ORGANIZATIONAL FACTORS AFFECTING STRATEGIC PLAN IMPLEMENTATION IN THE CATHOLIC DIOCESE OF NAKURU, KENYA

BY

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A dissertation submitted to the Department of Business Studies in partial fulfillment of the requirements for the award of the degree of Master in Business Administration of St. Paul's University

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DECLARATION

This dissertation is a product of my own work and it has not been done in collaboration or presented previously to any institution. I agree that this dissertation may be available for reference and photocopying, at the discretion of St. Paul's University.

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ABSTRACT

Although a good number of organizations have embraced strategic management, over 67% of formulated strategies fail at implementation. The Catholic Diocese of Nakuru (CDN) has implemented its strategic plans with a lot of difficulties with most of planned activities falling behind schedule. Literature suggests that the failure in strategic plan implementation can be attributed to a myriad of factors that vary from one organization to another. It is in this light that this study sought to evaluate organizational factors affecting strategic plan implementation at CDN. The specific objectives of the study were to examine the extent to which resource mobilization, monitoring and evaluation, implementation team competency, and communication process affects strategic plan implementation at the CDN. The study was guided by the McKinsey 7-S Framework and Quinn's Incremental Model. It utilized the descriptive design and targeted 948 CDN staff comprising of 131 secretariat staff, 348 parishes staff, and 469 institutions staff. From the target population, a sample of 168 staff was selected using the systematic random sampling method. Quantitative data was collected from parishes and institutions staff using structured questionnaires and analyzed using both descriptive and inferential statistics. Qualitative data was collected from secretariat staff using interview guides and analyzed using the thematic technique. Validity and reliability of the instruments was assessed by conducting a pilot study that involved 16 staff of the Catholic Diocese of Nyahururu. Findings revealed that CDN has achieved notable success in the implementation of its 2010-2015 strategic plan with respondents giving the implementation process a rating of 81.2%. Findings also showed that resource mobilization (r^2= .226, β=0.477, p=.000), M&E (r^2= .202, β=0.364, p= .000), implementation team competency (r^2= .174, β=0.339, p=.000), and communication process (r^2= .315, β= 0.470, p=.000) had statistically significant and positive effect on strategic plan implementation at CDN. Communication process had the strongest effect on strategic plan implementation at CDN. The study recommended that to have a significant improvement in strategic plan implementation, CDN should focus on improving its strategic plan communication process. CDN should also improve the M&E of its strategic plan implementation activities.

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DEFINITION OF KEY TERMS

Communication Process: Process of sharing information regarding strategic issues among organizational stakeholders.

Implementation Team Competency: Skills and abilities of people charged with the responsibility of executing and coordinating strategic activities.

Monitoring and Evaluation: The process of obtaining information regarding how strategic actions and activities are being implemented and comparing them with the standards stipulated in the strategic plan.

Organizational Factors: Issues or aspects that are within the control of the management of a given organization.

Resource Mobilization: The procurement of resources needed to implement a strategy.

Strategic Plan Implementation: The process of executing the action identified in the strategic plan so as to realize the objectives. It involves turning the strategic decisions into actions.

ABBREVIATION AND ACRONYMS

AWARD:	African Women in Agricultural Research and Development
CDN:	Catholic Diocese of Nakuru
CEO:	Chief Executive Officer
KRA:	Kenya Revenue Authority
M&E:	Monitoring and Evaluation
NACOSTI:	National Commission for Science, Technology and Innovation
NGOs:	Non-Governmental Organizations
OSM:	Office of Strategy Management
SPI:	Strategic Plan Implementation
SPSS:	Statistical Package for Social Sciences
UK:	United Kingdom
UNDP:	United Nations Development Programme

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

The term strategy refers to a plan of action aimed at achieving long-term goals. It is a plan that fits in an organization's mission, main goals, policies, and actions. Strategy is important as it gives organizations a general direction regarding the desired future state and how to get there. Mintzberg (2008) noted that while most modern organizations formulate strategies, 90% fail at the implementation stage. Strategy can only have the desired impact on an organization if it is effectively implemented. Strategic plan implementation comes after the strategic plan formulation and entails putting into effect the activities and actions stipulated in the strategic plan and managing changes that are required in the process (Metz & Eastering, 2016). It is an iterative, complex, and dynamic process that encompasses a series of decisions and activities by many stakeholders geared towards actualizing strategic plans in order to achieve the objectives of the organization.

Strategic plan implementation has become an important subject in religious organizations arising from the fact that these organizations play a vital role in the development of societies. In many parts of the world, religious organizations take an active role in the provision of essential services such as healthcare, education, and housing among others (Apenda, 2016). They carry out an important role in tackling societal problems especially in the marginalized populations. Milotay (2018) noted that religious organizations can have more effective programs if proper strategic plans are formulated and implemented. In the United States, Dobson (2012) found that strategic plan implementation was not a high priority area for most religious organizations. Over 50% of the surveyed pastors said that their training did not prepare them on strategic management while 96.2% did not think that their ministries would be more effective if they had better strategic management skills.

In Europe, Kalyvas (2018) found that churches had strong organizational strategy that enabled them to connect grass-roots actors to a centralized direction. The strategic approach enabled them to coordinate and monopolize all forms of activity at the national, regional and diocesan level. Tottoli (2014) noted that due to privatization and decentralization of social services in Europe, the involvement of religious groups

in provision of welfare services has increased. In Asia, Lim (2013) found that despite the zeal, dedication, prayers, and sacrifices, the church has not had a significant impact. In this region, Christianity falls behind other religions such as Islam, Hinduism, and Buddhism. Lim (2013) emphasized that besides spiritual factors, developing and implementing the right mission strategy will be vital in determining the success or failure of the church is spreading the gospel in this region.

In Kenya, Kitoo (2016) found that despite the fact that church managers were conversant with strategic planning ideas, they seldomly involve themselves with strategic planning. The study surveyed pastors from 70 churches in Kibera slums. In the study by Kagumu (2016) examining strategic plan implementation at the Anglican Church of Kenya Kirinyaga Diocese, 65.7% of the respondents stated that their church did not have a written strategic plan. These two studies suggest that strategic management is not a well-established practice among most Pentecostal churches in Kenya. Kinyoe (2012) examined challenges affecting strategic plan implementation at the Christian Health Association. Findings showed that one of the main challenges is insufficient funding owing to the organization's dependence on donor funding. Another challenge was staff motivation and retention where the organization reported difficulties attracting and retaining best talents.

Strategic planning is however a well-established practice in the Catholic Church. Most dioceses and parishes have written strategic plans. The Catholic Diocese of Nakuru (CDN) developed its first strategic plan in 2002 covering a five year period, 2003- 2007. The strategic plan laid down objectives in areas such as increasing the number of followers, deepening the spirituality of existing followers, enhancing community service, and reducing poverty and promoting quality of life of communities in Nakuru. A follow-up plan was developed in 2010 covering the 2011–2015 period. This strategic plan focused on six strategic objectives namely: (1) improving governance, (2) human resource and institutional development, (3) pastoral work, (4) improving service provision in areas such as health and education, (5) promoting sustainable livelihood and environmental management, and (6) promoting justice and peace.

1.2 Statement of the Problem

A strategic plan helps the management in prioritizing and aligning organizational activities and operations as well as ensuring that all stakeholders are rallied behind the day-to-day objectives hence resulting in greater synergy and sustained growth. Poor implementation hampers the best of strategies. The organization's inability to implement its strategic plan may cause huge financial losses, wasting valuable time, slowing down the growth of the organization, and diminishing the morale of employees and other stakeholders. Poor execution of the objectives in the strategic plan amounts to the loss of opportunity to move the organization to the desired future state.

Faith based organizations are not exempt from strategic planning. The Catholic Diocese of Nakuru (CDN) developed its first strategic plan in the year 2002 indicating goals that the organization desired to achieve between 2003 and 2007. A second strategic plan was developed in 2010 covering the period 2010- 2015. Although strategic planning ought to be a continuous process, there is a gap of 3 years (2008-2010) when the diocese operated without a Strategic Plan in place. In addition, the 2010-2015 Strategic Plan heavily replicates the objectives and activities in the 2003-2007 plan indicating that the Diocese was not able to fully implement the 2003-2007 plan. A further check reveals that even the 2010-2015 plan has been implemented with a lot of difficulties with the realization of the goals stipulated in this plan taking longer than expected.

In their systematic literature review, Alharthy, Rashid, Pagliari, and Khan (2017) found that most studies on factors that affect strategic plan implementation are conducted in Western countries. In addition, Li, Guohui, and Eppler (2010) found that factors affecting strategy implementation vary from one industry to the next, one location to another, and from institution to institution. This implies that studies conducted elsewhere may not provide accurate answers regarding factors that affect strategic plan implementation in faith-based organizations. Therefore, this study sought to assess organizational factors affecting strategic plan implementation at the Catholic Diocese of Nakuru, Kenya.

1.3 General Research Objectives

The aim of the study was to evaluate organizational factors affecting strategic plan implementation at the Catholic Diocese of Nakuru, Kenya.

1.4 Specific Research Objectives

The specific objectives of the study were to:

i. To examine the effect of resource mobilization on strategic plan implementation at the Catholic Diocese of Nakuru.
ii. To assess the effect of monitoring and evaluation on strategic plan implementation at the Catholic Diocese of Nakuru.
iii. To explore the effect of implementation team competency on strategic plan implementation at the Catholic Diocese of Nakuru.
iv. To evaluate the effect of communication process on strategic plan implementation at the Catholic Diocese of Nakuru.

1.5 Research Hypotheses

The following hypotheses were tested:

i. H_0: Resource mobilization does not have a statistically significant strategic plan implementation at the Catholic Diocese of Nakuru.
ii. H_0: Monitoring and evaluation does not have a statistically significant effect on strategic plan implementation at the Catholic Diocese of Nakuru.
iii. H_0: Implementation team competency does not have a statistically significant effect on strategic plan implementation at the Catholic Diocese of Nakuru.
iv. H_0: Communication process does not have a statistically significant effect on strategic plan implementation at the Catholic Diocese of Nakuru.

1.6 Scope of the Study

The proposed study sought to examine organizational factors affecting strategic plan implementation at the Catholic Diocese of Nakuru. It focused on four factors: resource mobilization, monitoring and evaluation, strategic plan implementation (SPI) team competency, and communication process. The systematic literature reviews conducted by Li *et al.* (2010) and Alharthy *et al.* (2017) revealed that these were among the most frequently documented factors in studies examining strategic plan

implementation in diverse organizations located in different parts of the world. The study focused on strategic plan implementation at the CDN. It took place between March and May 2019.

1.7 Justification of the Study

This study sought to identify organizational factors affecting strategic plan implementation at the CDN. Particularly, the study intended to find out the extent to which resource mobilization, monitoring and evaluation, strategic plan implementation team competency, and communication process affects the strategic plan implementation process. This knowledge will be of value to various stakeholders.

The first stakeholder that stands to benefit from this study is the CDN, which is the study site. This study has brought to light factors that affect strategic plan implementation at the organization. This knowledge will help CDN management to address these factors and streamline the strategic plan implementation process. Improving strategic plan implementation will lead to faster growth of the church and increase organizational success.

The study will also benefit other Catholic dioceses within and outside the country as well as other religious organizations. Although the study focused on CDN, findings of the study will provide great lessons to other religious organization on the subject of strategic plan implementation. These findings may be generalized to other religious institutions resulting in improved strategic plan implementation.

This study will also be of value to business management students and researchers as it has add to existing theories and empirical literature on the subject of strategic plan implementation. The study has added a new dimension as few previous studies had examined strategic plan implementation in religious institutions within the context of developing countries. The study has also recommended areas for further studies and thus has advanced research on this subject.

Lastly, the study will be of benefit to strategic management consultants as it has added knowledge regarding factors that influence strategic plan implementation in faith-based organizations. This knowledge will help the consultants to prepare

interventions for improving the strategic plan implementation process within religious organizations.

1.8 Assumptions of the Study

The study assumed that it obtained accurate information on the current situation within CDN with regard to resource mobilization, monitoring and evaluation of strategic plan implementation, the SPI team competency, and the strategic plan communication process.

It is also presumed that it accurately measured the progress made by CDN in terms of implementing its strategic plan. The study also assumed that the methods used were able to accurately infer the effect of the four organizational factors under study on the strategic plan implementation process at CDN.

It was also assumed that the sampling approach used gave a sample that was representative of the population and thus increased the validity of findings.

1.9 Limitations of the Study

The study relied on information collected from CDN staff through a survey to assess the study variables. This approach could have been a limitation as the validity of results was dependent on the participants' exposure to the study variables. It was also dependent on the participants' willingness to respond to the survey in an honest and candid manner. The study tried to overcome this limitation by guaranteeing privacy, confidentiality, and anonymity to respondents so as to encourage honesty. The study also used a relatively large sample so as to obtain as diverse views as possible. Two data collection instruments were also used so as to facilitate triangulation of information.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter evaluates available literature on the subject of organizational factors that affect strategic plan implementation. It is organized in several sections including theoretical literature, empirical literature, conceptual framework, research gap, and summary of chapter.

2.2 Theoretical Literature

The study was guided by the McKinsey 7-S Framework and Quinn's Incremental Model.

2.2.1 McKinsey 7-S Framework

The McKinsey 7-S Framework was developed in 1980 by various consultants working at the McKinsey Company (Hourani, 2017). The framework suggests that for an organization to realize its objectives, it must align seven key internal elements. These elements include: strategy, structure, systems, shared values, styles, staff, and skills. The framework implies that for a new strategy to be effectively implemented within an organization, the management must align all the other six elements to the new strategy. It posits that the strategic management process does not just entail formulating strategies, but also considering the other six factors expressed in the framework (Gokdeniz, Kartal, & Komurcu, 2017). This means that the organization must have a structure that is in line with the strategy, develop systems that support the new strategy, create shared values, cultivate a style of leadership that support the new strategy, and have employees and skills that match the demands of the new strategy.

The study by Baroto, Arvand, and Ahmad (2014) used the McKinsey 7-S framework to examine strategic plan implementation at TRANSCO, a manufacturing company in Malaysia. The study noted that the framework provides a useful tool for understanding how the internal environment of an organization affects the strategic plan implementation process. In Kenya, Maru (2015) used the McKinsey 7-S Framework to examine strategic plan implementation at Kenya Revenue Authority (KRA). The framework helped the study to conceptualize organizational variables that were likely to affect strategic plan implementation at KRA. This framework was

useful to the current study as it provided plausible explanation of how various organizational variables influence strategic plan implementation at CDN.

