

**RELATIONSHIP BETWEEN STRATEGY IMPLEMENTATION AND
PERFORMANCE OF FAITH BASED ORGANIZATIONS: A CASE OF THE
CATHOLIC ARCHDIOCESE OF KISUMU, KENYA**

BY

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION**

DEPARTMENT OF BUSINESS ADMINISTRATION

MASENO UNIVERSITY

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DECLARATION

I declare that this is my original Project and has not been presented in any other Institution for consideration. This research Project has been complemented by referenced sources duly acknowledged

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This research project has been submitted for examination with my approval as Institution Supervisor

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ACKNOWLEDGEMENT

First, I wish to direct my praise to God Almighty that has granted me good health without which I would not have coped with the demands of my Job, Religious life and the arduous demand of postgraduate studies.

Secondly, my gratitude goes to my classmates at the school of business and economics of Maseno University. Your cooperation and knowledge sharing has been immense in completing the coursework and the subsequent writing of this research Project.

May I also register special thanks to my supervisor Dr. Charles Ondoro for his immense academic wisdom throughout my studies and specifically in writing this Project. Your comments, suggestions and positive criticisms made it possible to improve the quality of this document.

Last but not least, my appreciation goes to the entire administration, the teaching and the non-teaching staff of Maseno University. The institutional environment that has enabled me to produce this scholarly work.

DEDICATION

This Research Project is dedicated to my beloved parents, the late Mr. Patrick Ogalo and Mrs. Pacifica Ogalo, to my brothers and sisters and the entire family of the Franciscan Sisters of Saint Anna.

ABSTRACT

Faith Based Organizations (FBOs) are facing a dynamic changing environment impacting on their ability continue to offering services to the community. It therefore calls for these organizations to be managed more strategically and effectively to endure attracting the donor community who support their programs. Faith based Organizations, just like other public and private organizations have adopted strategic management. Despite the application of strategic management in organizations, there is evidence of a high rate of failure of strategy implementation. Specifically, the adoption of the strategic planning practices has not registered immediate positive indicators as expected at the Archdiocese as indicated by the drop in social and community livelihoods targeted programs, donor funding and unprecedented competition from secular organizations is evident. The objective of the study was to investigate the relationship between strategy implementation and the performance of Faith based Organizations in the Archdiocese of Kisumu. The study focused on the following specific research Objectives: investigate the relationship between Strategic Resources and Performance of Faith based organizations; analyze the relationship between organization structure and performance of faith-based organizations; and to assess the relationship between operating procedures and organizational performance of faith-based organizations. Corresponding null hypotheses were developed for each objective. The study was guided by Okumu's key variables framework and the Higgin's aligned 8Ss model of strategy implementation. The study adopted a descriptive case study research design. A census survey was conducted by administering questionnaires to the 86 administrators of the faith based institutions in the Archdiocese. The study targeted all the 86 (Parishes, Hospitals Health centers, and other institutions) owned by the Archdiocese of Kisumu. 71 of the respondents returned their questionnaires and were found fit for analysis. A reliability test found a Cronbach's Alpha of between 0.793 and .825. A content validity was established through subject experts within the University. The data was analyzed using means and standard deviations for the descriptive statistics. A multiple regression was calculated to predict performance of faith-based organizations based on the strategy implementations dimensions: resource allocation; organization structure; and Operating procedures. A significant regression was found ($F(3, 66) = 52.646, P \leq .000$), with R^2 of .647. Strategic resources were the best predictor ($\beta = .411$), followed by operating procedures ($\beta = .302$) and the weakest was organization structure ($\beta = .202$). The null hypotheses were therefore not supported. The study concluded that there is a significant and positive relationship between strategy implementation and performance of faith-based organizations. The strategy implementations must provide the requisite strategic resources, design effective structures and develop operating procedure to guide implementation and realize performance of organizations. Besides, the study provided new knowledge on the areas of combination of different framework models of strategy implementation in predicting performance.

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LIST OF ABBREVIATIONS

- ADOK** - Arch Diocese of Kisumu
- FBO** - Faith Based Organization

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CHAPTER ONE

INTRODUCTION

This chapter includes the background of the study; research problem, general and specific objectives of the study, general and specific research hypotheses, scope of the study and finally the conceptual framework of the study.

1.1 Background of the Study

Firms of 21st century whether governmental, non-governmental, profit or non-profit find it necessary to undertake strategic management process to be able to achieve the organization's tactical goals and objectives. Premeditated management delivers overall direction to an enterprise and involves specifying the organizations objectives, developing policies and plans to achieve those objectives and then allocating resources to implement the plans. Strategic management brings considerable benefits not only to for-profit businesses and government, but also to NGOs (Allison & Kaye, 2005; Bryson & Roering, 1988; Fowler, 1996). This is due to the fact that NGOs operate in contexts which are characterized by complexity, risks and financial uncertainty. The organizations function in the setting that is turbulent, uncertain, complex and dynamic in nature and therefore, they need to develop and effectively implement winning strategies that fit external and internal situation of the organization to improve on performance. Strategic management process majorly involves design and implementation of the main goals and initiatives taken by an organization's management based on consideration of resources and an assessment of the internal and external environments in which the organization operates.

According to Miller and Dess (1996), strategy implementation is a broad range of efforts which focus on the transformation of strategic intentions into actions. Strategy implementation has been defined variously by different scholars. Noble (1999), defines strategic implementation as the communication, interpretation, adoption, and enactment of strategic plans. Strategy implementation is also conceived as the designing of appropriate organizational structures and control systems to put the organization's chosen strategy into action (Hill et al., 2007, p. 5), While (Wheelen and Hunger,2012) observe strategy implementation to be the sum total of the activities and choices required for the execution of a strategic plan.

The efficacy of the whole process of planning diminishes if the formulated strategies are not implemented. Mintzberg (1994) observed that more than half of the strategies formulated by organizations are never actually implemented. Deprived of effective strategy implementation, it's more likely for organizations to fail in meeting its main objectives. However, (Hrebiniak, 2006, 2013) point out that most managers know far more about developing strategy than they do about executing it. Curiously, organizations fail to implement about 71 per cent of their new strategies (Franken et al., 2009; Miller, 2002). Similarly, it was found that 40-60 per cent of the potential value of the strategic plan is never realized and captured due to insufficiencies in planning and implementation (Franken et al., 2009; Mankins & Steele, 2005). In most cases, firms' strategies deliver only 63% of their promised financial value (Mankins & Steele, 2005). Kaplan and Norton (2005) believed that 95% of a company's employees are unaware of or do not understand their company's strategy. According to Johnson (2004), 66% of corporate strategy is never executed.

Richard M. Walker et al. (2011) conducted a study on organizational strategy implementation styles and their consequences for performance. The authors' evidence revealed that implementation style matters but only in combination with appropriate strategic choices. None of the established styles of implementation (rational, incremental, and "no clear approach") by themselves are likely to lead to better performance. However, when the authors incorporated the strategic orientation of the organization (defender, prospector, and reactor), they found that it has an important moderating effect on the relationship between implementation style and service performance. Their evidence suggests that public organizations need to achieve a fit between strategic orientation and style of implementation if higher levels of performance are to be attained by strategy implementation.

Olsen et al. (2005) conducted a study involving over 200 senior managers and validated that the overall firm's performance was strongly affected by the matching of firm's business strategy with its organizational structure and the behavioral norms of its employees.

In Kenya, Kyalo (2015) undertook a study to establish how strategy implementation influences performance of KCB Group in Kenya. Using a case study design, employing an in depth interview on top managers and using content analysis, this study established that the level of

participation and involvement of staff affects strategy implementation. The study also identified the factors which contributed to successful strategy implementation to include: changing assumptions as the environment changes and upgrading the group's capabilities to meet the challenges of an ambitious strategy, strategic leadership, rewards and incentives, allocation of adequate resources to strategy and establishing strategy supportive policies. The study established that strategy implementation influences performance to a very great extent. The study revealed that strategy implementation is a critical factor in improving the performance of an organization.

However, the study did not utilize the key variables of strategy implementation and firm performance indicators as discussed in various literatures to establishing a link between strategy implementation and organizational performance. Opinions of managers were sought on the extent to which strategy implementation influenced performance. This remains a subjective way of establishing whether or not strategy implementation influences performance of organizations. This study seeks to bridge this gap by establishing the influence of strategy implementation on performance by using a more objective way of linking the variables in the study.

Mutua (2015) examined strategy implementation process on the performance of Kenya Medical training college (KMTC) to establish the impact of strategy implementation on its performance over a decade of strategic management in the institution. The study adopted a case study research design. The research utilized both secondary and primary data. By collecting qualitative primary data from senior managers namely and Secondary data through desk review of the strategic plans implementation and financial reports and subjecting the data to content analysis. The empirical findings and analysis the study indicated that strategic Implementation directly contributes to organizational performance.

Njagi and Kombo (2012) conducted a study to determine the effect of strategy implementation on performance of forty three (43) commercial banks in Kenya. The specific objectives were to determine the effect of operationalization and institutionalization of strategy on performance of the banks. The study adopted correlational research design. Using a census, data gathered was analyzed using descriptive statistics such as percentages to summarize the data. Pearson's correlation coefficient was used to determine the nature and strength of the relationship between strategy implementation and organizational performance. To determine the effect of strategy

implementation on organizational performance, a multiple correlation model was developed. The results reveal that there is a moderately strong relationship between strategy implementation and organizational performance.

