discussions, conclusions, and recommendations of the study.
CHAPTER FIVE

5.0 DISCUSSIONS, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction
The study sought to evaluate strategy implementation in international non-governmental organizations, a case study of ICRAF in Kenya. This chapter presents the summary, discussions, conclusions, and recommendations of the study.

5.2 Summary
The general objective of this study was to assess effective strategy execution by the International Centre for Research in Agroforestry (ICRAF). The study was guided by the following specific objectives; to determine the internal organization factors affecting effective strategy execution in ICRAF, to examine the external organization factors affecting effective strategy execution in ICRAF in Kenya and to assess the various ways of enhancing strategy execution in ICRAF. The study adopted a descriptive research design which involves drawing conclusions from the data collected through data evaluation and synthesis skills. The target population for the study consisted of 30 managers at ICRAF. The sample size consisted of the entire population, therefore a census was carried out. Primary data was collected by use of questionnaires and the data was later analysed using Statistical Package for Social Sciences (SPSS) and Microsoft Excel.

The results and findings of the study were presented in tables and figures. According to the study, majority of the respondents were female at 79% while the male respondents were 21%. The study also sought to find out the ages of the respondents where the majority of the respondents were between the ages of 31 to 40 years. These were 54% of the total responses. Respondents who were over 40 years of age accounted for 21% of the respondents, 18% of the respondents were between the ages of 26 to 30 years while respondents who were below 25 years were 7%. These results show that most of the managers who are involved in strategy implementation at ICRAF are young people. These findings were good because young people in an organization bring in new ideas which are useful during strategy execution. The first specific objective was to determine the internal organization factors affecting effective strategy execution in ICRAF. The study found out that majority of the respondents at 71% strongly agreed that corporate culture and style of functioning of top management affects strategy implementation. 57% of the respondents
strongly agreed that organization structure affects the process strategy implementation. 50% of the respondents agreed that human resource quality in terms of recruiting competent staff affects strategy. 50% of the respondents strongly agreed that the programs of the organization affects strategy implementation. 46% of the respondents strongly agreed that human resource quality in terms of recruiting competent staff affects strategy. Furthermore, 46% of the respondents strongly agreed that physical resources and technological capabilities affect organization strategy implementation. The findings of the study confirmed that various internal organization factors affect effective strategy execution.

The second specific objective was to examine the external organization factors affecting effective strategy execution in ICRAF in Kenya. According to the study, majority of the respondents (79%) strongly agreed that decline of funding to implement activities affects strategy implementation. 68% of the respondents strongly agreed that competition for funding is common against existing and new iNGOs. 54% of the respondents strongly agreed that the government legislation on donor funding affects strategy implementation. 50% of the respondents strongly agreed that the political climate in Kenya and other countries where ICRAF has presence affects strategy implementation, and 50% of the respondents agreed that the programs of the organization affects strategy implementation. The findings of the study showed that external organizational factors such as external funding, competition, government legislation, political climate in the country as well as other countries’ political climate affect effective strategy execution.

The third specific objective was to assess the various ways of enhancing strategy execution in ICRAF. The study revealed that most of the respondents (75%) strongly agreed that improving stakeholder engagement would enhance strategy execution. 75% of the respondents strongly agreed that aligning the organization resources to develop competence in thematic areas would enhance strategy execution. 71% of the respondents strongly agreed that capacity building of staff and partner organizations would enhance strategy execution at ICRAF. The results confirmed that organizations can adopt ways such as capacity building and resource mobilization to enhance strategy execution.
5.3 Discussion

5.3.1 Discussions on the Internal Organization Factors Affecting Effective Strategy Execution in ICRAF

The results and findings of the study revealed that majority of the respondents at 71% strongly agreed that corporate culture and style of functioning of top management affects strategy implementation. These findings were in line with Mintzberg (2016), who noted that leadership can influence and inspire positive change in any organization and therefore any organization that seeks to achieve success in strategy implementation cannot ignore the aspect of having an effective leadership team. Leadership plays a very important role in providing direction to an organization, it means therefore that any organization that has effective leadership at the top was most likely move in a good direction as far as strategy implementation is concerned. Another 21% of the respondents agreed that corporate culture and style of functioning of top management affects strategy implementation. This makes it a total of 92% of the respondents who are positive that corporate culture and style of functioning of top management affects strategy implementation. This therefore, confirms that an organization’s leadership is important in strategy implementation. The study showed that 50% of the respondents agree that human resource quality in terms of recruiting competent staff affects strategy. These findings are in agreement with Wolcott (1997) who argue that there is need therefore, for firms to identify what their strengths and weaknesses are and from such analysis they can be able to know how best they can take advantage of opportunities so as to be able to effectively reduce the threats.