The study variables can be linked to several internal elements provided in the McKinsey framework. Resource mobilization can be linked to the skill element as it is a function of the organization's capability to assemble the various resources needed to implement strategy. Resource mobilization can also be influenced by systems available for generating income, budgeting, and managing finances. Monitoring and evaluation process is also shaped by organizational systems for gathering data, measuring performance, and disseminating information. SPI team competency is linked to staff and skill element of the 7-S framework. For implementation to be successful, the organization must have adequate number of staffs who have the requisite skills. Communication process can be linked to the structure element of the model as organizational structure defines the reporting relationships between members of the organization. Communication process is also related to the shared values element as it is through communication process that organizational values can be shared by all members of the organization.

2.2.2 Quinn's Incremental Model

The Quinn's Incremental Model was developed by John B. Quinn in 1978 when he studied the strategic management approaches of various companies and found that in most successful companies, strategies are formed and implemented over time (Quinn, 1978). Senior managers make strategic decisions and make changes as they learn by implementing them on a gradual basis. There is constant experimentation and monitoring and evaluation of the implemented changes that creates feedback that enables the organization to evolve its strategy in line with prevailing realities. Quinn's model recognizes that strategic plan implementation involves many uncertainties such that no manager can predict future scenarios in a precise manner (Ismail & Zhao, 2017). Proactively shaping and evolving the organization's strategies in a logical and incremental manner enables the organization to minimize risks. The model stresses the need to improve information flow, deal with personal resistance and political pressure, build organizational awareness, reduce uncertainty surrounding organizational decisions, and improve the quality of strategic analysis.

The study by Andrew, Boyne, Law, and Waljer (2011) used Quinn's Incremental Model to examine the strategic plan implementation style at Welsh local authority departments. The study found that this model was useful in the implementation of prospecting strategy as it encourages a less centralized control, allowing staff to innovate and experiment as they implement strategies. Amjad (2013) also found that the Incremental Model has found utility in strategic plan implementation literature as it provides researchers with a tool for evaluating the effectiveness of the strategic plan implementation process. According to this framework, an effective strategic plan implementation process should be flexible in order to cope with uncertainty in the operating environment, recognize the need to bargain with stakeholders, and integrate implementation activities with organizational capacities (Khan, Tahir, & Zafar, 2016). The model also posits that effective strategic plan implementation process should be democratic in that it should persuade all stakeholders to work towards a common goal.

Quinn's model can be linked to the organizational factors under study in various ways. The model emphasizes on gradual implementation of strategy and stresses the need for monitoring and evaluation (M&E). M&E can facilitate gradual implementation of strategy by gathering information regarding implementation progress enabling the implementation team to learn from past implementation activities. Quinn's model also gives prominence to effective information flow and learning during strategic plan implementation. These aspects are closely connected to the communication process systems within the organization. Communication process system determines how information flows within the organization and consequently influences organizational learning processes.

2.3 Empirical Literature Review

Empirical studies have been conducted to examine organizational factors that affect strategic plan implementation process. This section examines these studies.

2.3.1 Strategic Plan Implementation

Strategic management is essential for the long-term success of any business as it gives an organization a sense of direction. It allows organization to identify, prioritize, and exploit opportunities while anticipating and mitigating future problems (Durmaz &

Dusun, 2016). Strategic management has two major components: (1) strategy formulation, and (2) strategic plan implementation. Strategy formulation entails identifying the goals that an organization intends to achieve in the near future and devising courses of actions that the organization intends to take to realize these goals (Ugboro, Obeng, & Spann, 2010). On the other hand, strategic plan implementation entails executing the action identified in the strategic plan so as to realize the objectives. It involves turning the strategic decisions into actions (Metz & Eastering, 2016).

Mintzberg (2008) noted that while most modern organizations formulate strategies, 90% fail at the implementation stage. Strategy can only have the desired impact on an organization if it is effectively implemented. Strategic plan implementation comes after the strategic plan formulation and entails putting into effects the activities and actions stipulated in the strategic plan and managing changes that are required in the process (Metz & Eastering, 2016). It is an iterative, complex, and dynamic process that encompasses a series of decisions and activities by many stakeholders geared towards actualizing strategic plans in order to achieve the objectives of the organization. Strategic plan implementation has become an important subject in religious organizations arising from the fact that these organizations play a vital role in the development of societies.

The study by Alharthy, Rashid, Pagliari, and Khan (2017) identified a list of seven organizational factors that influence strategic plan implementation in many organizations. These factors include poor and vague strategy, insufficient resources, ineffective communication process, monitoring and evaluation, motivation and rewarding, governance and leadership, and risk management. Another study by Li, Guohui, and Eppler (2010) identified nine recurring factors namely: strategy formulation process, strategy executors, organizational structure, communication process, the level of commitment towards the strategy, consensus regarding the strategy, the relationship among different departments and strategy levels, employed tactics, and the administrative system put in place. The current study focused of four of these factors namely: resource mobilization, monitoring and evaluation, SPI team competency, and communication process.

2.3.2 Resource Mobilization and Strategic Plan Implementation

In the context of strategic plan implementation, resource mobilization refers to the procurement of resources needed to implement a strategy (Institute of Business Management, 2015). Implementing a strategy requires different types of resources including human, equipment, technology, materials, space, and time. The types and nature of the strategy determines the types of resources required during implementation. The organization's capability to mobilize these resources has a major implication on the success of the strategic plan implementation process.

In his study examining factors affecting strategic plan implementation among pharmaceutical companies in the Middle East, Obeidat (2017) found that availability of resources was one the factors that had the most significant influence on the success of strategic plan implementation. Other factors that were found to have a significant impact on strategic plan implementation include control and feedback and communication process in that order. Resource mobilization had the highest regression beta value of 0.912 followed by communication process (β= 0.793) and lastly control and feedback (β= 0.724). Although Obeidat (2017) study demonstrates the influence of resource availability on strategic plan implementation, the fact that it was conducted in the Middle East and involved commercial organizations means that findings may not reflect the situation within the CDN.

In Oman, Rajesekar (2014) also found that allocation of resources that are in line with strategy requirements was one of the factors that influenced the success of strategic plan implementation among service organizations. Findings revealed that only 40% of the organizations allocated adequate resources towards strategic plan implementation activities. The findings also revealed a relationship between organizational structure, resource allocation, and strategic plan implementation. Rajesekar (2014) found that organizational structure influence how resources particularly human resource are allocated and thus affect the strategic plan implementation process. This finding suggests that the resource factor mediates the relationship between organizational structure and strategic plan implementation. This study was however conducted in Oman where the environment is different from the setting of the proposed study.

In Kenya, Kibicho (2015) found that availability of resources determined the success of strategic plan implementation process among a sample of insurance firms in Kenya. About 43% of the respondents were of the view that resource mobilization affects strategic plan implementation to a very great extent, 23.7% indicated that it affected to a great extent, 16.1% indicated that it affected to moderated extent while only 17% were of the view that resource mobilization has no influence of strategic plan implementation. The beta coefficient for resource mobilization was 0.238 suggesting that a unit improvement in resource mobilization would increase strategic plan implementation success by 0.238 units. Findings also revealed that the cost effectiveness, timeliness, and reliability of the resources were significant determinants of strategic plan implementation success. Presence of a reliable resource sourcing mechanism was also significantly associated with strategic plan implementation success. The study recommended the need for management of firms to develop effective plans on how resources needed to implement their strategy will be acquired. Although Kibicho (2015) study provides evidence of a link between resource mobilization and strategic plan implementation among Kenya organizations, it specifically focused on the insurance industry and thus it may not reflect the dynamics involved in the implementation of strategy within religious organizations.

In another study, Lemarleni, Ochieng, Gakobo, and Mwaura (2017) found that availability of financial, technological, and human resource have a significant effect on strategic plan implementation success at the Kenya Police Service. The model comprising of these resource variables explained 32.5% of the changes in strategic plan implementation success. Financial resources were found to be the greatest hindrance to the strategic plan implementation process with the regression beta coefficient indicating that a unit increase in financial resources with increase strategic plan implementation success by 0.224 units. Results showed that there was a lot of bureaucracy in the disbursement of financial resources and deficient control of financial resources allocated towards strategic plan implementation, which affected the implementation of strategy in a negative manner (Lemarleni *et al.,* 2017). Technological resources also influenced strategic plan implementation by influencing the level of accountability and the quality of internal communication process.

Unlike commercial organizations that sell products and services, religious organization mainly depend on contribution by followers to raise funds to finance their operations. Kakande (2018) noted that most religious institutions have rigid and mechanical resource mobilization strategies that do not give consideration to the changing environment. Most religious organizations rely on offerings, tithe, proposals to typical donors, special collections, and fundraising events to mobilize resources. In addition, religious organizations have narrow sources of funds since they cannot accept offers from sources that are not in line with their fundamental principles and values (Alderman, Forsyth, & Walton, 2017).

On the other hand, Mylek and Nel (2010) however noted that religious organizations play a significant role in mobilizing resources for relief activities provided by nongovernmental organizations (NGOs). In 2000, the four largest faith-based NGOs had a combined annual income of $2.5 billion. Religious beliefs, teachings, values, practices and norms tend to encourage followers to give towards philanthropic courses. The extent to which religious organizations are embedded in communities and people's way of life, make it easy for them to attract contribution towards various courses. Bomberg and Hague (2018) also noted that apart from mobilizing funds, religious organizations have a unique ability to mobilize human resource by encouraging people to volunteer for various programs. The capacity of religious organizations to mobilize resources is thus not in question. However, the commitment of these organizations to mobilize resources with the specific aim of financing their strategic plan can be questioned. Similarly, the capacity to mobilize resources varies from one religious organization to the next (Mylek & Nel, 2010). Some organizations exhibit exemplary capacity to mobilize resources while others struggle to get by. The current study sought to examine the capacity of the CDN to mobilize resources and how it influences the strategic plan implementation process.

2.3.3 Monitoring and Evaluation, and Strategic Plan Implementation

In the context of strategic plan implementation, monitoring and evaluation (M&E) is the process of obtaining information regarding how strategic actions and activities are being implemented and comparing them with the standards stipulated in the strategic plan (UNDP, 2009). M&E is a critical component in strategic plan implementation. According to McNamara (2017), monitoring and evaluating strategic plan

implementation activities is as important as identifying strategic issues and goals. M&E ensures that the organization is adhering to activities and direction provided in the strategic plan (Sadeghifar *et al.,* 2017). Similarly, organizations get to learn more about the strategy and how to improve it when they monitor the implementation process. A good strategic plan should specify the person responsible for monitoring the implementation process.

In their study focusing on a large industry company from the energy sector in the United States, Neumann, Robson, and Slaon (2018) found that for M&E of a strategic plan to be effective, senior management must be willing to spearhead the process. The M&E process should also use a multirole approach covering all aspects of the business, assess hard and intangible elements, be clear and accountable, be flexible rather than rigid, and use both formal and informal methods. The study found several advantages associated with an effective M&E system including improved governance and transparency, improved planning, and enhanced cultural understanding. A major limitation of Neuman *et al.* (2018) study was that it used a qualitative case study design, which limits the generalizability of the findings.

Arce, Gelman, and Rocha (2012) also found that 73% of the respondents agreed that effective strategy M&E system should assure timely execution of strategic decisions, generate information regarding the execution of strategic actions and their outcomes (67%), watch out for the accomplishment of strategic goals (63%), and institute corrective action whenever desired outcomes are not realized (63%). In addition, 58% of the respondents were of the view that an effective M&E system should also identify appropriate indicators for assessing the effectiveness and efficiency of the strategic actions and mechanism for turning the information gained from the implementation process into a learning opportunity (Arce *et al.,* 2012). This study provides useful information regarding the role of M&E in strategic plan implementation process. However, it focuses on commercial organizations and thus findings may not reflect the situation in religious institutions such as the CDN. Similarly, the study was conducted outside Africa where cultures and business practices are different.

In Ghana, Dziyaba (2016) found that M&E was a prominent component of the strategic management process at the Royal Bank. Results showed that the bank

viewed M&E as a systems approach that helps it to weave strategic actions to outcome measures. To be effective, the M&E team at the bank draws expertise from different stakeholders including staff and customers. In addition, 75.8% of the respondents agreed that M&E at the bank promotes accountability, 70.8% agreed that M&E promotes transparency, and 58.3% said that M&E facilitated learning. The main challenge to the M&E process was that employees felt that they were the subjects of evaluation rather than users. Lack of training was another problem with 40% of the respondents said that they had undertaken M&E training. Dziyaba (2016) recommended that the bank's management should allow employees at the branch level to make certain M&E decisions so as to promote a sense of ownership. Although the study highlights relationship between M&E and strategic plan implementation, it was conducted outside Kenya and involved a commercial organization and thus findings may not apply to the CDN. It also made use of descriptive statistics and thus could not arrive at a concrete conclusion regarding the significance of the relationship between M&E and strategic plan implementation.

In Kenya, Bakari (2013) examined M&E of strategic plan implementation by NGOs in the wildlife industry. Results showed that the NGOs encountered many bottlenecks in the M&E of the implementation process including inadequate training and skills in M&E, time constraints, little commitment towards M&E activities, and external interference by various stakeholders. Regarding the frequency of M&E, 31.8% of the respondents said that they reviewed their strategic plan annually, 22.7% said that reviews were done every five years, 18.2% said reviews every three months, 9.1% said that reviews were done semi-annually while 19% said they were not aware of when the strategic plan was reviewed. This showcases that most of the organizations do not view M&E as a continuous process. In addition, 90.9% of the respondents reported that M&E in their organization mainly used formal methods while 72.7% reported that their organizations had a M&E officer. About 77.3% of the respondents affirmed that the M&E processes supported their organization's strategic plan implementation process adequately. The study by Bakari (2013) also used descriptive statistics only and thus the significance of the relationship between M&E and strategic plan implementation was not tested.

In a different study, Okibo and Masika (2014) found that M&E of strategic plan at the Kenya Seed Company was influenced by leadership, organizational structure, and communication process. From the findings, 76% of the respondents agreed that the organizational structure at the company supported M&E, 64% said that M&E was supported by effective delegation of decision-making authority, and 62% said that M&E was facilitated by effective vertical and horizontal communication process that promoted positive interaction and team work. Regarding the effect of M&E on strategic plan implementation process, 74% of the respondents expressed that the M&E had improved the strategic plan implementation by facilitating the revision of strategy in line with changes in the business environment. Results also showed that M&E of the strategic plan becomes more effective when senior management are in the forefront, management staff have adequate M&E skills, management provide adequate resource for M&E, the organization structure clearly define roles and responsibilities, and there is adequate and consistent communication process at all levels of the organization. Okibo and Masika (2014) also used descriptive statistic only and thus the significance relationship between M&E and strategic plan implementation was not statistically tested.