(Kipkorir Sitienei; Chris Simon & Daniel Kipkorir Ronoh, 2017) while studying Strategy implementation and Public Service Performance investigated the effect of resource allocation, role of staff involvement, influence of reward systems, effect of operating procedures and role of communication on performance. The study used McKinsey 7s model, survey research design. A population of 37 organizations and 349 members of the management team were used. Stratified technique with a sample size of 151 respondents and the data collected was subjected to descriptive and inferential statistics analysis. The findings indicated that Strategy operationalization through resource allocation (allocation of money, adequate personnel and staff involvement to implement new strategies) and operating procedures (staff training, policies, guiding principles to ensure compliance to organization's strategy, procedures, capacity of management, strategic guidance of top management) affect performance to varying levels , Strategy institutionalization, through communication and reward system (clear goals and objectives, strategy direction, strategy clearly communicated, performance recognition system, effort based rewards and rewards system linked to new strategy affect performance differently.

Clarke (2008) defined faith-based organization as organizations that derive inspiration and guidance for its activities from the teachings and principles of the faith or from a particular interpretation or school of thought within that faith. These organizations explicitly claim a religious motive (Kirmani and Zaidi, 2010) and religion in these organizations “are often expressed in their mission statements, outlining the overall purpose of the NGOs and describing the underlying values and principles” (Petersen, 2010).

Aboramadan and Borgonovi (2016) carried out a study on strategic management practices as a key determinant of superior non-governmental organizations performance. The strategic management practices were decomposed to consist of environmental scanning; strategy formulation; strategy implementation and strategy evaluation and monitoring. Using correlation analysis and multiple correlation analysis were used in this study to better explore the relationship between strategic management practices (environmental scanning, strategy

formulation, strategy implementation and strategy evaluation and monitoring) and both financial and non-financial performance of NGOs. The correlation analysis revealed a strong positive relationship between the strategic management practices and financial and non-financial performance. Then, multiple correlation analysis indicated that each of strategic management practices showed statistically significant positive association with both financial and non-financial performance. Strategy implementation was the strongest predictor on financial performance in NGOs, while strategy evaluation and monitoring was the strongest predictor variable on non-financial performance of NGOs. In general, the results suggest the those who aim to achieve higher financial performance in terms of fundraising, financial sustainability, credibility and financial efficiency of programs, should consider the role of strategic management practices, and these practices, furthermore can lead to better program performance in terms of effectiveness, efficiency, impact, partnership and quality.

Faith-based organizations, particularly Christian organizations provide a great deal of humanitarian assistance within the broader context of the NGO world. While there is no generally accepted definition of faith-based organizations, they are characterized by having one or more of the following: affiliation with a religious body; a mission statement with explicit reference to religious values; financial support from religious sources; and/or a governance structure where selection of board members or staff is based on religious beliefs or affiliation and/or decision-making processes based on religious values.

According to Stonich (1982), strategy formulation is an integral part of strategy implementation and for effectively implementing strategies, a constant effort is required to match and fit together the basic organizational elements. He proposed a conceptual strategy implementation framework that include five interrelated variables: strategy formulation, organization structure, human resources, management process (planning, programming, budgeting and reward system), and culture. Stonich (1982) believed that if any change or alteration is inevitable in any one of these variables, a periodic review of all elements and the 'fit' among they must be undertaken.

The concept of organizational performance measurement in the profit making organizations is well documented and established in the academic and practitioner milieu (Geringer and Hebert, 1991; Otley, 1999). However, what are the best measures of performance in charitable organizations and broadly speaking in non-profit making organizations (NPOs) have been

extensively debated over the past two decades in the academic press. Yet, despite the academic interest in the topic, there remained significant gaps in the literature on how to define and measure performance of NPOs. Glassman and Spahn (2012); Sowa et al. (2004) and Forbes (1998) point out that no consensus has emerged as to what constitutes organizational performance and how to measure it. Researchers such as Stewart and Walsh (1994) emphasize the difficulty of operational performance for charities and NPOs.

The classical attempts of defining performance in these organizations have always been those of using NGOs' access to funds as the main NGO performance indicator (Pfeffer & Salancik; 1978; Yuchtman & Seashore, 1967). Although access to funds or fundraising efficiency is a valid indicator for measuring the financial strength of NGOs, it doesn't represent the full picture for NGOs' financial performance. In addition to the ability of acquiring funds, a comprehensive measurement of NGOs' financial performance should combine NGOs declaration of their financial activities and their demonstration of financial transparency (Keating & Frumkin, 2003; McCarthy 2007; Whitaker, Altman-Sauer & Henderson, 2004), together with their fundraising ability.

It is important also to treat these NGOs as projects-based organizations: as such the performance of their programs and services delivery should be scrutinized along with financial performance. For instance, Kareithi & Lund (2012) addressed the fact that these organizations are engaged in providing services and projects to their targeted beneficiaries so their performance has to take into consideration the effectiveness of these services. Lewis (2009) added that efficiency and effectiveness are performance measures of NGOs interventions. Several frameworks have suggested, even if there is still no mutual agreement, that NGO programs can be assessed by programs' impact, efficiency, and outcomes (Benjamin & Misra, 2006; Carman, 2007; Teelken, 2008). In addition, to the previous, mentioned indicators that partnership (Hall & Kennedy, 2008; Niven, 2008) and quality (Hatry, 1997; Niven, 2008) are other important measures of NGOs operations.

The Catholic Archdiocese of Kisumu (ADOK) is situated in Nyanza region along Lake Victoria in Archdiocese of Kisumu. The area of operation of ADOK encompasses the administrative counties of Kisumu and Siaya which cover ten sub-counties. ADOK consist of a total of 56 parishes through which it carries out its core strategy. The Parishes in turn comprise several sub-

parishes, prayer houses and Small Christian Communities. As a church, the Archdiocese of Kisumu (ADOK), plays a critical role in the socio-economic development of the faithful and makes a pivotal contribution to Kenya's efforts to realize her developmental ambitions with its pastoral and development programs.

ADOK developed its Strategic Plan 2014-2019 as a key guiding document for the implementation of its programmes and operations having seen off the strategic plan for 2009-2013. The strategic plan was drawn in cognizance of the achievements, limitations and lessons from the preceding Strategic Plan 2009 – 2013. The Strategic plan attempted to effectively position ADOK in context, including amongst others the devolved government structures, growth and changes within Catholic Church as well as evolving context within the national and international development arena. ADOK believes that the concerted efforts of the National and County governments, development partners, civil society organizations (CSOs) and communities can generate the resources and momentum required to accelerate the attainment of the Millennium Development Goals (MDGs); the strategic plan placed collaboration with these parties as core in attaining the ambitions set therein.

1.2 Statement of the Problem

Faith based Organizations (FBOs) have a long history of providing social services and all-round programs targeting improvement of community wellbeing in Kenya. The Catholic Church in particular runs schools, health care facilities, and homes for the elderly persons, centers for persons living with disabilities and other community development services aimed at improving livelihoods. The United States of America (USA) government has recognized the role of FBOs by collaborating with them in the government's desire for effective social services. USA has enhanced the ability of religious organizations to improve and change lives by giving the FBOs funding. Other Faith Based groups and the church are basically organized vehicles through which the USA government is insuring involvement in the community activities through the Neighborhood Partnerships and Council on Faith Based in which religious and secular non-profits come together and address getting grant services from the government or contracts and offering training on ways of partnering successfully with the government.

Despite the growing trust and involvement of the charitable sector as a whole ,some Faith Based Organizations have gotten criticism from some quarters over poor management and

ineffectiveness. Mostly, as charitable organizations become more important, donors, government, clients and the public have increased the pressure put on charities to showcase their impact on social problems that are regarded as being complex. Being privileged with the status of tax-exempted organizations, charities ought to act as stewards and to ethically and responsibly manage funds from government, donors and foundations to achieve their mission putting the public's good interest first. Effective management performance is very important in the charitable sector especially to the donors who often offer resources for these kinds of firms to run smoothly without seeking payment of cash dividends.

In order for these organizations to be effective against the backdrop of a dynamic environment, FBOs and NGOs on broad terms have adopted rigorous strategic management practices and processes. They invest heavily in strategy formulation, implementation and evaluation. The ability to implement strategy is more important than the quality of the strategy itself. The strategic planning effort consumes a lot of organizations' resources and has become sort a ritual in most organizations today the Archdiocese of Kisumu included. Despite of these efforts, a recent study indicates that 40 per cent of the value anticipated in strategic plan is never realized. Evidence keeps piling of how barriers to strategy implementation make it so difficult for organizations to achieve sustained performance.

Despite the allocation of substantial resources to strategic planning, studies provide mixed results regarding the relationship between formal planning process and the performance of the organizations. This has been stressed by some writers who claimed that the relationship between strategic implementation and NGOs' performance is a black box. Moreover, there is still no empirical support concerning the relationship between strategic implementation and NGOs' performance. There is evidence of challenges facing the Archdiocese of Kisumu in sustainability of the level of charitable programs and the institutions set up to deliver social services. They continue to experience low donor funding, few livelihood programs deliver traditionally through their development office. Moreover, the level of programmatic activities do not compare favorably with other Catholic dioceses that design, plan and deliver similar programs.

Far much fewer studies have been conducted on strategy and performance of faith based organizations as compared to secular and commercial business sector. A local study focusing on strategic planning drivers on performance of faith-based enterprises analyzed the performance

from a commercial perspective rather than the programmatic activities of social development analogous with faith-based organizations. This study attempts to bridge the gaps suggested by doing a research on humanitarian programmes by a religious organization.