Furthermore, firms face the challenge of analysing and identifying strategic advantages based on examining its distinct combination of assets which comprise of its skills, capabilities (Lynch, 2009). Another 46% of the respondents strongly agreed that human resource quality in terms of recruiting competent staff affects strategy. This shows that a total of 96% of the respondents are positive that recruiting competent staff is crucial in strategy implementation. According to the study, 57% of the respondents strongly agreed that organization structure affects the process strategy implementation. These findings were in line with Heide et al. (2012) who say that the structure of any organization plays a very vital role when it comes to strategy implementation. An effective organization structure ensures success in strategy implementation while having a poor structure can be a strategy
implementation barrier. Firms which adjust the organizational structure with respect to a perfect strategy are likely to benefit and this was translate into successful strategy implementation (Schaap, 2010). Another 18% of the respondents agreed that organization structure affects the process of strategy implementation. This shows that a total of 75% of the respondents are positive that organization structure is important in strategy implementation.

It is important for an organization to have policies and programs that tell the stakeholders what the organization is all about. This would ensure successful execution of strategies. The study indicated that 50% of the respondents strongly agreed that the programs of the organization affects strategy execution. Communication is one other important aspect of people that has an impact to strategy implementation. In fact, it is very difficult to execution a strategy if the strategy itself is not well understood. This is as a result of poorly communicating strategy to employees (Schaap, 2010). Moreover, 32% of the respondents agreed that the programs of the organization affect strategy execution making it a total of 82% of the respondents who have a positive opinion about this statement. This shows that proper communication regarding different programs is important for an organization to implement their strategies.

5.3.2 Discussions on the External Organization Factors Affecting Effective Strategy Execution in ICRAF

The results and findings of the study revealed that 68% of the respondents strongly agreed that competition for funding is common against existing and new iNGOs. Haberg & Rieple (2013) agree that NGOs normally compete for door funding amongst themselves. This is likely to result in work inefficiencies given that such competition cannot favor all NGOs at the same time. Additionally, Batti (2014) notes that, NGOs face competition from NGOs that are directly or indirectly linked with political parties and therefore access funds easily. Another 21% of the respondents agreed that competition for funding is common against existing and new iNGOs. This shows that 89% of the respondents are positive that competition for funding is common against existing and new iNGOs. Competition for funding is therefore likely to affect an organization’s ability to implement strategies. The study showed that 29% of the respondents strongly agreed that the unique operating environment for iNGOs is a challenge to the successful strategy execution. Additionally, 25% of the respondents agreed with that statement. These results were in line with Johnson
et al. (2013) who affirms that, the operation environment within which the NGOs operate dictates the amount of resources and skill requirement for the organization at any particular point in time. It means therefore, that NGOs operating in a particular environment can only be limited to the requirements of that particular environment in terms of the resource mobilization approach to be taken. In this regard therefore, it goes without saying that NGOs can be very much influenced by the operating environment when it comes to strategy execution. The PESTEL framework (political, economic, social-cultural, technological, legal, and ecological factors) are external factors that affect organizations. The study revealed that 50% of the respondents strongly agreed that the political climate in Kenya and other countries where ICRAF has presence affects strategy execution, 43% of the respondents agreed that the economic environment in Kenya and other countries where ICRAF has presence affects the process of strategy execution, 29% of the respondents agreed that the civil society movement in Kenya and other countries where ICRAF has presence affects the process of strategy execution while another 29% of the respondents were neutral that the civil society movement in Kenya and other countries where ICRAF has presence affects the process of strategy execution. 54% of the respondents strongly agreed that the government legislation on donor funding affects strategy execution. These results and findings of the study confirm that PESTLE factors affect strategy execution. Pearson & Robin (2015) note that PESTLE factors are very essential when it comes to the identification of the external factors that influence the operation of the firm as well as the future trends that are likely to influence the operations of an organization, this is well achieved though the identification of the key drivers of change. Additionally, Haberg & Rieple (2013) agree that, changes in the external environment and specifically with regards to the economic as well as political factors are likely to open up new markets, while at the same time technological development was go a long way in bringing about alterations in the consumer and political instability.