Abashe (2016) also found that monitoring activities had a significant influence on strategic plan implementation at the Kenya Commercial Bank. Results revealed that by keeping track of strategic plan implementation activities, the bank ensured that outcomes matched what was stipulated in the strategic plan. It enabled the organization to identify situations where achieved results do not match the desired outcomes and institute corrective action in a timely manner. M&E also enabled the bank to adjust its tactics and strategic activities in line with changes in the operating environment (Abashe, 2016). Although this study was conducted in Kenya, it focused on a profit-oriented organization and thus findings may not reflect the situation at the CDN.

2.3.5 Implementation Team Competency and Strategic Plan Implementation

Strategic plan implementation (SPI) team is the group of people charged with the responsibility of executing and coordinating strategic activities (Speculand, 2012). People are essential in the strategic plan implementation process. It is them that carry out actions and directives needed to realize the strategic goals. For a strategy to be

executed effectively, the implementation team must have the right skills, competencies, tools, relationships, attitude and mindset. As Roberts (2014) puts it, it would not make sense to have a great strategy being implemented by mediocre people.

Metz and Eastering (2016) noted that strategic plan implementation requires actors to embrace new ways of doing things, interacting, and even thinking. A given strategy may require actions from different parties. For implementation to be successful, the strategy should be operationalized for each of the implementing actor. The actor should be well informed of the set of activities that he or she needs to execute in order to contribute towards the realization of the strategy. Zaidi *et al.* (2018) noted that as human beings, employees are more likely to resist initiatives that move them out of their routine and comfort zone. This resistance can be eliminated through communicating the benefits and rationale of the new strategies to the employees, training, involving employees in key decisions, and rewarding employees who support strategic plan implementation activities.

In an email survey involving a sample of leaders from various organizations in different parts of the world, Speculand (2012) found that the leaders believed that only 5% of their employees have an elementary understanding of the company strategy. Further, 80% of the surveyed leaders felt that their companies were good at crafting strategy while only 44% felt that their companies were good at implementing strategy. Gaining people's support, aligning strategic plan implementation to company culture, and ensuring staff members pursue strategic actions were identified as the top three strategy-implementation challenges. In addition, 56% of the sampled CEOs reported that the highest resistance emanates from middle management staff rather than employees at the lowest hierarchy. Jooste and Fourie (2009) also found that the development of human capital and sustenance of core competencies plays an important role in strategic plan implementation among South African organizations.

According to Ahearne, Lam, and Kraus (2014), middle managers are among the actors that are hugely involved in strategic plan implementation. Middle managers are critical actors in strategic plan implementation because they coordinate and supervise the day-to-day activities of the organization. Middle managers can facilitate strategic plan implementation by championing the strategic vision among their subordinates

(rank correlation gamma γ =0.095, p<0.05), effectively supervising the implementation of strategic activities (γ = 0.144, p < 0.05), and evaluating the performance of implementation staff (γ =−0.059, p <0.01). This view is also reinforced in the study by Kearly (2015) involving senior and middle level managers in an Irish-based subsidiary of a multinational corporation. Results revealed that middle managers play an essential role in rolling out strategic activities as they facilitate vertical communication process of strategic goals and actions, supervise the execution of roles, control and follow-up strategic activities, and provide feedback to senior managers on changes that need to be made on the strategy. Johansson and Svensson (2017) found that for effective strategic plan implementation, middle managers need to possess certain qualities including effective communication process, flexibility, commitment to the strategy, leadership skills, and translation skills.

In her study involving managers of 200 Polish companies, Radomska (2014) found that the willingness and tendency to take action was more important to the effectiveness of the strategic plan implementation process than the competency of the manager. The study also found that assigning decision making power to leaders at different levels of the organizational structure was significantly and positively associated with the effectiveness of strategic plan implementation (r= 0.202, p= .005). Action taken by the management to reduce employee resistance to change (r=0.195, p=.012) and appointment of a person or special team responsible for strategic plan implementation process (r= 0.262, p=.001) were also significantly and positively associated with strategic plan implementation effectiveness. Appointing a special team to supervise and coordinate the execution of strategic activities increases the effectiveness of the strategic plan implementation process. The team may include both mid-level managers and informal leaders who support the strategy. Kaplan and Norton (2005) also observed that most institutions that manage to maintain their strategic focus have a unit at the corporate level to direct all strategy related activities. This unit is often referred to as the office of strategy management (OSM). The OSM does not perform all the strategic plan implementation work but it facilitates the processes so as strategy is implemented in an integrated manner. A fully functioning OSM comprises of six to eight full-time employees (Kaplan & Norton, 2005).

In Indonesia, Razak and Hidayat (2016) observed that the implementation of the concept of OSM at Bosowa Corporation improved the strategic plan implementation process making Bosowa one of the most successful organizations in the country. The study provides evidence regarding the applicability of the OSM concept as a way of supporting strategic plan implementation. Using a sample of 228 middle managers from 114 companies in Greece, Lampaki and Papadakis (2018) found that one of the factors that affect strategic plan implementation is organizational politics. Results showed that organizational politics led to unconstructive competition for resources, breakdown in communication process and information flow, and mistrust between implementation team, which diminished strategic plan implementation success. In the regression analysis, the organizational politics variables explained 58.3% of the changes in the strategic plan implementation effectiveness.

2.3.6 Communication Process and Strategic Plan Implementation

In the context of strategic plan implementation, communication process refers to the sharing of information regarding strategic issues among organizational stakeholders (Ekeowa & Iloafu, 2016). For a strategy to be effectively implemented, all members of the organization must understand and support it. Having defined the strategy, it is vital for the management to communicate it to the rest of the organization. The leaders have to ensure that all key stakeholders are aware of the organization's vision and mission and understand it well (Metz & Eastering, 2016). The strategic vision and key strategic messages should be cascaded down the organization. Strategy communication process should also clarify what employees need to achieve as individuals and as teams for the strategic vision to be realized (Cocks, 2010). In doing so, the organization would be operationalizing the strategy by translating conceptual ideas into specific work and expectations.

According to Wairimu and Theuri (2014), more than 65% of organizations encounter situations where employees and other stakeholders do not understand their roles when a new strategic initiative is launched. Such a situation tends to increase resistance and reduce motivation, which at best increases the cost of strategic plan implementation and at worst, can lead to implementation failure. Not only should the management communicate its position and future strategy, but employees must also receive and accept. Danford (2014) argued that for strategies to be implemented effectively, the

management should articulate goals in a way that has meaning for employees and other key stakeholders. The communication process of the strategy should create a spark that generates resonance between the organization goals and that of key stakeholders.

In their study, Shimizu (2016) identified two types of communication process that are essential in strategic plan implementation. First is the communication process by senior managers of organization's strategic vision, goals, and activities among members of the organization. Second is the communication process by members at the lower level of the organization with upper managers regarding progress made in strategic plan implementation as well as the challenges encountered. Shimizu (2016) also found that effectiveness of communication process in the strategic plan implementation process can be undermined by senders' bias, which refers to the overestimation of the quality of communication process by the person communicating. Communication process is adversely affected when actors overestimate the quality of their communication process resulting in poor strategic plan implementation.

In their study, Peng and Littlejohn (2010) examined role of communication process in strategic plan implementation in three UK hotel chains. From the findings, 76% of the respondents expressed that communication process was instrumental to the strategic plan implementation process. The respondents however stress that communication process alone does not guarantee effective strategic plan implementation as this must go hand in hand with other organizational factors. Wuolanne (2010) explored CEOs perspective on the role of communication process in strategic plan implementation. Findings indicated that the communication process was an important function in strategic plan implementation. According to the surveyed CEOs, the main role of communication process is to simplify the fundamental ideas of organization's strategy and to make sure that the strategy is well understood by all interested parties (Wuolanne, 2010). The CEOs were also of the view that the effectiveness of communication process is often influenced by ability to find and breakdown the core ideas of the strategy, the channels of communication process used, and ability to determine what message to communicate.

In Kenya, Olang (2015) found that communication process was a key component of strategic plan implementation at African Women in Agricultural Research and Development (AWARD). From the findings, 46% of the respondents strongly agreed and another 46% simply agreed that the organization has an internal communication process unit that engages key stakeholders on strategic issues. The unit uses diverse and exhaustive channels such as face-to-face meetings, websites, and social media to communicate strategic plans, progress, and achievements to key stakeholders. In addition, 73% of the respondents expressed that communication process of strategic activities to stakeholders was done effectively and in a timely manner. About 62% of the respondents in Olang (2015) study expressed that communication process played a central role in supporting the implementation of strategic plans within the organization. This study however relied on descriptive statistics and thus the significance of the relationship between communication process and strategic plan implementation was not statistically tested.

In another study, Ambani and Wanyoike (2012) examined how communication process affects strategic plan implementation success among commercial banks in Nakuru County. Results revealed ineffective communication process on the part of the banks with 72.1% of the employees reporting that there was inadequate communication of organization mission, vision, and goals to all stakeholders. About 65.3% of respondents also reported that the executive leadership did not provide feedback regarding their performance in strategic plan implementation. Ineffective communication process was significantly and negatively associated with strategic plan implementation success ($r= -0.621$, p.000). Although this study provides a statistical examination of the relationship between communication process and strategic plan implementation, it was conducted in the banking sector and thus may not reflect the situation in religious institutions.

In a different study, Ayusa (2016) examined how communication process affects the strategic plan implementation process among telecommunication firms in Kenya. Results established that the telecommunication firms used various forms of communication to share information relating to strategic activities. The channels that were commonly used in the communication process include face-to-face conversation, electronic mails, mobile phones, broadcast media, letters, newsletters, websites, social

media, and memos. Ayusa (2016) found that face-to-face conversation was the most preferred channel of communication process as it allows two-way real-time interaction that reduces ambiguity and enable the speaker to determine whether the intended recipient has understood the message.

2.4 Summary of Literature and Research Gap

Strategic plan implementation has become a popular research subject as evidence shows that most strategies fail at the execution stage. Several theories have been developed in an attempt to explain the strategic plan implementation process. One of these theories is the McKinsey 7-S framework. This framework identifies a set of 7 internal elements that must be aligned for a strategy to be implemented effectively. These elements include strategy, structure, systems, shared values, styles, staff, and skills. Another theory that that seeks to explain the strategic plan implementation process is Quinn's Incremental Model. This model suggests that for the strategic plan implementation process to be successful, it must be done in a gradual, iterative, and incremental manner. This approach enables the implementation team to minimize risks by collecting information, learning, and evolving the strategy.

There is also a wide body of empirical literature examining factors that affect strategic plan implementation. However, majority of the studies have been conducted outside Kenya mainly in the Western and Asian countries. The difference in geographical location implies that the organizations studied were exposed to different political, economic, social, cultural, legal, and technological environment and thus the findings of these studies may not reflect the reality among Kenyan organizations with respect to strategic plan implementation.

A few studies such as Kibicho (2015), Bakari (2013), Okibo and Masika (2014), Olang (2015), and Ayusa (2016) have examined strategic plan implementation among Kenyan organizations. However, these studies have mainly dwelled on commercial organizations that are significantly different from religious organizations in terms of how they obtain resources, quality of human resource, values, and goals. Similarly, the concept of strategic management is more entrenched among commercial organizations than religious institutions and thus findings of studies conducted in commercial settings may not accurately capture factors that affect strategic plan implementation in a religious institution. Therefore, there is a need for a systematic

study for specifically examining factors that affect strategic plan implementation at the CDN. Table 2.1 provides a summary of the reviewed literature and gaps.

Table 2.1: Summary of Reviewed Literature

Variables	Author/Year	Purpose of the Study	Methodology	Findings	Gaps	How current study filled the gap
Resource Mobilization	Obeidat (2014)	To study operational process factors that affect successful strategic plan implementation in the Middle East	Cross-sectional survey	Resource availability is the most influential factor in strategic plan implementation	Study was conducted in the Middle East and involved commercial organization	Examine the Kenyan situation with a specific focus on religious organizations
	Rajasekar (2014)	To investigate the strategic plan implementation process in the service industry in the Sultanate of Oman	Descriptive survey	Allocation of resources that match strategy requirement is critical to strategic plan implementation success	The study was conducted in Oman and also focused on commercial organizations	Proposed study seeks to examine the effect of resource mobilization on strategic plan implementation in religious organizations in Kenya
	Kibicho (2015)	To evaluate how competitive strategic plan implementation affects performance of insurance industry in Kenya	Mixed research design	Resource mobilization affect strategic plan implementation success to a great extent	Study specifically focused on insurance industry and thus it may not reflect the situation in religious organizations	The proposed study will specifically focus on examining strategic plan implementation in a religious organization
	Lermarleni, Ochieng, Gakobo, and Mwaura (2017)	To investigate the effects of resource allocation on strategic plan implementation at the Kenya Police Service	Descriptive research design	Resource allocation explained 32.5% of the change in strategic plan implementation success	Study was conducted in a public organization and thus may not reflect the situation in religious organizations	Proposed study will examine strategic plan implementation in religious institution
Monitoring and Evaluation	Neumann, Robson, and Slaon (2018)	Examine the strategy monitoring and evaluation process in a major industrial company	Qualitative case study	An effective M&E system should involve senior managers. It should also use a multi-role approach, formal and informal methods, and consider both hard and intangible	Use of the qualitative case study design limit the generalizability of the study	Proposed study will combine both quantitative and qualitative methods that will enhance

				elements		generalizability of findings
	Arce, Gelman, and Rocha (2012)	To develop a framework for implementation of strategic plan	Mixed method design	An effective M&E system should assure timely execution of strategic decisions, generate information regarding execution of strategic action and their outcome, and watch out for accomplishment of strategic goals	Study focuses on commercial organization and was conducted outside Africa	Proposed study seeks to examine strategic plan implementation a religious institution in Kenya
	Dziyaba (2016)	Examine role played by M&E in the strategic management process at the Royal Bank, Nigeria	Descriptive survey	Bank viewed M&E as a systemic activity. M&E supported strategic plan implementation by promoting accountability, transparency, and learning	Study only used descriptive statistics and thus could not infer the relationship between M&E and strategic plan implementation	Proposed study will make use of inferential statistics to test the relationship between M&E and strategic plan implementation
	Bakari (2013)	Determine how NGOs in the wildlife industry in Nairobi carry out M&E in the implementation of their strategic plan.	Cross sectional survey	Over 77% of the respondents said that M&E supported strategic plan implementation. M&E effectiveness is hindered by lack of adequate training, external interference, and little managerial commitment	The study also used descriptive statistics and thus did not test the significance of the relationship between M&E and strategic plan implementation	Proposed study will make use of inferential statistics
Strategic plan implementation team competency	Speculand (2012)	Examine causes of strategic plan implementation failure	Cross-sectional survey	Majority of the sampled CEOs said that less than 5% of their employees understand their organization's strategic plan	The study used descriptive statistics and mainly involved commercial organizations in Japan, United States, and Europe	The proposed study will use inferential statistics to test the relationship between strategic plan implementation team and strategic plan implementation in the Kenya religious setting
	Ahearne, Lam, and Kraus (2014)	Examine role of middle managers in strategic plan	Cross-sectional survey	Middle managers played a role in strategic plan implementation by coordinating and supervising day-to-	Study was conducted in the United States and	Proposed study seek to examine strategic plan implementation