With the important role played by FBOs in development, its therefore important to note that in order for them to survive the whole strategy formulation and implementation process has to be successful. However, no research has been carried out to investigate and examine the relationship between performance and strategy implementation in FBOs in Kenya. Against this background this study is set to answer the question: “What is the relationship between strategy implementation and the performance of the organizations of the Catholic Archdiocese of Kisumu?”

1.3 Research Objectives

The general objective of this research is to examine the relationship between strategy implementation and performance of Faith based Organizations (FBOs), a case of the Catholic Archdiocese of Kisumu. The study will focus on the following specific research Objectives:

- i. To investigate the relationship between Strategic Resources and Performance of Faith based organizations
- ii. To analyze the relationship between organization structure and performance of faith based organizations
- iii. To assess the relationship between operating procedures and performance of faith based organizations

1.4 Research Hypotheses

The general research hypothesis of this study is: there is no significant relationship between strategy implementation and the performance of Faith based Organizations (FBOs). The study will focus on the following specific research hypotheses:

- i. There is no significant relationship between Strategic Resources and the performance of faith based organizations
- ii. There is no significant relationship between organization structure and performance of faith based organizations

- iii. the relationship between operating procedures and performance of faith based organizations is not significant

1.5 Justification of the Study

The increasingly complex environment under which the local church-based NGO organizations are operating is offering challenges that threaten their survival and existence (James, 2002: 139). It is therefore believed that effective strategic planning understanding and capacity among church-based firms is a critical requirement among them (Patel, 2005: 5). Effective strategic planning is considered as an important tool that any upcoming firm cannot afford to skip and, in the end, still remain effective (Tascode, 2005: 5). The current experience seen from various local NGOs show that one of the reasons they are failing to demonstrate effectiveness is their lack of strategic planning process skills (Olive Subscription Service, 1997).

In addition, there exist less literature on strategic planning in local NGOs. Pemberton (2002: 1) observed that there is a lot of research addressing issues on strategic planning and strategic management especially among large private sector organization, however the practice in the NGO and non-profit sector small organizations included is still in their early stages and there exist many gaps. There is still a short supply of practical research on strategic planning and strategic management among these organizations. This study therefore aims at making a contribution towards filling the gaps existing in the availability of suitable literature on strategic planning processes in local FBOs. This study is a representation of one of the very first attempts in research on strategic planning practices among local FBOs.

1.6 Scope of the Study

Due to the dynamic nature of strategic planning, the study's interest focuses on implementation stage of the strategic planning process in the Archdiocese of Kisumu since previous studies have shown a gap in strategic plan implementation. The study will cover the secretariat of the Archdiocese which is the top executive hub of the Archdiocese and is directly involved in strategic planning and implementation process. In addition, this study will also cover the Parishes which are the quasi-independent units of the Archdiocese also responsible for implementing strategies and Church programs.

1.7 Conceptual Framework

The conceptual framework proposed for this study has been developed based on variables derived from theoretical strategy implementation frameworks and empirically tested variables suggested by various researchers and practicing managers. The framework is shown in figure 1 below. The framework emphasizes on the relationship between strategy implementation and performance. Strategy implementation is the independent variable, the dependent variable is the performance of faith based Organizations (FBOs) while strategic leadership is the intervening variable in this study.

Conceptual framework

Independent Variable

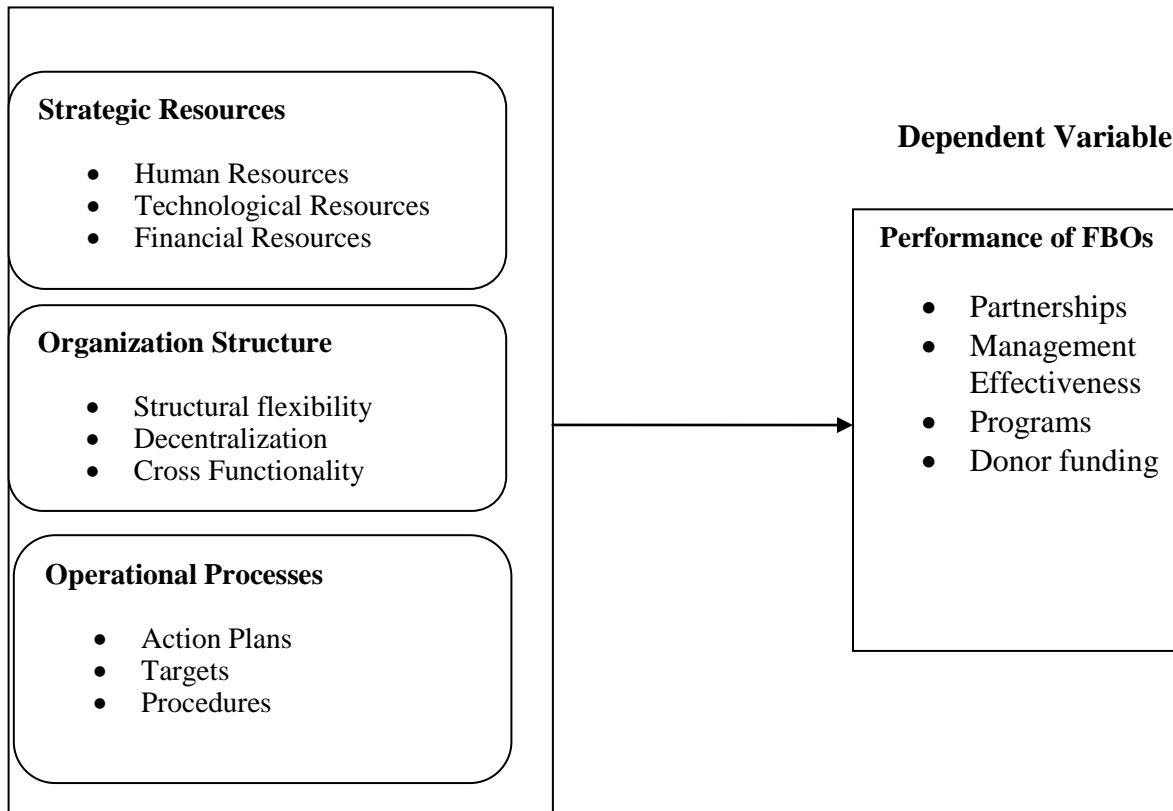


Figure 1.1: Relationship between Strategy Implementation and Performance

Source: Adapted from Stonich (1982) and Okumus (2001)

CHAPTER TWO

LITERATURE REVIEW

The following chapter reviews the strategy implementation research. It identifies a range of research, mostly from the literature, in which academics have developed strategy implementation theoretical and conceptual frameworks and models. A number of frameworks and recommendations have evolved since the early 1980s as documented chronologically in this section. This section concludes by summarizing the theoretical literature and identifying gaps in these models and their relevance in this study.

2.1 Theoretical Framework

This study focuses on the theoretical strategy implementation frameworks developed by various scholars to model the strategy implementation variables. The section critically analyses four implementation conceptual models: the McKinsey's Seven Ss' model of strategy implementation; Aligned 8s model of strategy implementation; 5Ps model of strategy implementation; Okumu's key variables framework and the concept of performance.

2.1.1 Mckinsey Seven S's Model of Strategy Implementation

This framework was proposed by Mckinsey and Company in the early 1980s after the company conducted applied research business and industry. The model was used to analyze over 71 large organizations (Waterman, Peters & Philips, 1980). Their argument was that organization effectiveness originates from the interaction of seven factors which play critical role; Structure, Strategy, Systems, Style/Culture, Skills, Staff and Subordinate goals. Interactions and fit among the seven factors are critical if the organization was to achieve its objectives (Pascale & Athos, 1981). Strategy is defined as the action plan prepared by an organization in response to, or anticipation of changes in its external environment. Strategy is designed to change an organization from its current situation to a new one described by the objectives, subject to constraints, capabilities and/or potential (Ansoff, 1965). Structure is the specific shape that the organization assumes as it operates. Structure of an organization is dependent on its objectives and culture and dictates how it operates and performs (Waterman et al, 1980). Systems can be seen as the internal processes that support and implement the strategy and run day-to-day affairs in the organization. The systems are normally strictly followed and are designed to achieve maximum effectiveness. Systems should be designed with intention to make processes that

involve customers as user friendly as possible (Lynch, 2009). All organizations have their distinct cultures and management styles. The culture includes norms, values and beliefs developed over time to become relatively enduring features of the organizational life. Culture is an important consideration in the implementation of any strategy in the organization (Martins & Terblanche, 2003). Staff refers to the humans (people) who work in the organization to ensure success. The importance of human resources must occupy the central part of any organizational strategy. Organizations should hire the best staff, provide them with rigorous training and push them to their limits so as to achieve competitive advantage over competitors (Purcell & Boxal, 2003). Subordinate goals/Shared Values are the common fundamental ideas guiding the concepts around which the business is built. They keep employees working towards a common destination. Firms with weak values and common goals tend to find their workers following their personal goals that might be different or are in conflict with those of the organization (Martins & Terblanche, 2003). This model 12 does not give clear examples and explanations for the relationships and interactions between the seven factors.

2.1.2 Aligned 8 S's Model of Strategy Implementation

This was proposed by Higgins (2005) as an improvement to the Mckinsey seven S models. The main argument for this model was that the seven factors (Strategy and Purposes, Structure, Systems and Processes, Style, Staff, Resources and Shared values) must be aligned in one direction for optimal strategic performance.