5.3.3 Discussions on the Various Ways of Enhancing Strategy Execution in ICRAF

The study showed that most of the respondents (75%) strongly agreed that improving stakeholder engagement would enhance strategy execution. Damlamian (2016) confirms that, in order to enhance the process of strategy execution there is need to have an increase in collaboration between iNGOs and the private sector in development work. A study conducted by Yaziji (2005) also confirmed that partnerships between NGOs and private
sector institutions had the potential benefits for both of them and especially so for NGOs because it enabled them to become effective when implementing their strategies and programs. The study further showed that 75% of the respondents strongly agreed that aligning the organization resources to develop competence in thematic areas would enhance strategy execution. According to the study, 71% of the respondents strongly agreed that capacity building of staff and partner organizations would enhance strategy execution at ICRAF.

Bateman & Snell (2015) affirm that training is indeed an essential component when it comes to employee competence. There is need therefore, for NGOs to constantly ensure their staff capacity is enhanced through training and development activities and conducting performance appraisals for the purpose of giving feedback and motivating staff to perform their best. 21% of the respondents also agreed that capacity building of staff and partner organizations would enhance strategy execution at ICRAF. This makes it a total of 92% of the respondents agreeing with this statement. These results go hand in hand with Hill & Jones (2013) who agree that it is important for organizations to adopt the use of self-managing teams. Such teams can be very essential when it comes to enhancing strategy execution because the team members are tasked with various assignments which go hand in hand in creating a flexible workforce that can fill in for absent colleagues and take over their tasks if need be.

The results and finds of the study indicated that 68% of the respondents strongly agreed that developing a resource mobilization plan would enhance strategy execution at ICRAF. Srinivas (2015) agrees that it is important for iNGOs to develop funding-raising strategies that involve of different funding and income for continued long-term survival. Furthermore, Riddle (2016) argues that the majority of iNGOs take part in the support or execution of specific projects and programs targeted for the vulnerable in the community, these includes the poor, which means that most of their funding comes from donors and as such there is very limited income generating activities. From the finding of the study, 57% of the respondents strongly agreed that developing sustainable competitive advantage would enhance strategy execution at ICRAF. This goes hand in hand with Johnson et al. (2008) who says that organizations must seek to have capabilities that are of value to their customers. iNGOs with distinctive competences are likely to be very effective when implementing their organization strategies as compared to those ones that do not have such
competencies. Additionally, 35% of the respondents agreed that developing sustainable competitive advantage would enhance strategy execution at ICRAF. This makes it a total of 92% of the respondents who feel that developing sustainable competitive advantage would enhance strategy execution at ICRAF.

5.4 Conclusions

5.4.1 Internal Organization Factors Affecting Effective Strategy Execution in ICRAF

The study concludes that the major internal factors that affect the effective strategy execution in ICRAF are corporate culture and style of functioning of top management. The study further showed that there are other top internal factors that affect the effective strategy execution in ICRAF; Organization structure affects the process of strategy execution and human resource quality in terms of recruiting competent staff affects strategy. Additionally, the programs of the organization affect strategy execution.

5.4.2 The External Organization Factors Affecting Effective Strategy Execution in ICRAF in Kenya

The study found out that external funding, competition, government legislation, political climate in the country as well as other countries’ political climate are the major external organization factors affecting effective strategy execution in ICRAF in Kenya. The study also found out that other factors in the PESTLE framework affect an organization’s effective strategy execution.