		implementation		day activities, championing the strategic vision, and evaluating the performance of staff	mainly involved commercial organization in the Fortunes 500 Companies list	in religious organization in Kenyan setting
	Radomska (2014)	Examine the role of managers in the strategic plan implementation process	Cross-sectional surveys	Adequate actions taken by managers were much more important than their competence in strategic plan implementation. Appoint a person or special team to oversee strategic plan implementation increases effectiveness	The study was conducted in the Western context and involved commercial organizations	Proposed study seek to establish the relationship between the strategic plan implementation team and strategic plan implementation effectiveness with the religious setting in Kenya
	Lampaki and Papadakis (2018)	Examine the effect of organizational politics on strategic plan implementation effectivenes	Cross-sectional survey	Organizational politics led to unconstructive competition for resources, breakdown in communication process and information flow, and mistrust between implementation team, which diminished strategic plan implementation success.	The study involved Greek commercial firms	Proposed study will focus on the Kenya religious setup
Communication process	Wairimu and Theuri (2014)	Examine effect of communication process on strategic plan implementation	Descriptive survey	More than 65% of organizations encounter situations where employees and other stakeholders do not understand their roles when a new strategic initiative is launched	Study used descriptive statistics only.	Proposed study intend to use inferential statistics to test the effect of communication process on strategic plan implementation.
	Shimizu (2016)	Examined role of communication process in strategic plan implementation	Qualitative design	The effectiveness of strategic plan implementation is influence by both top-bottom and bottom-up style of communication process. Sender bias has a negative effect on strategic plan implementation effectiveness	Strategy used qualitative approaches and thus the relationship between communication	Proposed study will test the significance of the relationship between communication process and

					process and strategic plan implementation effectiveness was not statistically tested	strategic plan implementation using inferential statistics
	Peng and Litteljohn (2010)	To examine role of communication process in strategic plan implementation	Descriptive survey	Effective communication process is an important requirement in strategic plan implementation, but does not guarantee success in itself.	The study focused on hotels in the United Kingdom	Proposed study seek to understand strategic plan implementation in religious organizations in Kenya
	Ambani and Wanyoike (2012)	To examine strategic communication process in Banks in Nakuru	Descriptive survey	About 72.1% of the employees reporting that there was inadequate communication process of organization mission, vision, and goals to all stakeholders. About 65.3% of respondents also reported that the executive leadership did not provide feedback regarding their performance in strategic plan implementation	Study focused on banks, which are commercial organizations	Current study is interest in strategic plan implementation in a religious institution
	Wuolanne (2010)	Examine CEOs perspective on role of communication process in strategic plan implementation	Qualitative in-depth interviews	Communication process was an important function in strategic plan implementation. the main role of communication process is to simplify the fundamental ideas of organization's strategy and to make sure that the strategy is well understood by all interested parties	Study used a qualitative approach where only 7 respondents were involved limiting generalizability of findings	Proposed study will use mixed method approach and use a large sample size to increase generalizability of findings

2.5 Conceptual Framework

A conceptual framework is an illustration that presents variables that are of interest to a given study and the relationship between them. The conceptual framework for examining factors affecting strategic plan implementation at the Catholic Diocese of Nakuru is presented in Figure 2.1.

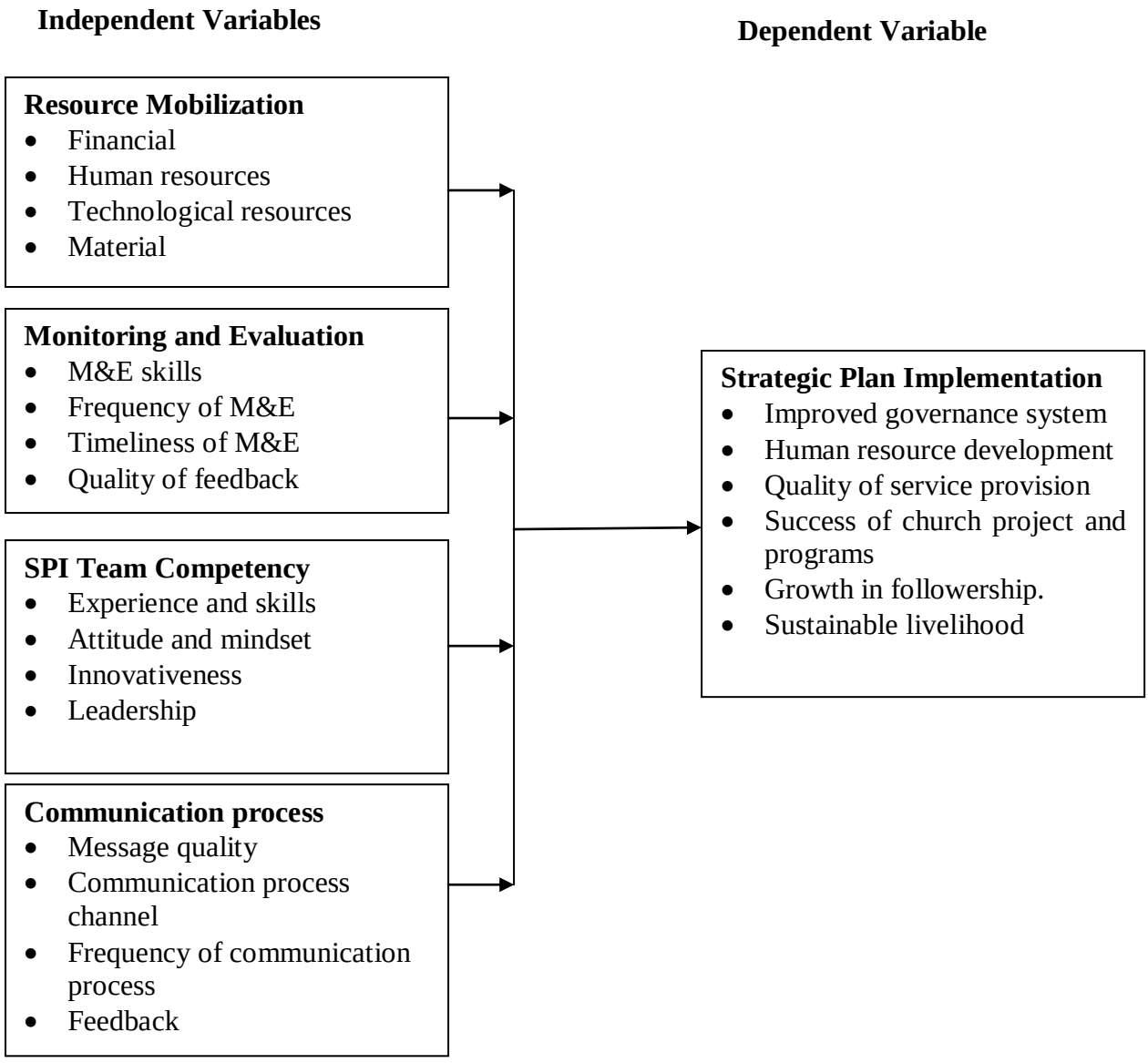


Figure 2.1: Conceptual Framework

From Figure 2.1, the study comprised of four independent variables namely: resource mobilization, monitoring and evaluation, SPI team competency, and communication process. The study hypothesized that the four factors influence strategic plan implementation at the CDN measured in terms of realization of various strategic

objectives including improving governance, human resource development, and improving quality of services. The study also theorized that the effect of the four factors on strategic plan implementation is shaped by a number of intervening variables including organizational structure, bureaucracy, and leadership.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methods and procedures that were used to address the research objectives. The chapter is organized into several sections namely: research design, target population, sample design and procedures, data collection instruments, data analysis and presentation, and research ethics.

3.2 Research Design

The study made use of the descriptive design. It entails examining the phenomenon of interest by gathering the opinions, views, and perceptions of people who are in close contact to this phenomenon (Ang, 2014). The study applied this design by collecting views, opinion, and perceptions of the staff at the Catholic Diocese of Nakuru (CDN) regarding organizational factors affecting the strategic plan implementation process. This method was appropriate because the researcher had no control over the study variables and thus they could best be studied by eliciting information from individuals who are in contact with these variables. The design also facilitated the collection of large amount of information in a natural setting (rather than in experimental conditions) and thus supported generalization of findings (Bajpai, 2011). This design was also time and cost effective.

3.3 Target Population

The target population in the current study was all the 131 staff working at the CDN headquarters/ secretariat, 348 staffs working at the parishes, 469 staff working in various institutions including schools and health facilities. The study therefore targeted at total of 948 staff working at the CDN. The study targeted these staffs because they are directly involved in the process of formulating and implementing CDN strategies and thus they were better placed to provide an informed opinion regarding factors that affect strategic plan implementation in this organization. Table 3.1 presents a breakdown of staff at the CDN headquarters by departments.

Table 3.1: Distribution of CDN Staff by Designation

Designation	Number of Staff
Secretariat	131
Parishes	348
Institutions	469
Total	**948**

3.4 Sample Determination

A sample is a subset of the target population in a given study from which data is collected with the view of generalizing it to the entire population (Kothari, 2013). For findings from a sample to accurately represent the target population, an appropriate sample size needs to be used. The sample size for the current study was determined using the Taro Yamane formulae.

$$n = \frac{N}{1 + N(e)^2}$$

Where

n stands for the sample size

N is the study target population (948)

e is the margin of error (which for this study will be set at 7% or 0.07)

$$n = \frac{948}{1 + 948(0.07)^2}$$

$$n = 167.93$$

$$n \approx 168$$

3.5 Sampling Procedure

The 168 respondents were proportionally distributed across the three groups of participants as shown in Table 3.2.

Table 3.2: Sampling Plan

Designation	Number of Staff	Proportion (%)	Sample Size
Management (Secretariat)	131	13.8	23
Parishes	348	36.7	62
Institutions	469	49.5	83
Total	**948**	**100**	**168**

The systematic sampling method was used to select the 168 respondents from the staff population. According to Kothari (2013), systematic sampling is a random sampling method is where the researcher picks every n^{th} object within the population. In the current study, the researcher picked every 5^{th} person in the list of staffs in each of the three staff categories until the desired sample size was attained.

3.6 Data Collection Instruments

Two data collection instruments were used: questionnaire for parishes, programmes and institutions staff, and interview schedule for secretariat (management) staff.

3.6.1 Questionnaires for Parishes and Institutions Staff

The questionnaires comprised of closed-ended questions and focused on collecting quantitative data. It was divided into six sections. Section A elicited respondents background information, section B collected information regarding resource mobilization, section C inquired about monitoring and evaluation, section D assessed the competency of SPI team at CDN, section E collected data regarding communication process of strategic issues and section F gathered information relating to the effectiveness of strategic plan implementation at CDN. Section A mainly comprised of multiple choice questions while section B to F comprised of Likert scale questions. Likert scale questions were preferred in measuring the main variables of the study because all these variables were multidimensional and thus could not be effectively measured using single questions.

3.6.2 Interview Schedule for Management (Secretariat Staff)

Interview guide was used to collect in depth qualitative data from the secretariat staff. The interviews focused on the secretariat staff because they are greatly involved in the development and implementation of CDN strategic plans, and thus, were in the best position to provide in depth information regarding the implementation process. The interview guide was structured in nature meaning that it comprised of a uniform list of questions that were posed to the interviewees in the same exact order. Structured interview guide helped to gather consistent and comparable data while at the same time allow respondents to freely express themselves.

3.7 Pilot Study

A pilot study was done to examine the validity and reliability of the data collection instruments. The pilot test was conducted at the Catholic Diocese of Nyahururu and involved 16 respondents comprising of two staffs from the secretariat, six staffs from the parishes, and eight staffs from institutions.

3.7.1 Validity of Instruments

Validity is the degree to which the data collection instruments measures what it was intended to measure (Bajpai, 2011). The validity of the instruments was examined by seeking expert opinion from individuals who were highly informed in the research area regarding the appropriateness of the questions in measuring what the study intended to measure. The context, content, and construct validity of the instrument was also assessed during the pilot study where the researcher examined the instruments ability to prompt complete, clear, and relevant responses.

3.7.2 Reliability of Instruments

Reliability is the degree to which data collection instruments gives consistent results (Bajpai, 2011). The reliability of the questionnaire was examined by analyzing the data collected from the pilot study using the Cronbach alpha method at the 0.7 threshold. All the five scales associated with the five study variables were found to be reliable since they had Cronbach's alphas that were greater than 0.7. Only the questionnaire was subjected to this test.

3.8 Data Analysis and Presentation

Qualitative data collected through the interviews was analyzed using the thematic technique. This method entails classifying the responses to the open-ended questions into themes that are relevant to research objectives (Nowell *et al.,* 2017). First, the researcher went through the responses that were recorded during interview and identified key words and concepts. Second, the keywords and concepts that conveyed similar meaning were consolidated into a few themes that were relevant to the research issue.

Responses to the closed-ended questions were coded and entered into the Statistical Package for Social Sciences (SPSS) version 25 where they were analyzed using both descriptive and inferential statistics. Descriptive statistics focused on summarizing data regarding individual variables such as age, gender, effectiveness of strategic plan implementation, and resource mobilization (Ang, 2014). Descriptive statistics that were used include frequencies, percentages, means, and standard deviation. Inferential statistics was used to assess the relationship between variables (Ang, 2014). The simple linear regression method was used in the inferential analysis. Table 3.4 presents a summary of how each hypothesis was tested.