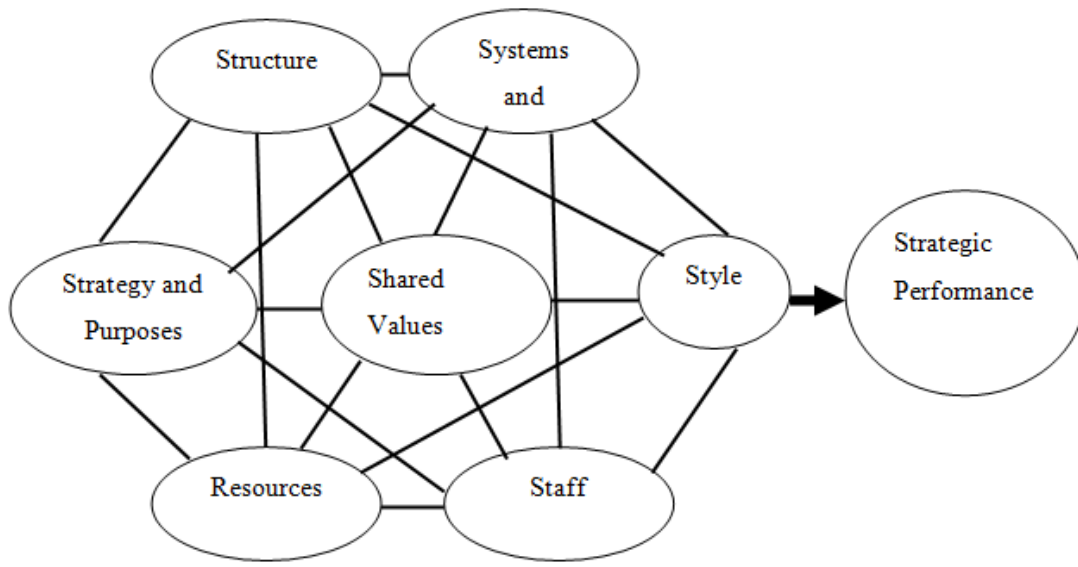


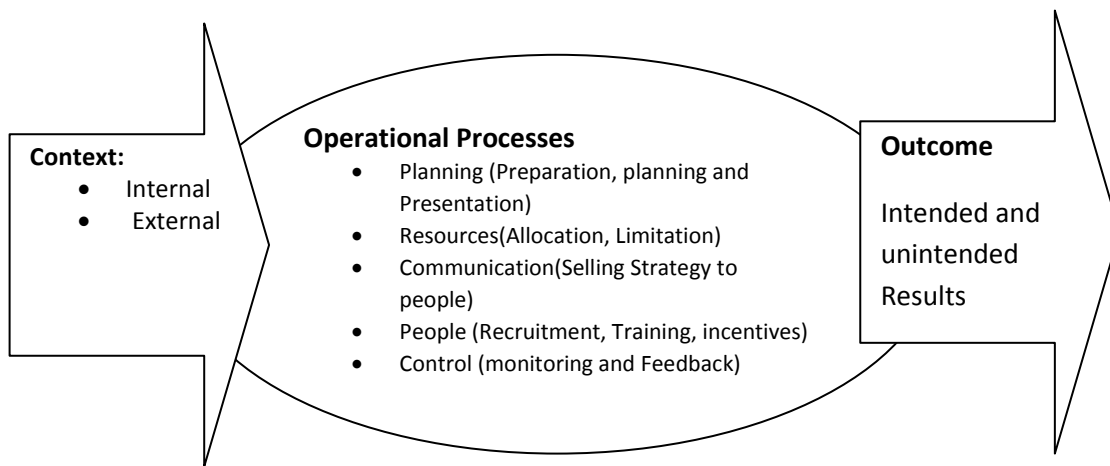
Figure 2.1: Aligned 8 S's Model (Higgins, 2005)

2.1.3 5P's Model of Strategy Implementation

Pryor, Anderson, Toombs and Humphreys (2007) proposed a framework based on the alignment and integration of widely accepted activities and functions of successful strategy implementation; structure, systems, leadership behavior, human resource policies, cultures, value and management processes. Intertwined elements of culture, organization, people, and systems for strategy implementation of these elements were summarized in form of 5Ps: Principles, Purpose, Processes, People, and Performance. Purpose includes all elements that define the organizations purpose such as; mission, vision, targets, aims and strategies. Principles are the guiding assumptions and philosophies that guide the organization in its business. People are the teams that perform jobs in a coherent manner with the principles and processes of the organization to achieve its goals. Processes are the variables that represent the organizational structure, internal systems, rules and procedures used by the organization to produce its products and services. Performance includes all the measures and results used as support or aid to the decision making.

2.1.4 Strategy Implementation and Key Variables Framework

This was developed by Okumus (2001) who identified ten key variables which were critical for strategy implementation as; strategy formulation, environmental uncertainty, organizational structure, culture, communication, resource allocation, people, control, operational planning and outcome. While empirically evaluating this framework, Okumus (2001) was able to identify three new strategy implementation variable; multiple-project implementation factor which fall under “strategic content”, organizational learning factor which fall under “internal context” and external partners factor which fall under “strategic process”.



External context (environmental uncertainty and changes in the external and task environment)

Internal Context (a) Organizational structure; power sharing coordination and decision making

(b) Organizations culture; traditions, values and standards

Figure 2.2 Key variables framework (Okumus, 2001)

2.1.5 Concept of Organizational Performance

The concept of organizational performance generally is based on the idea that an organization is the voluntary association of productive assets which includes; human, physical, and capital resources, for the purpose of achieving a shared purpose (Alchian & Demsetz, 1972; Barney, 2001; Jensen & Meckling, 1976). The asset providers will only commit to the organization as long as they are satisfied with the value they get in exchange, relative to alternative uses of the assets. As a result, creation of value is the main essence of performance. As long as value created by using these contributed assets equals to or is greater than the expected value of the

contributing assets, the assets will continue being made available to the organization and the organization will continue existing. Thus, value creation is defined by the resource provider as the essential overall performance criteria for any organization.

Since it's a challenging task to measure the performance of organizations whose core goal is to promote social mission it therefore makes it a hard task to think of NGOs performance as a variable to measure. (Drucker, 2010; McHatton et al., 2011; Moore, 2000; Oster, 1995; Sawhill & Williamson, 2001). Classical attempts to define performance in these organizations have at all times been those that use NGOs access to funds as the main NGO performance indicator (Pfeffer & Salancik; 1978; Yuchtman & Seashore, 1967). Though access to funds or fundraising efficiency is a valid indicator of measuring the financial strength of NGOs, it does not display the full image of the NGOs performance financially. Other than the ability to acquire funds, a comprehensive measurement of the financial performance of NGOs should combine the NGOs declaration of their financial activities and also a demonstration of their financial transparency (Keating & Frumkin, 2003; McCarthy 2007; Whitaker, Altman-Sauer & Henderson, 2004), and their fundraising ability. It is vital to treat these NGOs as project-based organizations, by doing so the performance of their and service delivery should be critically looked at along with their financial performance. (Kareithi & Lund (2012) for instance, addressed the fact that these firms are engaged in offering services and projects to their targeted beneficiaries therefore their performance should put into consideration the service's effectiveness. Furthermore, Lewis (2009) added that effectiveness and efficiency are key performance measures of NGOs interventions. Numerous frameworks have given out suggestions that even when there exists no mutual agreement, NGO programs can be assessed by the programs impact, efficiency, and outcomes. (Benjamin & Misra, 2006; Carman, 2007; Teelken, 2008). Adding to the previous indicators mentioned, partnership and quality are also other important measures of NGOs operations (Hall & Kennedy, 2008; Niven, 2008)

2.2 Empirical Literature

This section discusses other studies which have been done relating the influence of the independent variables for this study (Allocation of Resources, Organizational Culture and Organizational structure) on the dependent Variable (Performance of faith based Organizations). The section also summarizes the empirical studies with a view of identifying research gaps.

2.2.1 Strategic Resources and Performance

For all organizations to function resources are always a prerequisite, also, achievement of high performance in firms is also dependent on the possession resources. Resource allocation is an impact of strategy on performance. The basis of this is the fact that the main purpose of reviewing divisional plans at corporate level is to make effective allocations of capital, manpower and other resources that are scarce among departments. In most instances, capital appropriation requests of different departments add up to more than the headquarters can actually provide. The strength of an organization should be leveraged upon so as to explore a business advantage. Strategic thinking is the main weapon use to outwit competitors. Firms should therefore find channels through which they can break established competitive barriers. Insightful strategy results to a superior edge and business growth. (William, 1994). This should be visible and discernible in the performance of the organization. Strategic planning has gained a lot of prominence across the world and across businesses, private and public. Different writers have argued that effective strategy implementation results to effective performance of firms. The prescriptive strategic management literature implies that there is a positive association between strategy implementation and organization performance. The aim of Strategy implementation is to improve the effectiveness of management, deliver results and impact for an organization. This in turn led to direct improvement in performance. Strategy implementation is a critical success factor in performance

Organizations are made of people and coordination and control of their actions is imperative in the organization (Hodge et al, 1996). The stakeholder theory defines an organization is a social construction made of interaction of various stakeholders, amongst them the employees. Organization is thus seen as the network of all stakeholders, a complex system of exchanging services, information, influence and other resources (Mersland & Strom, 2009). Human resources represent one of the five variables which should be fitted and matched together if an

organization is to effectively implement a strategy (Stonich, 1982). The other three variables are; organizational structure, management processes and culture. It is essential to factor all these variables if the strategy is to be successfully implemented since if any is inevitable in one of the variables, a periodic review of all the elements must be made to maintain the fit.