5.4.3 The Various Ways of Enhancing Strategy Execution in ICRAF

The study found out that the most preferred ways of enhancing strategy execution in ICRAF are; improving stakeholder engagement, aligning the organization resources to develop competence in thematic areas, and capacity building of staff and partner organizations. Additionally, organizations can adopt other ways to enhance strategy execution such as developing resource mobilization plans, enhancing organization learning, and promoting knowledge sharing.
5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 The Internal Organization Factors Affecting Effective Strategy Execution in ICRAF

The findings of the study revealed that corporate culture and style of functioning of top management, organization structure, human resource quality in terms of recruiting competent staff, and the programs of the organization are top internal factors that affect effective strategy execution in ICRAF. Based on these findings, the organization should have an organization structure that matches the strategy as well as improving all internal factors that have the potential of affecting execution of a strategy.

5.5.1.2 The External Organization Factors Affecting Effective Strategy Execution in ICRAF

The study recommends that the organization should monitor the external environment frequently so as to detect any changes as early as possible. This may help the organization come up with ways of mitigating the possible threats. The organization should also use the PESTLE framework to identify factors affecting effective strategy execution.

5.5.1.3 The Various Ways of Enhancing Strategy Execution in ICRAF

The study recommends that the organization investigate the critical factors that affect strategy execution and adopt ways that are more beneficial to the organization during strategy execution. The organization can also use a combination of different methods of enhancing strategy execution compared to having only one way of enhancing strategy execution.

5.5.2 Recommendations for Further Studies

The study sought to evaluate strategy execution in international non-governmental organizations. However, the internal and external organizational factors affecting the effective strategy execution, as well as ways of enhancing strategy execution in an international iNGO may be different from a local iNGO. The study therefore, recommends that further studies should be carried out to evaluate strategy execution in local non-governmental organizations.
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Appendix 1: Letter of Introduction

My name is Joan Mativo, an Administrative Officer in ICRAF Nairobi. In addition, I am also a student at the United States International University - Africa where I am undertaking a master’s degree in Business Administration–Strategic Management. International organizations face a lot of challenges in implementing strategy due to various factors that cut across them, and also those that are external and have no control over. These factors affect the overall delivery of the organization’s mandate and continuity. To enable me to analyze them in depth, I would like to ask you some few questions related to the matter. It was take you less that 15-20 minutes of your time to answer. Your honest response was be highly appreciated and was go a long way in facilitating me to complete my MBA Program at the university.
Appendix 2: Questionnaire
The purpose of this questionnaire is to collect information. All the information collected will be treated as private and confidential and will only be used for research purposes. We highly value your assistance in completion of this questionnaire.

SECTION A: Demographic Information
1. Kindly indicate your age
   - Below 25 years
   - 26-30 years
   - 31-40 years
   - Over 40 years

2. Indicate your highest level of education
   - College Diploma
   - University Degree
   - University Post Graduate degree

3. What is your managerial level?
   - Low Level
   - Middle Level
   - Top Level

4. Length of service at the present organization
   - 0 – 5 years
   - 6 – 10 years
   - 11 – 15 years
   - Over 15 years
SECTION B: Internal Organization Factors Affecting Effective Strategy Execution

Using a scale of 1 – 5 tick the appropriate answer from the alternatives provided for each of the questions where 1=Strongly Disagree (SD) 2= Disagree (D) 3=Neutral (N) 4=Agree (A) 5=Strongly Agree (SA)

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<td>Physical resources and technological capabilities affects organization strategy implementation</td>
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<td>Organization structure affects the process of strategy implementation</td>
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SECTION C: External Organizational Factors Affecting Strategy Execution

Using a scale of 1 – 5 tick the appropriate answer from the alternatives provided for each of the questions where 1=Strongly Disagree (SD) 2= Disagree (D) 3=Neutral (N) 4=Agree (A) 5=Strongly Agree (SA)

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SECTION D: External Organizational Factors Affecting Strategy Execution Using a scale of 1 – 5 tick the appropriate answer from the alternatives provided for each of the questions where 1=Strongly Disagree (SD) 2= Disagree (D) 3=Neutral (N) 4=Agree (A) 5=Strongly Agree (SA)

Ways of Enhancing Strategy Execution

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<td>Capacity building of staff and partner organizations</td>
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Thank you for your support in this study project.