Table 3.3: Hypotheses Testing Plan

Hypothesis	Independent Variable	Dependent Variable	Test
H_{01}: Resource mobilization does not have a statistically significant strategic plan implementation at the Catholic Diocese of Nakuru	Resource mobilization	Strategic Plan Implementation	Simple regression $Y= \beta_0+ \beta_1X_1+ e$
H_{02} : Monitoring and evaluation does not have a statistically significant effect on strategic plan implementation at the Catholic Diocese of Nakuru	Monitoring and Evaluation	Strategic Plan Implementation	Simple regression $Y= \beta_0+ \beta_2X_2+ e$
$H_{03:}$ Strategic plan implementation team competency does not have a statistically significant effect on strategic plan implementation at the Catholic Diocese of Nakuru?	Strategic Plan Implementation Team competency	Strategic Plan Implementation	Simple regression $Y= \beta_0+ \beta_3X_3+ e$
H_{04} : Communication process does not have a statistically significant effect on strategic plan implementation at the Catholic Diocese of Nakuru	Communication Process	Strategic Plan Implementation	Simple regression $Y= \beta_0+ \beta_4X_4+ e$

Where, Y= strategic plan implementation at CDN, β_0 = constant, β_1, β_2, β_3, and β_4= Beta coefficients, X_1 = resource mobilization, X_2 = monitoring and evaluation, X_3 = implementation team competency, X_4 = communication process, and e= error term.

3.9 Research Ethics

The study paid attention to several ethical issues. The first issue entailed obtaining approval from all the relevant bodies including the Graduate School at St. Paul's University, the National Commission for Science, Technology, and Innovation (NACOSTI), and CDN management.

The second ethical issue involved obtaining informed consent from the respondents. In line with this ethical requirement, the researcher informed all potential respondents about the study including its aim and benefits, and asked for their participation. Those approached were informed of their right to refuse to participate, refuse to answer questions that they are uncomfortable with, or pull out of the study at any time.

The third ethical issue that was considered is the protection of participants' privacy and confidentiality. To fulfill this ethical duty, all respondents were instructed not to disclose any information that could link them to the study such as their names or employment numbers. The respondents were also allowed to complete the questionnaire at their own time so as to promote privacy. Once collected, the questionnaire was carefully handled and stored to ensure that they are not accessed by unauthorized persons.

The final ethical issue entailed maintaining high level of integrity throughout the study. Data was collected, documented, analyzed, and interpreted in an objective, accurate, and honest manner. Various actions were taken to minimize bias especially in the interpretation of qualitative data such as having peers and university supervisors review the findings.

3.10 Chapter Summary

This chapter has discussed the research design, target population, sample determination, sampling procedure, data collection instrument, pilot study, data analysis and presentation, and the research ethics.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, AND INTERPRETATION

4.1 Introduction

This chapter analyzes the data collected during the study, and presents and interprets the findings. It is organized into several sections including response rate, demographic information of the respondents, univariate analysis, and inferential analysis.

4.2 Response Rate

Out of the 168 individuals that the study had contacted, 135 were able to complete the study by either completing and returning a questionnaire or participating in an interview. This figure translates to a response rate of 80.4%. According to Mugenda and Mugenda (2003), a response rate that exceeds 70% is adequate enough to support statistical analysis in a descriptive study. Table 4.1 presents a breakdown of the response rate for the different category of staffs that were targeted in this study.

Table 4.1: Response Rate

Designation	Expected Number	Actual Number	Response Rate
Management (Secretariat)	23	19	82.6%
Parishes	62	45	72.5%
Institutions	83	71	85.5%
Total	**168**	**135**	**80.4%**

Source: Field Data (2019)

As Table 4.1 illustrates, institutions had the highest response rate of 85.5% as 71 out of the 83 individuals who were given questionnaires were able to complete and return them to the researcher. The Parishes staff had the lowest response rate of 72.5%.

4.3 Demographic Information of the Respondents

The demographic information of respondents was also analyzed in terms of gender, age, and highest level of education. These are discussed in the following subsections.

4.3.1 Gender of Respondents

The gender of respondents was assessed in terms of whether they were male or female. The aim was to establish whether the sample used was representative in terms of gender. Results are presented in Figure 4.1.

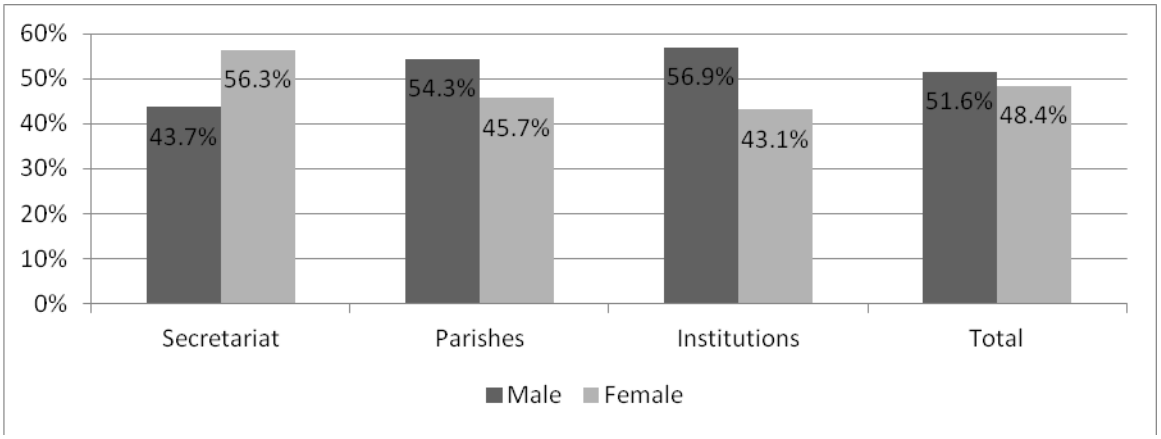


Figure 4.1: Distribution of Respondents by Gender

Source: Field Data (2019)

As Figure 4.1 shows, the majority (56.35) of the secretariat staff who participated in the interviews were female. However, in the majority of the respondents in the parishes (54.3%) and institutions (43.1%) were male. When considering the entire sample, male respondents were slightly more than their female counterparts with a representation of 51.6% against 48.4% for females. Although gender representation varied from one category of employee to the next, it is evident that both genders were adequately represented in the study sample.

4.3.2 Age of Respondents

The respondents age was also analyzed where respondents were grouped into grouped into five categories in line with the age brackets. The goal of this analysis was to establish whether the sample was inclusive of employees of all age groups. Results are presented in Table 4.2

Table 4.2: Distribution of Respondents by Age Category

Age Category	Secretariat N (%)	Parishes N (%)	Institutions N (%)	Total N (%)
20-29 years	0 (0)	5 (11.1)	12 (16.9)	17 (12.6)
30-39 years	2 (10.5)	11 (24.4)	31 (43.7)	44 (32.6)
40-49 years	11 (57.9)	19 (42.2)	19 (26.8)	49 (36.3)
50-59 years	4 (21.1)	9 (20.1)	7 (9.9)	20 (14.8)
60 and above	2 (10.5)	1 (2.2)	2 (2.8)	5 (3.7)
Total	**19 (100)**	**45 (100)**	**71 (100)**	**135 (100)**

Source: Field Data (2019)

As shown in Table 4.2, the largest segment of respondents in the secretariat (57.95) and parishes (42.2%) where between the ages of 40 and 49 years. However, most of the respondents in the church institutions were younger with the largest segment (43.7%) being in the 30 to 39 age brackets. When considering the sample as whole, the largest segment of respondents (36.3%) were in the 40-49 years age bracket followed by those in the 30-39 years age brackets at 32.6%. Although there were also some variations in the age distribution of the respondents across the three groups of staff, it is evident that the sample was inclusive of people from diverse age groups.

4.3.3 Respondents Highest Education Level

The study also sought to determine the respondents' highest level of education. The rationale of the analysis was to determine whether the sample was inclusive of employees with different levels of qualification. This information is summarized in Table 4.3.

Table 4.3: Distribution of Respondents by Highest Level of Education

Level of Education	Secretariat N (%)	Parishes N (%)	Institutions N (%)	Total N (%)
Diploma	2 (10.5)	17 (37.8)	31 (43.7)	50 (37.0)
Bachelors	10 (52.6)	25 (55.5)	37 (52.1)	72 (53.3)
Masters and above	7 (36.9)	3 (6.7)	3 (4.2)	13 (9.7)
Total	**19 (100)**	**45 (100)**	**71 (100)**	**135 (100)**

Source: Field Data (2019)

As Table 4.3 illustrates, the majority of the respondents across three groups of staff had the bachelors' level of education. About 52.6% of secretariat staff, 55.5% of parishes' staff, and 52.1% of institutions staff had the bachelor's level of education. Secretariat staff were the most educated lot with 36.9% of the respondents in this category have attained a masters' degree and above.

4.4. Descriptive and Qualitative Analysis

Descriptive and qualitative analyses were the first step in the data analysis process as they helped the researcher to establish the current situation within the research setting with regards to each variable. Results are presented in line with the study variables.

4.4.1 Resource Mobilization for Strategic Plan Implementation at CDN

Resource mobilization was the first independent variable of the study. To examine CDN effectiveness in mobilizing resource needed to implement their strategic plan, respondents were presented with a set of five statement and asked to indicate the extent to which they agreed with each statement on five-point scale (1= to no extent and 5 to a very great extent)

Table 4.4: Respondents views on various aspects of Resource Mobilization

S/No.	Statement	N	Mean	S.D
MR1	Management has a mechanism for mobilizing financial resources required to implement its strategy	116	4.34	.576
MR2	Management has a mechanism for mobilizing human resources required to implement its strategy	116	2.93	.788
MR3	Management has a mechanism for mobilizing technological resources required to implement its strategy	116	2.59	.561
MR4	Resources required to implement strategy are acquired and disbursed in good time	116	3.79	.552
MR5	The resource mobilization mechanism ensures that CDN has reliable access to finances, human resources, and technological resources needed to implement strategy	116	3.84	.521
MR6	The resource mobilization mechanism enables the acquisition of resources at cost effective rate for strategic plan implementation	116	3.90	.517
MR7	Management has a mechanism for ensuring that resource allocated to strategic plan implementation are utilized in an efficient and transparent manner	116	3.97	.456
	Aggregate resource mobilization score	**116**	**25.36**	**2.694**

Source: Field Data (2019)

As shown in Table 4.4, statement MR1 had the highest mean of 4.34. This value round off to 4 which implies that on average respondents agreed with this statement to a great extent. This implies that CDN management has a mechanism for mobilizing financial resources required to implement the diocese' strategy. This finding is also supported by the qualitative data collected during the interview. Respondents mentioned CDN had various mechanisms for mobilizing resources needed for strategic plan implementation including savings, return on investment activities, donation from development partners, contributions from church members, loans from financial institutions, and local fund raising. Secretariat Staff 6 (SS6) also explained that:

> *"CDN raises funds in different ways including returns from its investment activities, family day collections, and pledges from*

Christians. The diocese also has a self-reliance kitty," (SS6, Interview, 2019).

These findings are consistent the study by Mylek and Nel (2010), who observed that religious organizations were more effective in mobilizing resources for relief activities provided by nongovernmental organizations (NGOs). Religious beliefs, teachings, values, practices and norms tend to encourage followers to give towards philanthropic courses. The extent to which religious organizations are embedded in communities and people's way of life, make it easy for them to attract contribution towards various courses. The findings also challenge the study by Kakande (2018), who found that most religious institutions have rigid and mechanical resource mobilization strategies that do not give consideration to the changing environment. Most religious organizations rely on offerings, tithe, proposals to typical donors, special collections, and fundraising events to mobilize resources. It is evident from the current findings that CDN has developed more sustainable and flexible sources of funding such as returns made from their investment activities, savings, and credit from financial institutions.

Statement MR7 had the second highest mean of 3.97. This mean suggest that respondents on average agreed to a great extent with the claim that Management has a mechanism for ensuring that resource allocated to strategic plan implementation are utilized in an efficient and transparent manner. As Kibicho (2015) explained, having an efficient mechanism to mobilize resources would not mean much to the strategy implementation process if the resources obtained are not utilized in a prudent manner. There was also a high level of agreement with statement MR6 with a mean of 3.90. This connotes that respondents also agreed to a great extent that the resource mobilization mechanism enables the acquisition of resources at cost effective rate for strategic plan implementation. The cost effectiveness of the mode of financing was also identified as a critical determinant of strategy implementation success by Kibicho (2015), in his study focusing of insurance companies in Kenya.

Statement MR3 had the lowest mean of 2.93, which indicates that respondents on average agreed to a moderate extent with the assertion that management has a mechanism for mobilizing technological resources required to implement its strategy. Similarly, respondents also agreed to a moderate extent with the claim that management has a mechanism for mobilizing human resources required to implement its strategy. As

Bomberg and Hague (2018) pointed out, besides mobilizing financial resources, organizations also need to find ways of mobilizing the technological and human resources needed to implement their strategy. From these findings, it is evident that respondents were not convinced by the strategies put in place at CDN to mobilize human resource and technological resources needed to implement strategy. The issue of human resource was captured during the interview with the secretariat staff where SS11 lamented that:

> *"It seems like many people who come to work at CDN view this organization as a training ground. They work for a short period of time, gain the experience they need, and then move on to other organizations. There is a very high turnover of staff," (SS11, Interview, 2019).*

Regarding technological resources, SS7 narrated that:

> *The workgroups at CDN are unsecured, there is no file security, the data backups are not reliable, and the internet connection is slow. The network is well configured as each department has its own network making it difficult for staffs to work across departments. The batched network are also costly as the necessitate reconfiguration every time the organization is restructured," (SS7, Interview, 2019)*

To obtain a general impression of the effectiveness of the process that CDN used to mobilize resources for strategy implementation, the scores assigned to all the seven items in the scale were summed up to obtain an aggregate resource mobilization score. As shown in Table 4.4, the aggregate resource mobilization score was 25.36 out of highest possible score of 35 (7 items in the Likert scale * 5 highest score in the Likert scale). To get a better impression of the effectiveness of resource mobilization at CDN, the score was converted into percentage by dividing it by 35 and multiplying by 100. The percentage resource mobilization score was determined as 72.5%.