Kohtamaki, Kraus, Makela and Ronkko (2012) studied 160 small and medium-sized IT firms in Finland and found out that participative strategic planning positively affects personnel commitment to strategy implementation. High performing and loyal employees play a significant role in strategic plan implementation (Michlitsch, 2000). Participative strategic planning creates change within a company by involving personnel who also commit to the implementation of the strategic change (Greiner & Schein, 1990). Thus active participation and involvement of all employees and the stakeholders in the organization becomes key to the implementation of strategic plans is the (Myrna, 2009). This is supported by Wernham (1984) who identified lack of resources (Human, money, and materials) as a significant factor influencing strategy implementation.

A survey by Alexander (1985) revealed that strategy implementation in most organizations fail because the low level employees lack the requisite knowledge about the strategies. Organizations therefore have to ensure that there is adequate training on all the employees involved in strategy implementation (Crittenden & Crittenden, 2008). This was supported by Hussey (1985) who reckoned that all the variables considered important in strategy implementation can be altered through training the employees. Reed and Buckley (1988) observed that there should be a link between the reward and appraisal systems if the strategy implementation is to be effective in the organization. A fit between human resources, structure, systems and culture is imperative if an organization is to identify actual and potential strategy implementation problems (Aaker, 1998). Motivation and coordination of employees is very important in ensuring that the organization takes the right direction towards achievement of its objectives (Hill & Jones, 2008). Brenes, Mena and Molina (2008) conducted a research to learn and understand the key success factors in the implementation of business strategies in Latin America. One of their findings was that organizations should have suitable leadership and motivated 21 employees and management if their strategies are to be implemented successfully. Yang, Sun and Eppler (2009) identified

employees and managers as “strategy executors” as a major factor that influences strategy implementation.

A study conducted by Sesi (2009) on the challenges to the implementation of strategic plans in the Kenya Dairy Board revealed that inadequate and underdeveloped component of human resources hinders the implementation of strategic plans. The study employed a case study design hence there is danger of false generalization. Waihenya (2014) did a study on factors influencing adoption of strategic planning in SMEs in Nakuru town and identified human resources management as a critical factor. The study used random sampling method which may not give an accurate representation since the SMEs differ in sizes and management styles. The experience, capability and knowledge of an organization’s workforce are a determining factor of success. Kamau (2015) also identified human resources management as an institutional factor which influences the implementation of strategic plans in government hospitals in Kitui Central Sub-County.

2.2.2 Organizational Structure and Performance

A good organizational design should economize on the bureaucratic costs of the organizational structure and enhance company’s value creation skills which jointly increase the profitability of the organization. Without proper attention to the creation of a cohesive and efficient structure, the ability to carry out tasks that have to do with the stated goals of the organization is highly unlikely to occur. An optimum strategy – structure match yields superior performances to the organization according to Chakravarthy (1982). However, Chandler (1962) observes that chief executives will choose a structure that enables them to pursue the strategy they have chosen for the firm. His popular phrase “structure follows strategy” was later tested and confirmed by Pooley-Dias (1972), Thanerser (1972) and Channon (1973) who concluded that structural changes occur because inefficiencies caused by the old structure have become too obviously detrimental to be tolerated.

A study by Heide, Gronhaug and Johannessen (2002) revealed that factors related to organizational structure pose a great challenge to strategy implementation. Organizations motivate and coordinate their members through the use of organizational structure and controls. Thus organizational design is critical to the successful implementation of strategies (Hill & Jones, 2008). The same observation was also made by Muhindi (2012) who identified

organizational structure as one of the major factors affecting adoption of strategic planning in Mission hospitals in Kiambu County. This was supported by Joshua (2013) who identified organizational structure as a contributing factor to the implementation of strategic plans in public schools in Lari District. The effect of organizational structure on strategy implementation was also identified by Kirui (2013) and Nzyoki (2015) who studied Local authorities in Migori County and Municipal Council of Machakos respectively. Abok (2013) also did a study on factors affecting the implementation of strategic plans in Kenya and identified organizational structure as a major contributing factor. A study by Khayota (2014) identified organizational structure as a major contributor to the successful implementation of strategies in Lake Victoria South Water Services Board. The studies recommend a more refined study to understand the relationship between the organizational structure and strategic planning under different systems of management. The studies also recommend a census study of the mission hospitals to get a better understanding on the factors affecting adoption of strategic planning in the private sector.

2.2.3 Organizational culture and Performance

The essence of organizational culture is described by Aurelio (1995) as the collective psyche of a group and organizations which have strong culture tend to have enhanced business performance (Kotter & Heskett, 1992). Since every kind of strategy formulation is a cultural activity and all cultural stands are viewed as strategic decisions, organizational culture can be viewed as a strategy (Sun, 2008; Hofstede, 1980). Organizational culture has direct influence on employee motivation, productivity, efficiency and innovation within the organization. The perverseness of an organization's culture requires management to recognize underlying dimensions of their corporate culture and its impact on employee related variables such as satisfaction, commitment, strategy implementation and cohesion (Lopez, Peon & Ordos, 2004). According to Mehta and Krishnan (2004), successful companies apparently have strong cultures. Similarly, organizational culture can be used to as a toll for achieving performance (Alvesson, 1990) as strong cultures help leaders to be more charismatic and influential in their organizations (Krishnan, 2004). Organizational culture, however, seemed to have substantial influence on organization's strategy (Green, 1988; Mantere, 2000; Van Der Maas, 2008; Van Buul, 2010). Strategy has also been defined as a product of organizational culture (Green, 1988) while Buul (2010) argues that strategy and organizational culture are synonymous. Few studies show the implicit effect of organizational culture on strategy implementation (Van Der Maas, 2008).

Studies by Ruguru (2012) on factors affecting strategic plan implementation in the Public Sector Sacco Societies in Nairobi, Mutuvi (2013) on factors affecting the implementation of strategic plans by NGOs in Nairobi County and Kamau (2015) on institutional factors affecting strategic plan implementation in government hospitals in Kitui Central Sub County respectively confirmed that organizational culture plays a significant role in the strategic plan implementation since healthy cultures are receptive to change while rigid cultures hinder innovation of new ideas and adoption of change strategies. Organizational culture was also found to influence the implementation of strategic plans in Lake Victoria Water Services Board by Khatoya (2014).

Strategic planning has been defined as the process of formulating and implementing decisions which define the organization's future. The strategic decisions are vital in ensuring firm's survival in the ever-changing and turbulent business environments. Most of the reviewed literature revealed that strategy implementation is much a daunting task as compared to strategy formulation. The implementation process is affected by a myriad of factors both internal and external which the organization should address if it is to implement its strategic plan. The literature has also revealed that there is a positive correlation between the implementation of strategic plans and performance of the firms. The institutional factors affecting the implementing of strategic plans according to the different studies are; organizational structure, organizational resources, organizational culture and monitoring and evaluation. These four factors are very critical in answering the important questions of; how, when, where, who and what concerning strategic plan implementation. Other factors are organizational structures, human resources and Monitoring and evaluation. Although a study was done on institutional factors affecting strategic plan implementation in hospitals in Kitui Central Sub County, the governance system of faith-based health care institutions is different and thus the internal factors affecting implementation of strategic plans are expected to differ from those of the public hospitals. The study sought to found out the factors affecting strategic plan implementation in the faith-based healthcare institutions.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter explains the methodology to be used for this study. The chapter contains the fundamentals of research methodology focusing on aspects of research design, sampling design, measurement, data collection methods and finally data analysis and presentation method to be used to best meet the objectives of the study is elaborated.

3.2 Research Design

The research adopts a case study research design. According to Bryman and Bell, (2003), a case study is a technique, which involves the examination of a solitary case or one organization. According to Mugenda and Mugenda (2003) sights a case study as a systematic and comprehensive examination of a singly social element, organization, family, social group or an entire community and takes on depth rather than breadth of the study. In this case the target group was be the staffs responsible for various key functions at the secretariat of the Archdiocese of Kisumu who directly carry more responsibility in formulating and implementation of strategies in the Archdiocese. The study was correlation research design to determine if there is a relationship and the strength of the relationship between strategy implementation and performance of the Archdiocese of Kisumu (Sekaran, 2004).The research design will also be correlational in nature as it is aimed at establishing the association between strategy implementation and the situation of the performance of Archdiocese of Kisumu in its key programmic areas. The variables measurement was based on both qualitative and quantitative measures. This design is chosen because it suitable for addressing the objectives and help answer the research questions by helping to establish whether there is an association between strategic plan implementation variables and the performance at the Archdiocese of Kisumu.

3.3 Study Area

This study was carried out in the area under the jurisdiction of the Archbishop of the Archdiocese of Kisumu. The Archdiocese covers the expansive Kisumu and Siaya counties of Kenya.

3.4 Target Population

The research population for this study included the 9 administrators of the various commissions at the Archdiocese secretariat, 21 health Centre and hospitals and the 56 Parish Priests responsible for the Parishes spread over the administrative counties of Kisumu and Siaya. This made a target population of 86. They administrators are selected because they are the executive body of the Archdiocese responsibility of strategy implementation decisions. The Parish priests are equally responsible for strategic implementation at the Parish levels and also program initiatives on issues affecting the Parishioners under their Pastoral Care.

3.5 Sample Size and Sampling Procedures

The census technique applied with the respondents at the secretariat because the size of the of the target population which is 86. According to Kothari (2004), census approach enhances the validity of data collected by providing true measure of the population with no sampling error, availing detailed information about small sub groups within the population. The census technique guaranteed the involvement of all Parishes from both Kisumu and Siaya countries in the study.