4.4.2 Monitoring and Evaluation of Strategic Plan Implementation at CDN

The second independent variable of the study was monitoring and evaluation (M&E) of strategic plan implementation activities. The study aimed to find out the extent to which M&E activities affect strategic plan implementation. To realize this objective, the study had to first establish the existing M&E practices at CDN. Consequently, respondents were given a set of statement related to strategic plan M&E activities and asked to indicate the extent to which they agreed with each statement. Results are presented in Table 4.5

Table 4.5: Respondents views on various aspects of M&E at CDN

S/No.	Statement	N	Mean	S.D
ME1	The directors at CDN have a team for monitoring and evaluating the strategic plan implementation process	116	2.93	.642
ME2	The M&E team is adequately trained to monitor and evaluate strategic plan implementation activities	116	2.84	.584
ME3	Monitoring and evaluation is done in a timely manner during strategic plan implementation	116	2.83	.564
ME4	Monitoring and evaluation is done on a continuous basis during strategic plan implementation	116	2.81	.542
ME5	The M&E team provides quality feedback to both staff and management of CDN for appropriate corrective action	116	2.95	.541
ME6	The monitoring and evaluation used both formal and informal method of assessing implementation process	116	3.16	.667
ME7	Senior management are actively involved in the strategic plan monitoring and evaluation process	116	3.83	.532
	Aggregate M&E Score	**116**	**21.34**	**3.339**

Source: Field Data (2019)

From Table 4.5, statement ME7 had the highest mean of 3.83. This mean indicates that on average, the respondents agreed to a great extent that senior management at CDN are actively involved in the strategic plan M&E processes. States *et al.* (2018) observed that for M&E of a strategic plan to be effective, senior management must be willing to spearhead the process. This position that senior management team at CDN are actively involved in strategic plan implementation M&E activites is also supported by interview data where one of the secretariat staff narrated that:

> *Reports are usually prepared by programmes' heads and submitted to the Bishop on a regular basis. The reports keep the Bishop up-to-date with the progress at the grassroots. The Bishop also conducts regular visits to implementation site as well as meets with beneficiaries to evaluate the impact of church activities,"* (SS5, Interview, 2019).

Statement ME6 had the second highest mean of 3.16. This mean value indicates that on average respondents agreed to a moderate extent with the assertion that the monitoring and evaluation used both formal and informal method of assessing implementation process. This means that respondents were not quite sure whether both approaches of M&E are usually applied at CDN. This view was confirmed during the interview where SS17 mentioned that:

> *"There is no M&E structure. Things are done in an adhoc manner even considering emergent issues instead of the objectives in the strategic plan," (SS17, Interview, 2019).*

Statement ME4 had the lowest mean of 2.81, indicating that on average respondents agreed to a moderate extent with the claim that monitoring and evaluation is done on a continuous basis during strategic plan implementation. There was also a moderate level of agreement with the statement that Monitoring and evaluation is done in a timely manner during strategic plan implementation (Statement ME3, mean= 2.83). These findings imply that respondents were not certain on whether M&E of strategic plan implementation activities was done in a continuous manner or in a timely manner. As Arce *et al.* (2012) explained; an effective M&E process should assure timely execution of strategic decisions, generate information regarding the execution of strategic actions and their outcomes, and institute corrective action on a continuous basis.

An aggregate M&E score was also computed to provide a general impression regarding the overall effectiveness of CDN strategic plan M&E activities and processes. As Table 4.5 exemplifies, the M&E aggregate score was 21.34 out of 35. This translated to a percentage score of 61.0%. Therefore as per the sampled respondents, CDN strategic plan M&E activities are 61% effective when measured using the 7 items in the scale.

4.4.3 Strategic Plan Implementation Team Competency at CDN

The third independent variable of the study was strategic plan implementation (SPI) team competency. To assess the existing state at CDN with regard to this variable, respondents were also presented with a set of seven statements and asked to indicate the extent to which the agree with each. Results are presented in Table 4.6.

Table 4.6: Respondents view on various aspects of SPI Team Competency

S/No.	Statement	N	Mean	S.D
IT1	The team involved in strategic plan implementation has adequate competency and skills on strategic issues	116	3.83	.622
IT2	The persons required to implement the strategic activities have a positive attitude towards the strategy	116	3.71	.746
IT3	There is a high level of trust within the strategic plan implementation team	116	3.16	.486
IT4	The persons involved in the implementation of strategy at CDN are creative and innovative	116	3.76	.599
IT5	The middle managers are a central part of the strategic plan implementation team	116	3.86	.603
IT6	The persons involved in strategic plan implementation are highly committed to the organization's goals	116	3.48	.567
IT7	All individuals involved in strategic plan implementation have a clear understanding of their roles and responsibility	116	3.52	.625
	Aggregate SPI Team Competency Score	**116**	**25.31**	**3.274**

Source: Field Data (2019)

As Table 4.6 shows, statement IT5 had the highest mean of 3.86. This value implies that respondent on average agreed to a great extent with the claim that middle managers are a central part of the SPI team. This finding reflects the study by Ahearne, *et al.* (2014) who found that middle managers are among the actors that are hugely involved in strategic plan implementation. They play a vital role in strategic plan implementation by coordinating and supervising the day-to-day activities of the organization. The finding also echoes the study by Kearly (2015) who found that middle managers played essential role in rolling out strategic activities in an Irish-based subsidiary of a multinational corporation as they facilitated vertical communication process of strategic goals and actions, supervised the execution of roles, controlled and followed-up strategic activities, and provided feedback to senior managers on changes that need to be made on the strategy. The involvement of middle level managers in strategic plan implementation was also captured during the interview with secretariat staff. SS4 explained that:

> *"CDN has not identified an independent oversight team to do this task (strategic plan implementation); programme heads and other middle-level managers are largely responsible," (SS4, Interview, 2019).*

SS8 added that:

> *The senior management at CDN delegate the strategic plan implementation tasks to programme heads and project officers who are at the grassroots where actual church activities take place. Sometimes this (delegation) leads to serious deviations to what was to be done," (SS8, Interview, 2019).*

From the accounts provided by the two interviewees, it is evident that CDN does not have a dedicated team for strategic plan implementation. Instead, most of the implementation task is left to middle level operating at the grassroots. From SS8 sentiments, it emerges that the delegation of implementation activities to middle level managers does not always results to positive outcome. This interview expresses concern that the delegation often leads to serious deviations from what is stipulated in the strategic plan, which also raises questions regarding the effectiveness of the M&E activities.

Statement IT1 had the second highest mean of 3.83, which indicates that on average respondents agreed to a great extent with assertion that the team involved in strategic plan implementation has adequate competency and skills on strategic issues. Therefore from the respondents' perspective, the middle level managers to whom the tasks of implementing strategic plan are delegated have the requisite skills and competency. This is a positive aspect on the part of CDN as according to Johansson and Svensson (2017), for effective strategic plan implementation, middle managers need to possess certain qualities including effective communication skills, flexibility, commitment to the strategy, leadership skills, and translation skills. On similar issue, respondents also agreed to a great extent with statement IT4 (mean= 3.76), which stated that the person involved in the implementation of strategy at CDN are creative and innovative. Also respondents agreed to a great extent with statement IT2 (mean=3.71), which asserted that the persons required to implement the strategic activities have a positive attitude towards the strategy. Therefore, according to the respondents, the people involved in the implementation of strategy have the requisite skills and competency, a positive attitude towards the strategy, and are creative and innovative.

Statement IT3 had the lowest mean of 3.16. This mean value indicates that on average respondents agreed to a moderate extent with the claim that there is a high level of trust within the SPI team. This implies that respondents were not vastly convinced that there is a high level of trust with the team involved in the implementation of strategic plan at CDN. According to Radomska (2014), a high level of trust and cooperation between

individuals in the SPI team is critical to the success of the strategic plan implementation process as it tends to create synergy.

The aggregate SPI team competency score was computed to obtain an overall conclusion regarding the effectiveness of this team at CDN. As shown in Table 4.6, the aggregate score was 25.31 out of 35. When converted into percentage, the score translates to 72.3%. This means that as per the respondents, the SPI team competency at CDN is 72.3% effective in supporting the strategic plan implementation activities.

4.4.4 Strategic Plan Communication Process at CDN

The study sought to examine the extent to which the process used to communicate the strategic plan affected its implementation. To realize this objective, the study had to first understand the existing strategic plan communication processes and practices at CDN. Consequently, respondents were presented with a set of seven statement relating to strategic plan implementation and asked to indicate the extent to which they agreed with each on a five point scale ranging from 1 (to no extent) to 5 (to a very great extent). Results are summarized in Table 4.7.

Table 4.7: Respondents views on various aspects of SP Communication Process

S/No.	Statement	N	Mean	S.D
SC1	The strategic vision and goals have been adequately shared by among all members of the organization	116	4.02	.475
SC2	Senior managers at CDN are very effective at explaining the fundamental ideas in the organization's strategy	116	4.00	.560
SC3	Each member of CDN understands what role he or she needs play for the organization’s strategic goals to be realized	116	3.47	.625
SC4	The channels use to communicate strategic vision and goals are effective in creating a shared understanding among all members of the organization	116	3.62	.554
SC5	Strategic vision, goals and activities are communicated to all members of an organization on a regular basis	116	3.67	.571
SC6	Employees at lower level of the organization also communicate the progress made in strategic plan implementation to senior managers	116	3.07	.743
SC7	Strategic issues are communicated in such a way that inspires and create a sense of ownership among all members of the organization	114	3.70	.563
	Aggregate Communication Process Score	**116**	**25.48**	**3.194**

Source: Field Data (2019)

As shown in Table 4.7, statement SC1 had the highest mean score of 4.02. This mean indicates that on average respondents agreed to a great extent with the claim that the strategic vision and goals have been adequately shared by among all members of the organization. This finding is in line with Metz and Eastering (2016), who insisted that for a strategy to be effectively implemented; all members of the organization must understand and support it. Leaders have to ensure that all key stakeholders are aware of the organization's vision and mission and understand it well. Questionnaire respondents' position on the effectiveness of communication of the strategic vision was however contradicted by the qualitative data collected during the interview with secretariat staff, most of whom claimed that the strategic plan is not effectively communicated. SS1 expressed that:

> *"Sometimes strategies are not understood by all. Failure to involve all stakeholders in planning makes them not own the strategy," (SS1, Interview, 2019).*

SS17 also added that:

> *"Most of the strategic issues take too long to be understood since the strategy is communicated in abstract form. Sometimes there is a disconnect between the actual and the perceived message. This slows down the strategic plan implementation process as it takes longer to authenticate issues. The delays cause anxiety and strain relationship with donors who require timely reports," (SS17, Interview, 2019).*

SS11 also mentioned that:

> *"There is no timely implementation of SP because objectives and activities are not accurately communicated. Sometimes accurate information is provided but through complex and highly technical reports that make it difficult for the people at the grassroots to understand. Some objectives are not clearly stated, and the SP document is too bulky," (SS11, Interview, 2019).*

Again, questionnaire respondents agreed to a great extent with statement SC2 (mean=4.00), which stated that senior managers at CDN are very effective at explaining the fundamental ideas in the organization's strategy. They also agreed with statement SC7, which read that Strategic issues are communicated in such a way that inspires and create a sense of ownership among all members of the organization. These findings suggesting that the management (secretariat staff) had a different view regarding the

effectiveness of strategic plan communication process from that held by staff at the parishes and institutions. The secretariat staffs also have a different perspective regarding the level of understanding of the strategic plan by the grassroots staffs. When asked to describe some of the methods that the management use to communicate strategic plan, the interview participants mentioned that meetings, circulars, memos and emails, and workshops/ seminars were the most common channels. One of the respondents, SS8 also mentioned the use of mass media (Radio Amani).

Statement SC6 had the lowest mean of 3.07, which indicates that on average respondents agreed to a moderate extent with the claim that employees at lower level of the organization also communicate the progress made in strategic plan implementation to senior managers. This finding implies that respondents were not certain that feedback communication process existed between players at the grassroots who are directly involved in the implementation of the strategic plan and those at the secretariat level who formulate the plan. This situation was best captured by SS2 during the interview, where he narrated that:

> *"The communication process has not been effective to ensure that each stakeholder reads from the same page. There are actors at the grassroots who do not know what the SP is and its objectives. Due to the hierarchical structure of the organization, communication is usually top-down…..There is broken communication since there is no constant review and feedback from stakeholders," (SS2, Interview, 2019).*

To arrive at overall conclusion regarding the effectiveness of the strategic plan communication process, an aggregate score was computed by summing up scores on individual items with the Likert scale. As displayed in Table 4.7, the mean aggregate SP communication score was 25.48 out of 35. When converted into percentage, this score translate to 72.8. This means that as per the respondents, CDN's strategic plan communication process was 72.8% effective in supporting implementation activities.

4.4.5 Strategic Plan Implementation at CDN

Strategic plan implementation was the dependent variable of the study. The goal was to evaluate how organizational factors affect strategic plan implementation at CDN. To realize this objective, the study had to first establish the existing situation at CDN with regard to strategic plan implementation. It was important to assess how effective the

organization had implemented its strategic plan before embarking on the process of examining the factor that had influence implementation. Being the outcome variable of the study, strategic plan implementation was measured using 15 indicators. Respondents were presented with a list of 15 statements relating to strategic plan implementation and asked to indicate the extent to which they agreed with each statement on a five point scale. Results are presented in Table 4.8.