3.6 Sampling Technique

Census study was conducted on all the 9 departments of the Catholic Archdiocese of Kisumu secretariat, the 56 Parishes, the two hospitals and the 14 health centers (Archdiocese of Kisumu secretariat, 2019).

3.8 Data Collection Method

This study mainly utilized primary data albeit some secondary data sources were additionally was used. Primary data was collected directly from the respondents who are directly involved in strategy formulation and implementation process within the Archdiocese. Data was collected using a questionnaire instrument. The questionnaires of the research were distributed and re-collected using drop-off and pick up method. The researcher used a personally administered written questionnaire to collect primary data from various secretariat staff at the Archdiocese of Kisumu secretariat. Questionnaires have an advantage of collecting both qualitative data and quantitative data more efficiently in terms of researcher time, energy, and costs, Sekaran (2006, pg 224). The benefit of this technique gave the researcher an opportunity to collect accurate pertinent data for the study. The study collected the data from the various functional heads at the

Catholic secretariat involved in strategy formulation and implementation i.e. Health, Education, Caritas, Catholic Justice and Peace Commission (CJPC), Finance Commission, and Human resources department, communications commission, development commission and administration commission and the Parish Priests. The study respondents were asked a series of questions on strategy and implementation in their service. For each question, informants were asked to place their service on a 5-point Likert-type scale ranging from 1 (disagree with the proposed statement) to 5 (agree with the proposed statement). The data for the dependent variable (performance) are derived from performance indicators.

3.8.1 Questionnaires

A structured questionnaire was administered to the heads of the catholic institutions, the Parish Priests and heads of departments at the ADOK secretariat. These questionnaires tapped both the personal departmental information, all the variables of the study.

3.9 Instrument Validation and Reliability Test

The instruments for data collection were subjected to scrutiny by experts in the field of strategic management. To meet the purpose, the questionnaire was given to the lecturers in the school of business and economics for validation. The study also was subjected to 4 representatives of the various organization groups.

Reliability was ascertained by establishing the Cronbach's alpha coefficient. Kumar (2005) suggests that an Alpha of 0.7 or above is considered reliable. Sekaran (2003) also corroborates that a reliability of 0.7 is acceptable and any anything above 0.8 is good. The actual reliability tests are as shown in table3.1 below.

Table 3.1: Internal consistency of Scale

Constructs	No of Items	Cronbach's Alpha
1. Resource Allocation	6	0.815
2. Organization Structure	5	0.793
3. Operating Procedure	4	0.829
4. Performance	10	0.815

Source : Survey Data (2019)

Since all had Alpha Coefficient ($\alpha \geq 0.7$), then the scale was adopted as measuring the constructs of the study.

3.10 Data Analysis and Presentation

The data collected was analyzed by using the both descriptive and correlation analysis techniques. The unit of analysis in this study is the functional departments at the Archdiocese of Kisumu secretariat and the Parishes; the levels where strategy implementation is directly carried out and performance is measurable. Babbie (2001) noted that the content analysis measures the deeper meaning of the content or the characteristic of a message. Its extensiveness makes it an easy and extensive tool that may be used as a lone approach or as a problem specific technique.

According to (Coupler& Schindler, 2011) it is a form of qualitative analysis of data that is not empirical in nature that assists researchers get comprehensive insight about the phenomenon being studied in order to get unique patterns and relationship in the data being gathered. It is therefore a research method for the impartial, methodical and measureable description of apparent content of a communication. Given that information in this study was primarily collected using an interview guide then content analysis was important in systematically organizing data through coding or categorizing information in a manner that assist in understanding and interpreting the responses from the respondents.

Descriptive statistics such as percentages were used to summarize the data using Statistical Package for Social Sciences (SPSS) version 21. Multiple regression analysis was calculated to meet the objectives and test the hypotheses of the study. To determine the influence of strategy implementation on organizational performance, a multiple regression model was developed.

According to Ntongai et.al (2013) the regression model specification is as follows:

The regression model was in form of $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon_i$

Where B_0 is the intercept

$B_i (i = 1, 2, 3 \dots N)$ Are the regression Coefficients

$X_i (i = 1, 2, 3 \dots N)$ are independent Variables

Y is Dependent Variable

ϵ_i is error component

CHAPTER FOUR

RESULTS AND DISCUSSIONS

This chapter presents the findings and discussion of the assessment that was undertaken with respect to the objectives and research questions raised in chapter one. This chapter is divided into five sections in accordance with the research objectives. These are: to investigate the relationship between strategic resources and performance of Faith based organizations; to analyze the relationship between organization structure and performance of faith based organizations; to assess the relationship between operating procedures and performance of faith based organizations; and to evaluate relationship between organization culture and performance of faith based organizations. This was achieved by computing the total mean score for all the variables on five point Likert scale under each objective and transforming them in two categories which included either high relationship or low relationship. The categorical variables were then correlated with each of the questions. The results were also presented and tables using frequency counts, means and standard deviations.

4.1 Questionnaire Response Rate

The study targeted a total of 56 parishes from the Catholic Archdiocese of Kisumu. Primary data was collected by means of self-administered questionnaires, of which out of the 56 expected respondents, 50 of the questionnaires were completed, and a response rate of 97.8% was deemed sufficient. This response rate was good and representative and conforms to Mugenda and Mugenda (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 71% and over is excellent. The questionnaires that were not returned were due to reasons like, the respondents were not available to fill them in at that time and with persistence follow-ups there were no positive responses from them. The response are demonstrates willingness of the respondents to participate in the study. The corresponding response rate is presented as shown in table 4.1.

Table 4.1: Population and Response Return Rate of the Respondents

Category	Frequency
Number of Respondents targeted in the survey	86
Actual Number of participants who took part	
Number of Non-response	71
Percentage response rate	15
	97%

Source: Field Survey, 2018

4.2 Background Information

Background data on the Archdiocese of Kisumu was obtained. This included information on whether the Parishes had well formulated strategic plans, whether the strategic plans are being implemented and to the existence of any other plan other than the one formulated by the Archdiocese.

4.2.1 Years of the Institutions Existence

Table 4.2 shows the distribution of sampled respondents based on the number of years Parishes in which they worked had been in existence. According to the table, majority of respondents (56.7%) reported that their Institution had existed for between 11-15 years, while 22.25 had existed for over 15 years, 20.0% had existed for 6 – 10 years while 1.1% indicated that their Parishes had existed for 0-5 years. This infers that majority of Institutions within Archdiocese of Kisumu had existed between 11-15 years.

Table 4.2: Distribution of Respondents based on the years of Existence of the

Years	Frequency	Percent	Valid Percent	Cumulative Percent
0-5 years	1	1.1	1.1	1.1
6-10 years	18	20.0	20.0	21.1
11-15 years	51	56.7	56.7	77.8
Over 15 years	20	22.2	22.2	100.0
Total	90	100.0	100.0	

Source: Field Survey, 2018

4.2.2 Major Departments in Institutions in Archdiocese of Kisumu

Table 4.3 presents the results in frequency counts and percentages of the Major Departments in Institutions in Archdiocese of Kisumu. Respondents were requested to indicate the number of major departments that existed within their Parishes. Majority of the respondents indicated that they had 3 major departments, 61.1% indicated they had 3 departments, 34.4% indicated that they had 2 departments, 3.3% indicated that they had 2 departments while 1.1% indicated that they had 6 major departments within their Institution. This therefore implies that majority of the Parishes were divided into 3 major departments.

Table 4.3 Major Departments in Institutions in Archdiocese of Kisumu

Departments	Frequency	Percent	Valid Percent	Cumulative Percent
2	27	34.4	34.4	34.4
3	50	62.1	61.1	95.6
4	3	3.3	3.3	98.9
6	1	1.1	1.1	100.0
Total	71	100.0	100.0	

Source: Field Survey, 2018

4.3 Extent of Relationship between Strategy Implementation and Performance

Descriptive data analysis was carried out as per the objectives of the study in the following subsections.

4.3.1 Relationship between Operating Procedures and Performance of institutions in Archdiocese of Kisumu

The respondents were requested to indicate the extent of Operating Procedures on their performance in their respective Parishes. The results were as indicated in table 4.4.

Table 4.4: Analysis of Operating Procedures: Descriptive statistics

Operation Procedures	N	Mean	Std. Deviation
1. When implementing strategic plan, we have clear defined tasks with targets in all functional units of the Parish	71	1.88	.776
2. We have developed short term objectives (equal or less than one year based objectives).	71	2.62	1.118
3. We have developed clear rules and procedures to guide strategic activities.	71	2.04	.865
4. We have established clear activities or steps needed to accomplish the short term goals.	71	2.09	.827
Overall Mean and standard deviation	71	2.185	.573

Source: Field Survey, 2018

The results for descriptive statistics as shown in table 4.4 with N=71 as the total number of respondents indicates the following as the findings. Overall, operating procedures have been reported to be prevalent to a lesser extent as shown by the overall mean value of 2.185 and a standard deviation value of .573 in institutions of Archdiocese of Kisumu. This therefore implies that institutions of Archdiocese of Kisumu have adopted Operating Procedures to a near minimum extent.

4.3.2 Analysis of Strategic Resources Allocations

In the study, while attempting to address the study objectives, an attempt was made by the researcher to use descriptive statistics to address the extent to which Institutions in Archdiocese of Kisumu have adopted the strategic resource allocation strategies. This is as stipulated in table 4.5.

Table 4.5: Extent of Strategic Allocation: Descriptive statistics

	N	Mean	Std. Deviation
We have allocated sufficient financial resources to implement strategic plans	71	3.16	1.171
Sufficient Human Resources	71	3.71	.880
Skills and experience to implement strategic plans	71	3.60	1.079
Budgets are prepared for utilization of resources required for realization of action plans	71	3.48	1.274
We have allocated sufficient technological resources to implement the strategic plans	71	3.24	1.301
Overall Mean		3.56	.459

Source: Field Survey, 2018

The results for descriptive statistics as shown in table 4.5 with N=71 as the total number of respondents indicates the following as the findings. Overall, strategic resource allocations have been reported to be prevalent to a moderate extent as shown by the overall mean value of 3.56 and a standard deviation value of .45983 in Institutions in Archdiocese of Kisumu. This therefore implies that Institutions in Archdiocese of Kisumu have adopted strategic resource allocation strategies to a moderate extent.

4.3.3 Extent of Organization Structure and Culture

In the study, while attempting to address the study objectives, an attempt was made by the researcher to use descriptive statistics to address the extent to which Institutions in Archdiocese of Kisumu have adopted the performance Appraisal strategies. This is as stipulated in table 4.6.

Table 4.6: Extent of Organization Structure: Descriptive statistics

	N	Mean	Std. Deviation
The organization structure is adjusted to adapt with new changes brought by the new strategic plan	71	3.87	1.163
There are some responsibilities brought about by the strategic plan	71	3.84	1.217
The functional departments do understand the strategy implementation	71	3.47	1.030
We have changed organizational culture (core values, beliefs and norms) enables us to implement our strategic plans	71	3.67	1.307
We have believe that strategic plan implementations will result in better performances of our organizations			
Overall descriptive statistics		3.64	.665

Source: Field Survey, 2018

The results for descriptive statistics as shown in table 4.6 with N=71 as the total number of respondents indicates the following as the findings. Overall, performance Appraisals have been reported to be prevalent to a moderate extent as shown by the overall mean value of 3.6383 and a standard deviation value of .66460 in Institutions in Archdiocese of Kisumu. This therefore implies that Institutions in Archdiocese of Kisumu have adopted Performance appraisals strategies to a moderate extent.

4.3.4 Extent of Fundraising Efficiency in Institutions in Archdiocese of Kisumu

The study also sought to establish the extent of employee per Performance in Institutions in Archdiocese of Kisumu. This was necessary as it laid the foundation for the subsequent analysis of relationship between staffing and promotion, strategic resource allocation, performance appraisal and Performance of Faith based Organizations. The findings are as indicated in table 4.7.

Fundraising Efficiency; Financial Transparency; Programs Efficiency	N	Mean	Std. Deviation
The organization writes effective funding Projects	71	3.66	.716
The organization achieves high response rate from donors to funding Projects	71	2.86	1.13
The organization minimizes its fundraising costs as much as possible	71	3.54	.887
The organization commits to the international standards of financial reporting and accounting	71	3.59	.806
The organization declares annual financial reports audited by public qualified accountants	71	3.97	.661
The organization ensures correct, timely preparation and submission of the financial reports to the connected donors	71	3.99	.846
The programs of the organization are financially resources in an adequate manner to enable the achievement of the desired outputs	71	3.71	.854
The organization ensures correct, timely preparation and submission of the financial reports to the connected donors	71	3.78	.710
The programs of the organization are financially resources in an adequate manner to enable the achievement of the desired outputs	71	3.29	.623
The organization monitors the budget statements of the projects and programs to ensure that they are in line with budgets	71	3.94	.755
	71	3.80	.640
	71	3.64	.928

Source: Field Survey, 2018

The results for descriptive statistics as shown in table 4.7 with N=71 as the total number of respondents indicate the following as findings. Overall, the level for Performance of Faith based Organizations in Institutions in Archdiocese of Kisumu stood at a moderate extent as shown by a mean value of 3.6565 and a standard deviation value of .47395.

4.4 Effects of Strategy Implementation on Performance of Faith Based Organizations

To actualize the study objectives, a regression analysis between the three dimensions of strategy implementation namely; resource allocations, organization structure and operating procedures and the dimensions of performance of faith based organizations. The direction and magnitude of influence of each strategy implementation on performance was eventually established using regression model whose findings are presents in tables 4.8.

Table 4.8 Model Summary for Strategy implementation

Model	R	R square	Adjusted Square	Std. Error of Estimate	Change Statistics				
					R Square Change	F Change	Df1	Df2	Sig. F Change
1	.805 ^a	.647	.635	.28628	.647	52.646	3	66	.000

a. Predictors: (Constant), resource allocation, organization structure, Operating Procedures

From the findings, it emerged that the overall model accounted for 64.7% change in performance (R square =.647, p =.000), findings that were significant as indicated by a significant value, implying that they were not by chance but as a result of fitting the model $F(3, 66) = 52.646$. This further implies that he predictors were well chosen, therefore it can be concluded they have an influence on performance of the Organizations.

The regression model was in form of $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$ and by adding the regression coefficients as shown in table 4.....the equation transformed into:

$$Y = 0.925 + 0.250 X_i + 0.208 X_i + 0.293 X_i \dots \dots \dots \text{equation 4.1}$$

$$R^2 = 0.647 (64.7\%)$$

The results for all the independent variables were also presented in order to determine out of them, the one that had the strongest unique contribution to the dependent variable of the study. The findings for the model coefficients are presented as shown in table 4.9

Table 4.9: Coefficients for strategy implementation

Model	Unstandardized Coefficient s		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (constant)	.925	.248		3.725	.000
Resource Allocations	.250	.102	.411	2.460	.000
Organization Structure	.208	.083	.202	2.507	.000
Operating Procedures	.293	.078	.302	3.781	.000

a. Dependent Variable: Performance of Faith Based Organizations

The findings in Table 4.9 indicates that resource allocations had the strongest unique contribution to the performance of the faith based organizations ($\beta=.411$, $p=.000$). Operating Procedures was the second, ($\beta=.302$, $p=.000$) while organization structure was the third ($\beta=.202$, $p=.000$). It is clear from these findings that all the determinants positively contributed to the performance of the organizations. This implies that strategy implementation in the faith based organizations is driving performance.

4.4.1 Relationship of Resource Allocations and Performance of Faith Based Organizations

The first objective of the study was to investigate the relationship of strategic resource allocations on Performance of Faith based Organizations in Archdiocese of Kisumu. In this regard, resource allocations was found to have a positive relationship with Performance of Faith based Organizations (correlation = .411) thereby rejecting the null hypothesis H_{01} , which state that resource allocations does not significantly relate strongly with Performance of Faith based Organizations in the Archdiocese of Kisumu. This means that a unit change in resources allocation strategy causes 0.250 unit change in Performance of Faith based Organizations and the

change is significant. This implies that resource allocations is a critical determinant of Performance of Faith based Organizations in Institutions in Archdiocese of Kisumu.

The findings that resource allocations has a strong positive relationship with Performance of Faith based Organizations is in agreement with the previous studies. (Aaker, 1998) suggests that there should be a fit between human resources, financial, systems and technology for organizations to translate strategy into organizations performances and that lack of resources is the actual and potential strategy implementation problems. This results is also in agreement by the study conducted by Sesi (2009) on the challenges to the implementation of strategic plans in the Kenya Dairy Board that revealed that inadequate and underdeveloped component of human resources hinders the implementation of strategic plans. This study insinuates that the strategic resources and specifically human resources must be applied for strategy implementation to work for organizations.

4.4.2 Relationship between Organization Structure and Performance of Faith based Organizations

The second objective of the study was to analyze the relationship between organization structures and Performance of Faith based Organizations in Archdiocese of Kisumu. In this regard, organization structure was found to have significant influence on Performance of Faith based Organizations in Institutions in Archdiocese of Kisumu ($\beta=.202$, $p=.000$) thereby rejecting the null hypothesis H_{02} , which state that organization structure does not significantly affect Performance of Faith based Organizations in Archdiocese of Kisumu. This means that a unit change in strategic resource allocation strategy causes 0.208 unit change in Performance of Faith based Organizations and the change is significant. This implies that organization structure is a critical determinant of Performance of Faith based Organizations in Institutions in Archdiocese of Kisumu.

The finding that strategic resource allocation significantly influence Performance of Faith based Organizations is in agreement with the studies done previously by Kiyana & Bett (2017), Afroz (2018) Farooq & Khan, (2011) Khan, et al., (2011) and Asfaw et al., (2015). These studies focused on county government, Administration offices, and Banking sector. None of them focused of strategic resource allocation and Performance of Faith based Organizations in the

Institutions. Consequently, the effect of strategic resource allocation on Performance of Faith based Organizations in Institutions is not known.

This study has made contribution to new knowledge in terms of empirical testing and establishing the links between strategic resource allocation and Performance of Faith based Organizations that hitherto remained unexplored especially in the context of Parishes like the Institutions in Archdiocese of Kisumu.

4.4.3 Relationship between Operating Procedures and Performance of Faith based Organizations

The third objective of the study was to assess the relationship between operating procedures and Performance of Faith based Organizations in Archdiocese of Kisumu. In this regard, operating procedures was found to have significant influence on Performance of Faith based Organizations in Archdiocese of Kisumu ($\beta=.302$, $p=.000$). Thereby rejecting the null hypothesis H03, which states that operating procedures does not significantly affect Performance of Faith based Organizations in Archdiocese of Kisumu. This means that an operating procedures cause 0.293 unit change in Performance of Faith based Organizations and the change is significant. This implies that operating procedures is a critical determinant of Performance of Faith based Organizations in Archdiocese of Kisumu.