Table 4.8: Respondents views on various aspects of Strategic Plan Implementation

S/No.	Statement	N	Mean	S.D
IM1	Management has put in place councils and board to enhance corporate management in all institutions and programs	116	4.78	.529
IM2	Management has strengthened existing leadership structure	116	4.78	.529
IM3	Management has developed and maintained competent HR for effective delivery of services	116	2.74	.712
IM4	Management has embraced appropriate ICT and mainstreamed research and development	116	2.49	.626
IM5	Management has increased activities in mission territories such as East Pokot	116	4.26	.577
IM6	Management has increased the number of committed Christians	116	4.40	.644
IM7	Management has reduced exodus of Catholic Christians to other denomination and secrets	116	4.34	.735
IM8	Management has increased the number of shows, sports, festivals and other events aimed at promoting and utilizing talent in the parishes	116	4.28	.667
IM9	Management has increased the number of Christians participating in church	116	4.47	.652
IM10	Management has increased the level of participation in church activities	116	4.52	.653
IM11	Management has improved the quality of healthcare services offered to community	116	4.50	.597
IM12	Management has improved efficiency in the management of its learning institutions	116	4.47	.625
IM13	Management has improved lives of vulnerable and marginalized persons	116	3.95	.630
IM14	Management has increased level of environmental awareness in the community	116	3.45	.595
IM15	Management has improved its participation in environmental conservation activities	116	3.52	.567
	Aggregate Strategic Plan Implementation Score	**116**	**60.93**	**5.796**

Source: Field Data (2019)

As Table 4.8 illustrates, statements IM1 and IM2 had the highest mean scores of 4.78. These scores indicate that on average respondents agreed to a very great extent with the

claim that the management at CDN has put in place councils and board to enhance corporate management in all institutions and programs, as well as, the statement that management has strengthened existing leadership structure. The two statements (IM1 and IM2) sought to assess CDN's success in improving governance, which was the first goal in their strategic plan. The findings, therefore, suggests that CDN has been successful in realizing this strategic goal. Improved in governance was also captured during the interview. SS2 narrated that:

> *"CDN governance has improved. Sound structures have been put in place and existing leadership strengthened," (SS2, Interview, 2019).*

SS11 added that:

> *"There is improved governance at the parish, institutional, and diocesan levels. Proper working structures have been put in place. Leaders have also understood and taken up their roles leading to greater transparency. There is also improved self-reliance at the parishes," (SS11, Interview, 2019).*

Statement IM11 had the second highest mean of 4.50, which indicates that respondents agreed to a very great extent with the assertion that CDN management has improved the quality of healthcare services offered to community. This statement was in line with CDN strategic objective that sought to improve the provision of services to communities. Improvement in health services was also supported during the interview. When asked to list strategic objectives that CDN has managed to achieve, 15 out of the 19 interviewees (78.9%) mentioned improved in the provision of health services as one of the accomplished objectives. SS7 narrated that:

> *"CDN has achieved to a greater extent improvement in health services. The organization has increased the number of hospitals, dispensaries, and other health facilities resulting in greater access to quality and affordable healthcare services to communities," (SS7, Interview, 2019).*

Statement IM4 had the lowest mean score of 2.49. This score implies that respondents on average agreed to a little extent with the claim that CDN management has embraced appropriate ICT and mainstreamed research and development. Incorporation of ICT and mainstreaming of research and development was one of critical success factors identified in CDN's 2010- 2015 strategic plan. From these findings, it is evident that the

organization has not achieves much success in terms of fulfilling this goal. Statement IM3 had the second lowest mean score of 2.74, suggesting that respondents agreed to a moderate extent with the statement that management has developed and maintained competent HR for effective delivery of services. This findings suggests that CDN has not been so successful in terms of develop and maintaining a competent HR, which was also part of its strategic objectives. This issue was also captured during the interview where SS11 expressed that:

> *"Most people who come to work at CDN view this organization as a training ground. They work for a short period of time, gain the experience they need, and then move on to other organizations. There is a very high turnover of staff," (SS11, Interview, 2019).*

To obtain an overall impression regarding CDN success in implementing its 2010-2015 strategic plan, an aggregate strategic plan implementation score was obtain by summing up the scores of all the 15 indicators. As Table 4.8 reveals, the aggregate score was 60.93 out of a highest possible score of 75 (15 items in the Likert scale * 5 highest score in the Likert scale). When converted into percentage, this score translates to 81.2%. Therefore, according to the respondents, CDN has been 81.2% successful in implementing its 2010-2015 strategic plan.

4.5 Hypotheses Testing

Simple regression analysis was conducted with the view of testing the hypotheses of the study. The following sections presents the results of the analyses.

4.5.1 Resource Mobilization effect on Strategic Plan Implementation

The first objective of the study was to examine the effect of resource mobilization on strategic plan implementation at CDN. Simple regression analysis was used to examine this effect. Table 4.9 presents a summary of the model.

Table 4.9: Summary of the Model with Resource Mobilization as Predictor

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.475[a]	.226	.219	5.123
a. Predictors: (Constant), Resource mobilization				

Source: Field Data (2019)

As Table 4.9 illustrates, the r-square for the model comprising of strategic plan implementation at CDN as the dependent variable and resource mobilization as the

independent variable was 0.226. This means that resource mobilization explained 22.6% of the variation observed in strategic plan implementation. According to Ferguson (2009), a model for predicting social phenomena should be considered to be substantial and satisfactory if the r-square is greater than 0.10. Therefore, this model was considered adequate. The relationship between resource mobilization and strategic plan implementation was further assessed using the Analysis of Variance Table presented in Table 4.10.

Table 4.10: ANOVA for effect of Resource Mobilization

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.873	1	3.873	33.201	.000[b]
	Residual	13.298	114	.117		
	Total	17.171	115			
a. Dependent Variable: Strategic Plan Implementation						
b. Predictors: (Constant), Resource mobilization						

Source: Field Data (2019)

According to Jahan (2017) the ANOVA in linear regression usually test the null hypothesis that the beta coefficient for the independent variable is equal to zero. From Table 4.10, the F-statistic for the model was 33.201 while the p-value was less than 0.001. Since the p-value is less than 0.05, it implies that the beta coefficient for resource mobilization was greater than zero. This implies that resource mobilization has a statistically significant effect on strategic plan implementation at CDN. This finding is consistent with the study by Obeidat (2017) who found that availability of resources was one the factors that had the most significant influence on the success of strategic plan implementation in a sample of pharmaceutical companies in the Middle East. The finding is also congruent with Rajesekar (2014) who also found that allocation of resources that are in line with strategy requirements was one of the factors that influenced the success of strategic plan implementation among service organizations in Oman. Kibicho (2015) also found that availability of resources determined the success of strategic plan implementation process among a sample of insurance firms in Kenya. The magnitude of the effect of resource mobilization was assessed by examining the regression coefficients presented in Table 4.11.

Table 4.11: Simple Regression Coefficients for effect of Resource Mobilization

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.335	.301		7.744	.000
	Resource mobilization	.477	.177	.475	5.762	.000
a. Dependent Variable: Strategic Plan Implementation Score						

Source: Field Data

As Table 4.11 illustrates, the beta coefficient for resource mobilization was 1.022. Since the coefficient is positive, it means that the effect of resource mobilization on strategic plan implementation is positive. Particularly, the coefficient value means that if resource mobilization effectiveness in increased by 1 unit, strategic implementation effectiveness will increase by 0.477 units. The t-value for this beta was 5.762 while the p-value was less than 0.01. In regression analysis, the t-test also examines the null hypothesis that the beta coefficient is equal to zero or insignificant (Jahan, 2017). Since the p-value was less than 0.05, it means the beta coefficient for resource mobilization is greater than zero and thus this variable has a statistically significant effect on strategic plan implementation. This finding led to the rejection of the null hypothesis and the subsequent conclusion that resource mobilization has a statistically significant and positive effect on strategic plan implementation at CDN.

4.5.2 Monitoring and Evaluation effect of Strategic Plan Implementation

The second objective if the study was to assess the effect of monitoring and evaluation (M&E) on strategic plan implementation at CDN. This effect was also assessed using the simple linear regression analysis where a model comprising of M&E as the independent variable and strategic plan implementation as the dependent variable was formulated. Table 4.12 presents a summary of the model.

Table 4.12: Summary of the Model with M&E as a Predictor

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.450[a]	.202	.195	5.200
a. Predictors: (Constant), M&E Score				

Source: Field Data (2019)

As displayed on Table 4.12, the r-square for the model was 0.202 indicating that the model explained 20.2% of the variances observed in strategic plan implementation. This model is satisfactory according to Ferguson (2009) rule of the thumb that an r-square

greater than 0.1 is adequate for social science models. The effect of M&E on strategic plan implementation was assessed using ANOVA. Results are presented in Table 4.13.

Table 4.13: ANOVA for effect of M&E

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.472	1	3.472	28.888	.000[b]
	Residual	13.699	114	.120		
	Total	17.171	115			
a. Dependent Variable: Strategic Plan Implementation Score						
b. Predictors: (Constant), M&E Score						

Source: Field Data (2019)

As illustrated in Table 4.13, the F-value for the effect of M&E on strategic plan implementation was 28.888 while the p-value was less than 0.001. Since the p-value is less than 0.05, it means that the beta coefficient for M&E is greater than zero and thus the effect of this variable on strategic plan implementation is statistically significant. This finding is consistent with the study by Abashe (2016) who found that monitoring activities had a significant influence on strategic plan implementation at the Kenya Commercial Bank. Results revealed that by keeping track of strategic plan implementation activities, the bank ensured that outcomes matched what was stipulated in the strategic plan. It enabled the organization to identify situations where achieved results do not match the desired outcomes and institute corrective action in a timely manner. M&E also enabled the bank to adjust its tactics and strategic activities in line with changes in the operating environment. The findings are also in line with the study by Okibo and Masika (2014) where 74% of the respondents expressed that the M&E had improved the strategic plan implementation at the Kenyan Seed Company by facilitating the revision of strategy in line with changes in the business environment. The direction and magnitude of M&E effect on strategic plan implementation was examined using the regression beta coefficients presented in Table 4.14.

Table 4.14: Regression Coefficients for Effect of M&E

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.951	.209		14.113	.000
	M&E Score	.364	.068	.450	5.375	.000
a. Dependent Variable: Strategic Plan Implementation Score						

As Table 4.14 demonstrates, the beta coefficient for M&E was 0.364. Since the coefficient is positive, it connotes that the effect of M&E on strategic plan implementation at CDN is positive. Specifically, the beta value means that if the effectiveness of the strategic plan M&E activities is improved by 1 unit, the effectiveness of the strategic plan implementation would improve by 0.364. The t-statistics for this beta was 5.375 while the p-value was less than 0.001 suggesting that the beta coefficient is significantly greater than zero and thus M&E has a significant effect on strategic plan implementation. The second null hypothesis was therefore rejected and a conclusion made that M&E has a statistically significant and positive effect on strategic plan implementation at CDN.

4.5.3 SPI Team Competency effect on Strategic Plan Implementation

The third objective of the study was to explore the effect of strategic plan implementation (SPI) team competency on strategic plan implementation at CDN. This effect was also assessed using the simple linear regression where a model comprising of SPI team competency as the independent variable and strategic plan implementation as the dependent variable was created. Table 4.15 presents a summary of the model.

Table 4.15: Summary of model comprising of SPI Team Competency as the Predictor

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.417[a]	.174	.167	.35272
a. Predictors: (Constant), SPI Team competency Score				

Source: Field Data (2019)

As Table 4.15 illustrates, the r-square for the model was 0.174 suggesting that the model explained 17.4% of the variations observed in the strategic plan implementation. This r-square value, according to Ferguson (2009), means that the model has an acceptable predictive power. The effect of SPI team competency on strategic plan implementation was assessed using ANOVA as shown in Table 4.16.

Table 4.16: ANOVA for the effect of SPI Team Competency

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.988	1	2.988	24.019	.000[b]
	Residual	14.183	114	.124		
	Total	17.171	115			
a. Dependent Variable: Strategic Plan Implementation Score						
b. Predictors: (Constant), SPI Team Competency Score						

Source: Field Data (2019)

As shown in Table 4.16, the F-value for the effect of SPI team competency was 24.019 and the p-value was 0.000. Since the value is less than 0.05, it indicates that the effect of SPI team competency on strategic plan implementation at CDN is statistically significant. This finding is consistent with Kaplan and Norton (2005) who also observed that most institutions that manage to maintain their strategic focus have a unit at the corporate level to direct all strategy related activities. This unit is often referred to as the office of strategy management (OSM) and its main function is to facilitate the processes so as strategy is implemented in an integrated manner. The finding is also congruent with the study by Razak and Hidayat (2016) who observed that the implementation of the concept of OSM at Bosowa Corporation in Indonesia, improved the strategic plan implementation process making Bosowa one of the most successful organizations in the country. The direction and magnitude of the effect of SPI team competency on strategic plan implementation process was assessed using the regression beta coefficient presented in Table 4.17.

Table 4.17: Regression Coefficients for effect of SPI Team Competency

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.851	3.888		11.127	.000
	SPI Team Competency	.339	.069	.417	4.901	.000
a. Dependent Variable: Strategic Plan Implementation Score						

Source: Field Data (2019)

As displayed in Table 4.17, the beta coefficient for SPI team competency was 0.698. The positive value implies that that effect of SPI team competency on strategic plan implementation at CDN is positive. Particularly, the coefficient means that if the effectiveness of the SPI team competency is increased by 1 unit, the effectiveness of the strategic plan implementation process will increase by 0.339 units. The t-value for SPI team competency was 4.901 and the p-value was less than 0.001, suggesting that the beta coefficient for SPI team competency is significantly greater than zero and thus the effect of SPI team is statistically significant. The third null hypothesis was thereby rejected and the conclusion made that SPI team competency has a statistically significant and positive effect on the strategic implementation process at CDN.

4.5.4 Communication Process effect on Strategic Plan Implementation

The fourth objective of the study was to examine the effect of communication process on strategic plan implementation at CDN. The simple linear regression method was also used to assess this effect. The model is summarized in Table 4.18.

Table 4.18: Summary of model comprising of Communication Process as the Predictor

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.561[a]	.315	.309	0.32115
a. Predictors: (Constant), Communication Process Score				

Source: Field Data (2019)

As Table 4.18 demonstrates, the r-square for SP communication process was 0.315. This means that the model comprising SP communication process as the only predictor explain 31.5% of the variances observed in strategic plan implementation at CDN. According to Ferguson (2009) principle, this r-square suggest that the predictive power of the model is satisfactory. The significance of the effect of SP communication process on strategic plan implementation was examined using ANOVA. Results are presented in Table 4.19.

Table 4.19: ANOVA for the effect of Communication Process

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.413	1	5.413	52.481	.000[b]
	Residual	11.758	114	.103		
	Total	17.171	115			
a. Dependent Variable: Strategic Plan Implementation Score						
b. Predictors: (Constant), Communication Process Score						

Source: Field Data (2019)

As shown in Table 4.19, the F-value for the effect of communication process was 52.481 while the p-value was less than 0.001. Since the value is less than 0.05, it implies that the beta for communication process is greater than zero and thus the effect of this variable on strategic plan implementation is statistically significant. This finding is consistent with the study by Peng and Littlejohn (2010) that examined the role of communication process in strategic plan implementation in three UK hotel chains. From the findings, 76% of the respondents expressed that communication process was instrumental to the strategic plan implementation process.

The finding is also in line with Wuolanne (2010) who found that the communication process was an important function in strategic plan implementation. According to the

surveyed CEOs, the main role of communication process is to simplify the fundamental ideas of organization's strategy and to make sure that the strategy is well understood by all interested parties. The finding is also in line with Ambani and Wanyoike (2012) who found that ineffective communication process was significantly and negatively associated with strategic plan implementation success (r= -0.621, p.000) in a sample of commercial banks in Nakuru Town. The direction and magnitude of the effect of SP communication process was examined using the regression beta coefficient presented in Table 4.20.

Table 4.20: Regression Coefficients for effect of Communication Process

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.345	.239		9.817	.000
	Communication Process	.470	.065	.561	7.244	.000
a. Dependent Variable: Strategic Plan Implementation Score						

Source: Field Data (2019)

As displayed in Table 4.20, the beta coefficient for the effect of communication process is 0.470. The value is positive and thus signifies that the effect of communication process on strategic plan implementation is positive. Specifically, the coefficient value means that if the effectiveness of the SP communication process is increased by 1 unit, the effectiveness of strategic plan implementation at CDN would increase by 0.470. The t-value for the effect of communication process was 7.244 while the p-value was less than 0.001. The p-value means that the beta coefficient for communication process is significantly greater than zero and thus this variable has a statistically significant effect on strategic plan implementation. The fourth null hypothesis was thus rejected and the conclusion made that communication process has a statistically significant and positive effect on strategic plan implementation at CDN.