The finding that operating procedures is significantly influence Performance of Faith based Organizations is in congruence with the studies done previously by Omboi (2011), Mwema & Gachunga, (2014), Wanjala & Kimutai (2015). The study contradicted Kuvaas, (2007), who majored only on opeating procedures to find out employees work performance and found out that for employees with a weak autonomy orientation, the relationship was positive, but for those with a strong autonomy orientation, the relationship was negative.

Therefore, this study was a great milestone in terms of empirical testing and establishing the links between operating procedures and Performance of Faith based Organizations that hitherto remained unexplored especially in the context of Parishes in Archdiocese of Kisumu.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter provides a summary of the study findings based on each objective. It also covers conclusions and recommendations emanating from the results.

5.1 Summary of Findings

The first objective of the study investigate the relationship between strategic resources and Performance of Faith based Organizations in Archdiocese of Kisumu. The corresponding null hypothesis was that strategic resources does not influence Performance of Faith based Organizations in Institutions in Archdiocese of Kisumu. The study finding revealed that strategic resources has a significant positive influence on Performance of Faith based Organizations in Archdiocese of Kisumu.

The second objective of the study was to analyze the relationship between organization structure and Performance of Faith based Organizations in Archdiocese of Kisumu. The corresponding null hypothesis was that there is no significant relationship between organization structure and Performance of Faith based Organizations in Archdiocese of Kisumu. The study finding revealed that organization structure has a significant positive relationship with Performance of Faith based Organizations in Institutions in Archdiocese of Kisumu.

The third objective of the study was to assess the relationship between operating procedures and the Performance of Faith based Organizations in Archdiocese of Kisumu. The corresponding null hypothesis was that there is no significant relationship between operating procedures and the Performance of Faith based Organizations in Archdiocese of Kisumu. The study finding revealed that operating procedures has a significant positive relationship with Performance of Faith based Organizations in Archdiocese of Kisumu.

5.2 Conclusion

From the analysis and findings regarding relationship of strategy implementation and Performance of Faith based Organizations of the Archdiocese of Kisumu, on the first objective which sought to establish the relationship between resource allocations and Performance of Faith based Organizations of the Archdiocese of Kisumu, the study concludes that strategic resource

allocations is an important antecedent of performance of faith based in Institutions in Archdiocese of Kisumu.

On the second objective which sought analyze the relationship between the organization structure and Performance of Faith based Organizations in Archdiocese of Kisumu, the study concludes that organization structure is an important antecedent of performance in organizations in Archdiocese of Kisumu.

On the third objective which sought to ascertain the influence recommends the following:

First of all, since a significant positive relationship exist between Operating Procedures and Performance of Faith based Organizations, the Archdiocese management should lay more emphasis on the implementation of operating procedures to a greater extent as it was found to being implemented to a moderate extent.

Secondly, because strategic resource allocation exert the highest positive significant influence on Performance of Faith based Organizations, more effort and resources should be focused on activities that ensure successful implementation of strategic resource allocation as these efforts will enhance Performance of Faith based Organizations.

Thirdly, since the study revealed that organization structure has a positive significant influence on Performance of Faith based Organizations, the management should focus their attention towards adoption and implementation of this function so as to positively impact on Performance of Faith based Organizations.

5.4 Limitations of the Study

While this research offers insight into how various Organization structure and culture influence Performance of Faith based Organizations in Archdiocese of Kisumu, this work was not without limitations. Specifically, all the implementation strategies were not looked into due to their cost constraints. To compensate, a recommendation for future study was provided so as to promote the continuous investigation on the issue. In this way, a continuum of learning through investigation on this issue could be promoted.

5.5 Suggestions for Further Study

The study suggests a replication of this study to other organizations in Kenya in order to ascertain whether the same results can hold in these other sectors of the economy. This will help in enhancing the knowledge on Organization structure and culture in Kenya.

The study further suggests that future studies should be directed towards investigating other variables that influence Performance of Faith based Organizations in Kenya since the ones looked into under this study are found to have moderate influence.

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APPENDICES

Appendix II

RESEARCH QUESTIONNAIRE

SECTION A

- 1) Has a strategic plan been formulated for your organization? Yes No

- 2) How long has your organization existed?

- 3) Which strategic Plan are you implementing? ADOK plan Own plan Both

- 4) What is your Organization Type? (please tick the relevant from the options below)

- 5) Hospital Health Center ADOK Secretariat Parish

- Other

6) **SECTION B**

Please tell up to which extent the strategic Implementation are applied in your Department/Parish using a scale of 1 (not at all) to 5 (to a great extent)					
Operational Procedures					
		1	2	3	4 5
1	When implementing strategic plan, we have a clearly defined tasks with targets in all functional units of our organization				
2	We have developed of short term objectives, (equal or less than one year-based objectives).				
3	We have developed clear rules and procedures to guide strategic activities				
4	We have established clear activities or steps needed to accomplish the short term goals.				
Strategic Resources Allocation					
		1	2	3	4 5
1	We have allocated sufficient financial resources to implement the strategies and plans.				
2	We have allocated of sufficient human resources to implement the strategies and plans.				
3	We have people in all functional areas with requisite skills and experience to carry out the tasks				
4	We prepare budgets for utilization of resources required for realization of action plans				
6	We have allocated of sufficient technological resources to implement the strategies and plans.				
Organization Structure					
		1	2	3	4 5

1	We have adjusted the organization structure to adapt with new changes brought by their new strategic plans and decisions.					
2	There are some responsibilities brought about by the strategic plan that we find difficult to distribute with our existing organization structure					
3	The functional departments do understand the strategy implementation issues and they support them					
Organization Culture						
		1	2	3	4	5
1	We have changed organizational culture (core values, beliefs and norms) enables us to implement our strategic plans.					
2	We have believe that strategic plan implementations will result in better performances of our organizations					

7) SECTION C

“Please indicate your level of agreement using a scale of 1 (strongly disagree) to 5 (strongly agree).”

	Questionnaire Item Question	1	2	3	4	5
Fundraising Efficiency						
1	The organization writes effective funding Projects.					
2	The organization uses available funds to generate more funds.					
3	The organization achieves high response rate from donors to funding Projects.					
4	The organization minimizes its fundraising costs as much as possible.					
Financial Transparency						
5	The organization commits to the international standards of accounting and financial reporting.					
6	The organization ensures accurate and up to date financial records.					
7	The organization declares annual financial reports audited by public qualified accountants.					
8	The organization ensures correct, timely preparation and submission of the financial reports to the concerned donors.					
Programs Financial Efficiency						
9	The programs of the organization are financially resourced in an adequate manner to enable the achievement of the desired outputs.					
10	The organization monitors the budget statements of the projects and programs to ensure that the expenditures are in line with budgets.					

Appendix: II

List of Health Facilities

1. St Monica Hospital
2. St Joseph's Hospital Nyabondo
3. St Joseph Medical Training School Nyabondo
4. Mary Health of the Sick
5. St Annes SEGA
6. Our Lady of Lourdes Rangala
7. St Elizabeth Mbagala
8. Helmi Jonas Uradi Dispensary
9. Our Lady Help of the Sick Barkorwa
10. Holy Family Koru
11. St Elizabeth- Lwak
12. St Elizabeth Chiga Hospital
13. Divine Mercy Aluor
14. St Annes Nyangoma
15. St Mary Gorrety Nyamonye
16. Kisumu Urban Apostolate Programme
17. St Vincent De Paul
18. Nyabondo Rehabilitation Centre
19. Our lady of Perpetual Support Dispensary
20. Uzima Medical University College
21. St Clare Bolo

Appendix III: Research Data

S. No	Strategic Resources Allocation	Organization Structure	Operating Procedures	Performance of FBOs
1	1	2	2	1
2	2	2	1	2
3	2	3	2	1
4	1	2	3	1
5	3	3	2	2
6	2	2	1	1
7	2	1	1	2
8	3	1	2	2
9	1	3	3	3
10	2	1	2	2
11	3	2	1	3
12	1	3	2	1
13	2	3	2	2
14	2	2	3	2
15	1	2	1	2
16	1	2	2	2
17	2	1	3	3
18	2	1	2	2
19	1	2	2	2
20	2	1	1	1
21	2	3	2	2
22	2	1	2	2
23	3	2	3	1
24	2	2	1	2
25	3	2	2	3
26	2	3	2	2
27	2	1	3	2
28	2	2	1	2
29	1	1	2	2
30	2	1	2	1
31	1	2	2	3
32	2	3	1	1
33	2	2	3	2
34	3	2	1	3
35	3	2	2	2
36	2	1	3	2
37	1	1	2	1
38	1	1	2	1
39	1	2	1	2

40	2	2	1	2
41	2	3	2	2
42	1	2	2	2
43	2	1	2	2
S. No	Strategic Resources Allocation	Organization Structure	Operating Procedures	Performance of FBOs
44	1	2	1	1
45	2	2	2	2
46	2	3	2	2
47	1	2	1	1
48	3	3	3	3
49	2	2	2	1
50	2	1	2	1
51	3	1	3	2
52	1	3	1	1
53	2	1	2	2
54	3	2	3	2
55	1	3	1	2
56	2	3	2	2
57	2	2	2	1
58	1	2	1	3
59	1	2	1	1
60	2	1	2	2
61	2	1	2	3
62	1	2	1	2
63	2	1	2	2
64	2	3	2	1
65	2	1	2	1
66	3	2	3	2
67	2	2	2	2
68	3	2	1	2
69	2	3	2	2
70	2	1	2	2
71	2	2	1	2