4.6 Chapter Summary

The chapter has analysed the data collected during the study, as well as, presented, interpreted, and discussed the findings. Specifically, the chapter has presented the response rate, demographic information of the respondents, univariate analysis of the study's main variables, and regression analysis.

CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of key findings, conclusions derived from the study findings, and recommendations of the study.

5.2 Summary of Key Findings

The following are the key findings of the study:

5.2.1 Effect of Resource Mobilization on Strategic Plan Implementation at CDN

The first objective of the study was to examine effect of resource mobilization on strategic plan implementation at CDN. The univariate analysis established that CDN has effective mechanism for mobilizing financial resources at cost effective rate as well as mechanisms for ensuring that the mobilized resources are utilized in a prudent manner. Qualitative data showed that the organization had a variety of avenues for obtaining financial resources including members' contribution, donor funds, returns from investments, credit facilities from financial institutions, and holding fund raisers. However, there was a low level of agreement that CDN has an effective mechanism for mobilizing technological and human resource required to implement the organizations' strategic plan. Overall, respondents rated the effectiveness of CDN resource mobilization process and practices at 72.5%. The regression analysis showed that resource mobilization has a statistically significant effect on strategic plan implementation at CDN (β=0.477, p=.000). The model r-square value showed that resource mobilization explained 22.6% of the variances in strategic plan implementation.

5.2.2 Effect of M&E on Strategic Plan Implementation at CDN

The second objective of the study was to assess the effect of M&E on strategic plan implementation at CDN. The univariate analysis established that senior management are actively involved in M&E and that the strategic plan M&E process uses both formal and informal methods. However, respondents were not certain whether M&E of strategic plan at CDN is done on a continuous basis or in a timely manner. Qualitative data revealed that there is no M&E structure; M&E is done in an impromptu and adhoc manner. Overall, respondents rated the effectiveness of strategic plan M&E activities at CDN to be 61%. The regression analysis showed that M&E has a statistically significant and positive

effect on strategic plan implementation at CDN (β=0.364, p= .000). The r-square value showed that M&E explained 20.2% of the variances in strategic plan implementation.

5.2.3 Effect of Implementation Team Competency on Strategic Plan Implementation at CDN

The third objective of the study was to explore the effect of SPI team competency on strategic plan implementation at CDN. The univariate analysis revealed that it is the middle level managers that are actively involved in the implementation of CDN strategies. The findings are revealed that persons involved in strategic plan implementation have the requisite skills and competencies, are creative and innovative, and have a positive attitude towards the organization's strategy. However, respondents were not certain whether there was a high level of trust and synergy among the individuals involved in strategic plan implementation. Qualitative data revealed that CDN does not have a dedicated team for implementing its strategic plan; implementation tasks are largely left to the middle level managers at the grassroots. Overall, respondents rated the competency of SPI team at CDN to be 72.3%. Regression analysis revealed that SPI team competency has a positive and statistically significant effect on strategic plan implementation at CDN (β=0.339, p=.000). The r-square value showed that SPI team competency explained 17.4% of the variances in strategic plan implementation.

5.2.4 Effects of Communication Process on Strategic Plan Implementation at CDN

The fourth objective of the study was to evaluate the effect of communication process on strategic plan implementation. Quantitative data suggested that the strategic vision is widely shared among members of the organization and that CDN senior managers are effective in communicating the strategic goals and activities to stakeholders. On the other hand, qualitative data suggest that strategic plan is not communicated in a timely and effective manner. Overall, respondents rated the effectiveness of CDN strategic plan communication process at 72.8%. Regression analysis showed that communication process has a statistically significant and positive effect on strategic plan implementation at CDN (β= 0.470, p=.000). The r-square value showed that communication process explains 31.5% of the variances in strategic plan implementation process.

5.3 Conclusions

Based on findings, the study concludes that:

Resource mobilization has a statistically significant and positive effect on strategic plan implementation. This means that increasing the effectiveness of resource mobilization would increase the effectiveness of strategic plan implementation.

Strategic plan M&E has a statistically significant and positive effect on strategic plan implementation. This also means that increasing the effectiveness of strategic plan M&E would also increase the effectiveness of strategic plan implementation.

SPI team competency has a statistically and positive effect of strategic plan implementation. Improving the competency of the SPI team would also improve the effectiveness of the strategy implementation process.

Communication process has a statistically and positive effect on strategic plan implementation at CDN. To improve the effectiveness of strategic plan implementation, CDN should consider improving the effectiveness of the strategic plan implementation process.

5.4 Recommendations

Regarding resource mobilization, major weaknesses that were revealed is that CDN does not have an effective mechanism for mobilizing the technological and human resources needed to implement its strategic plan. Therefore to improve the effectiveness of the resource mobilization process, CDN management need to come up with good strategies for mobilizing technological resources. Particularly, CDN should consider installing a cloud-based system that give staffs the flexibility to work from different locations. The organization should also install a server and reliable internet connection, as well as, develop a centralized network to address the challenges created by the patched networks. Regarding human resources, findings show that there is a high turnover of employees at CDN. CDN should consider developing more attractive human resource policies and practices so as to increase its capability to attract and retain the human resources that it needs to effectively implement it strategic plan.

With regard to M&E, one of the deficiencies that were found was that CDN does not have a structured M&E process. To enhance the effectiveness of monitoring and evaluating its strategic activities, CDN should formalize its M&E processes by creating written policies and plans on how the strategy will be monitored and evaluated. Another weakness that was noted was that M&E of strategic plan is not done in a continuous and timely manner. Creating written M&E policies and plans will help eliminate this problem. The plan should detail the timing for each M&E activity and the persons responsible.

Relating to SPI team competency, findings showed that CDN does not have a dedicated team for overseeing the strategic plan implementation process. To enhance strategic plan implementation, CDN should consider creating the office of strategic management that will be responsible for tracking and overseeing the strategic plan implementation activities. Such an office will ensure that there is greater synergy in the strategic plan implementation process. The team should representative of all key stakeholders of CDN.

With respect to communication process, the study established that CDN is characterized by a top-down asymmetric communication process where information only flows from senior managers downwards to employees at the low level. To enhance strategic plan communication, CDN should also create bottom-up communication channels where employees at the lower level of the organization can provide feedback to those above them in the organization hierarchy. The strategic plan communication process should also be simplified and done in a timely manner.

Communication process had the highest r-squared value of 0.315 suggesting that it had the strongest effect on strategic plan implementation. Therefore, CDN should direct more effort towards improving its SP communication process in order to realize a significant improvement in its strategic plan implementation. CDN should also pay greater attention towards improving its M&E practices as this factor was accorded the lowest score of 61% suggesting that CDN has not done so well in this area.

5.5 Areas for Further Studies

The present study was limited to strategic plan implementation at the Catholic Diocese of Nakuru. Future studies should consider replicating this study in other dioceses so as to enhance the generalizability of findings. The current study was limited to four organizational factors namely resource mobilization, M&E, SPI team competency, and

communication process. Future studies should examine how other organizational factors such as motivation and rewarding, risk management, and governance and leadership affect strategic plan implementation in faith-based organizations.

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APPENDICES

Appendix I: Questionnaire for Parishes, Programmes, and Institutions Staff

My name is Salome Martin; I am student at St Paul's University. I am conducting a research on **FACTORS AFFECTING STRATEGIC PLAN IMPLEMENTATION IN THE CATHOLIC DIOCESE OF NAKURU**. This questionnaire is for the determination of the research only; the gathered information shall be preserved with outmost confidentially. Please answer all questions provided as honestly as possible, to the best of your knowledge.

Section A: Background Information

1. Please indicate your gender

a) Male { } b) Female { }

2. Please indicate your age bracket

Below 20 { } 20-29 { } 30-39 { }

40-49 { } 50-59 { } 60 and above { }

4. What is your highest education level?

Secondary { } Diploma { }

Bachelors { } Masters and above { }

Section B: Resource Mobilization

5. Please indicate the extent to which you agree with these statements on mobilization of resource for strategic plan implementation at CDN. **Use a scale of 1 to 5, where 5 = To a very great extent, 4= To a great extent, 3= To a moderate extent, 2= To a little extent and 1= To no extent. (Tick where appropriate)**

S/NO	Statement	5	4	3	2	1
MR1	Management has a mechanism for mobilizing financial resources required to implement its strategy					
MR2	Management has a mechanism for mobilizing human resources required to implement its strategy					

MR3	Management has a mechanism for mobilizing technological resources required to implement its strategy.					
MR4	Resources required to implement strategy are acquired and disbursed in good time.					
MR5	The resource mobilization mechanism ensures that CDN has reliable access to finances, human resource, and technological resources needed to implement strategy.					
MR6	The resource mobilization mechanism enables the acquisition of resources at cost effective rates for strategic plan implementation					
MR7	Management has a mechanism for ensuring that resources allocated to strategic plan implementation are utilized in a efficient and transparent manner.					

Section C: Monitoring and Evaluation

6. Please indicate the extent to which you agree with these statements on monitoring and evaluation of strategic plan implementation activities at CDN. **Use a scale of 1 to 5, 5 =To a very great extent, 4= To a great extent, 3= To a moderate extent, 2= To a little extent and 1= To no extent. (Tick where appropriate)**

S/NO	**Statement**	**5**	**4**	**3**	**2**	**1**
ME1	The directors at CDN have a team for monitoring and evaluating the strategic plan implementation process					
ME2	The M&E team is adequately trained to monitor and evaluate strategic plan implementation activities					
ME3	Monitoring and evaluation is done in a timely manner during strategic plan implementation.					
ME4	Monitoring and evaluation is done on a continuous basis during strategic plan implementation					
ME5	The M&E team provide quality feedback to both staff and the management of CDN for appropriate corrective action					
ME6	The monitoring and evaluation process used both formal and informal method of assessing implementation progress					
ME7	Senior managers are actively involved in the					

	monitoring and evaluation process.					

Section D: Strategic Plan Implementation Team Competency

7. Please indicate the extent to which you agree with these statements on strategic plan implementation team competency at CDN. **Use a scale of 1 to 5, where 5 = To a very great extent, 4= To a great extent, 3= To a moderate extent, 2= To a little extent and 1= To no extent. (Tick where appropriate)**

S/NO	Statement	5	4	3	2	1
IT1	The team involved in strategic plan implementation has adequate competency and skills on strategic issues					
IT2	The persons required to implement the strategic activities have a positive attitude towards the strategy					
IT3	There is a high level of trust within the strategic plan implementation team					
IT4	The persons involved in the implementation of strategy at CDN are creative and innovative.					
IT5	The middle managers are a central parts of the strategic plan implementation team					
IT6	The persons involved in strategic plan implementation are highly committed to the organization's goals.					
IT7	All individuals involved in strategic plan implementation have a clear understanding of their roles and responsibility.					

Section E: Communication process

8. Please indicate the extent to which you agree with these statements on communication process of strategic issues at CDN. **Use a scale of 1 to 5, where 5 = To a very great extent, 4= To a great extent, 3= To a moderate extent, 2= To a little extent and 1= To no extent. (Tick where appropriate)**

S/NO	Statement	5	4	3	2	1
SC1	The strategic vision and goals have been adequately shared by among all members of the					

	organization.					
SC2	Senior managers at CDN are very effective at explaining the fundamental ideas in the organization's strategy					
SC3	Each member of CDN understands what roles he or she need to play for the organization's strategic goals to be realized.					
SC4	The channels used to communicate strategic vision and goals are effective in creating a shared understanding among all members of the organization					
SC5	Strategic vision, goals and activities are communicated to all members of an organization on a regular basis.					
SC6	Employees at the lower level of the organization also communicate the progress made in strategic plan implementation to senior managers					
SC7	Strategic issues are communicated in such a way that inspires and create a sense of ownership among all members of the organization.					

Section F: Strategic plan implementation at CDN

9. Please indicate the extent to which you agree with these statements on strategic plan implementation at CDN. **Use a scale of 1 to 5, where 5 = To a very great extent, 4= To a great extent, 3= To a moderate extent, 2= To a little extent and 1= To no extent. (Tick where appropriate)**

S/NO	**Statement**	**5**	**4**	**3**	**2**	**1**
IM1	Management has put in place councils and boards to enhance corporate management in all institutions and programs					
IM2	Management has strengthened existing leadership structure					
IM3	Management has developed and maintained competent HR for effective delivery of services					
IM4	Management has embraced appropriate ICT and mainstreamed research and development					
IM5	Management has increased activities in mission territories such as East Pokot					

IM6	Management has increased the number of committed Christians					
IM7	Management has reduced exodus of Catholic Christians to other denomination and sects					
IM8	Management has increased number of shows, sports, festivals, and other events aimed at promoting and utilizing talent in the parishes					
IM9	Management has increased number of Christians participating in church					
IM10	Management has increased level of participation in church activities					
IM11	Management has improved the quality of healthcare services offered to communities					
IM12	Management has improved efficiency in the management of its learning institutions					
IM13	Management has improved lives of vulnerable and marginalized persons					
IM14	Management has increased level of environmental awareness in the community					
IM16	Management has improved its participation in environmental conservation activities					

The End

Thank You for your Participation

Appendix 2: Interview Schedule for Secretariat Staff

1. Gender of Respondent

2. Age of Respondent

3. Designation of Respondent

4. What are some of the approaches that CDN use to mobilize the resources needed (financial, human, and technological resources) to implement its strategic plan?

5. How do the resource mobilization strategies affect the strategic plan implementation process?

6. Who are involved in monitoring and evaluation of strategic plan implementation activities at CDN?

7. What methods are commonly used to assess the strategic plan implementation activities at CDN?

8. How does the monitoring and evaluation process affect strategic plan implementation?

9. Who are the persons responsible for implementing strategies at CDN?

10. In what ways do these strategy implementers affect the strategic plan implementation process at CDN?

11. What channels do senior managers use to communicate strategic issues to other members of the organizations?

12. What channels do employee at lower level of the organization use to provide feedback regarding strategic plan implementation progress to senior managers?

13. How does the communication process of strategic issues affect strategic plan implementation process at CDN?

14. Which of the strategic goals stipulated in CDN's 2011-2015 Strategic Plan have been successfully realized?

14. What factors would you say have affected the realization of the goals stipulated in CDN's 2011-2015 Strategic Plan?