



UGANDA MANAGEMENT INSTITUTE

**FACTORS INFLUENCING THE IMPLEMENTATION OF THE STRATEGIC PLAN  
IN UGANDA RED CROSSES SOCIETY. A CASE STUDY OF UGANDA RED  
CROSS SOCIETY, MBARARA BRANCH**

**BY**

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## DECLARATION

I, Richard Nsubuga, do declare that this Dissertation is my original work and has never been presented for any award in any University.

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**APPROVAL**

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## TABLE OF CONTENTS

DECLARATION .....	ii
APPROVAL .....	iii
TABLE OF CONTENTS.....	iv
ABSTRACT.....	xi
CHAPTER ONE.....	1
1.0 Introduction.....	1
1.1. Background to the study .....	1
1.1.1. Historical Background.....	1
1.1.2. Theoretical Background .....	2
1.1.3. Conceptual background .....	3
1.1.4 Contextual background.....	4
1.2 Statement of the Problem .....	5
1.3 Purpose of the study.....	5
1.5 Research questions .....	5
1.6 Hypothesis of the study .....	6
1.7 Conceptual framework.....	6
1.8 Significance of the study .....	7
1.9 Scope of the study .....	7
1.9.1 Geographical scope.....	7
1.9.2 Content scope .....	8
1.9.3 Time scope .....	8
1.10. Operational definition of terms.....	8
CHAPTER TWO .....	9

LITERATURE REVIEW .....	9
2.0 Introduction .....	9
2.1. Theoretical Review.....	9
2.2. Organizational structure and implementation of strategic plan .....	10
2.2.1 Governance and implementation of strategic plan.....	10
2.2.2. Management and implementation of strategic plan .....	12
2.2.3. Human resource and implementation of strategic plan .....	13
2.3 Top Leadership and implementation of strategic plan.....	14
2.3.1. Visionary abilities and implementation of strategic plan .....	14
2.3.2. Courage and implementation of strategic plan .....	16
2.3.3. Openness and implementation of strategic plan .....	17
2.4 Resource Mobilisation and implementation of strategic plan. ....	18
2.4.1. Community participation and implementation of strategic plan.....	18
2.4.2. Funding and implementation of strategic plan .....	19
2.4.3. Resource Mobilisation and strategic plan implementation. ....	19
2.5. Summary of literature Review. ....	20
CHAPTER THREE .....	21
METHODOLOGY .....	21
3.0 Introduction .....	21
3.1 Research Design .....	21
3.2 Study Population.....	21
3.3 Sample size and selection. ....	21
3.4. Sampling technique and procedure.....	22
3.5. Data Collection Methods .....	22
3.5.1 Questionnaire survey.....	23
3.5.2 Key informant Interviews.....	23

3.5.3. Documentary review.....	23
3.6 Data Collection instruments .....	24
3.6.1 Structured Questionnaire .....	24
3.6.2. Key Interviews guide .....	24
3.6.3 Documentary review guide .....	24
3.7 Pre-testing (validity and liability) .....	24
3.7.1. Validity .....	24
3.7.2. Reliability.....	25
3.8 Procedure of data collection .....	26
3.9. Data Analysis .....	26
3.9.1. Quantitative Data:.....	27
3.9.2. Qualitative Data: .....	27
3.10. Measurement of Variables .....	28
CHAPTER FOUR.....	29
PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS .....	29
4.0 Introduction .....	29
4.1. Response Rate.....	29
4.2 Demographic characteristics of the respondents: .....	30
4.2.1 Age of the respondents .....	30
4.2.2 Gender of the respondents .....	31
4.2.3 Level of Education attained by the respondents.....	31
4.2.4 Respondents' marital status .....	32
4.3. Descriptive statistics on views of respondents.....	33
4.3.1 Organizational structure and strategic plan implementation.....	33
Hypotheses Testing.....	36

Table 4.9: Correlation matrix for organizational structure and strategic plan implementation. ....	37
4.3.2 Top management and strategic plan implementation.....	39
Hypothesis Testing;.....	40
4.3.3 Resource Mobilisation and strategic plan implementation .....	42
Hypothesis Testing;.....	43
4.4 Descriptive statistics on views of respondents on Strategic Plan. ....	45
Dependent variable: Strategic plan .....	45
CHAPTER FIVE .....	47
SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS .....	47
5.0 Introduction.....	47
5.1 Summary of the study. ....	47
5.1.1 Organizational structure and strategic plan implementation.....	47
5.1.2 Top management.....	48
5.1.3 Resource Mobilisation and strategic plan implementation .....	48
5.2 Discussing of the findings .....	48
5.2.1 Organizational structure and strategic plan implementation.....	48
5.2.2 Top management and strategic plan implementation.....	51
5.2.3 Resource Mobilisation and strategic plan .....	54
5.3 Conclusions.....	56
5.3.1 Organisational structure and strategic plan implementation.....	56
5.3.2 Top leadership and strategic plan implementation .....	56
5.3.3 Resource Mobilisation and strategic plan implementation .....	56
5.4 Recommendations.....	56
5.4.1. Organizational structure and strategic plan implementation .....	56
5.4.2 Top leadership and strategic plan implementation .....	57

5.4.3 Resource mobilisation and strategic plan implement.....	57
5.5 Areas for further research .....	58
Kaye (2005). <i>Strategic planning for Nonprofit Organizations: A Practical Guide and Workbook</i> , 2nd Edition.....	60
APPENDENCES.....	62
APPENDIX A: QUESTIONNAIRE.....	62
Section A:.....	63
Background information about the respondent.....	63
APPENDIX B- BOARD MEMBERS .....	68
APPEDIX C -DONNORS .....	69
APPENDIX D-DOCUMENTARY CHECK LIST .....	70
APPENDIX E- PERMISSION LETTER .....	71
APPENDIX F- MAP OF MBARARA DISTRICT .....	72
APPENDIX G-REDCROSS ACCEPTANCE LETTER.....	73



## List of figures

Figure 1 conceptual framework .....	6
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## **List of tables**

Table 1: sample size description .....	22
Table 2: Summary of Reliability Statistics .....	26
Table 3: Respondents response rate .....	29
Table 4: Discussing respondents by age .....	30
Table 5: Discussing Respondents by Gender.....	31
Table 6: Discussing respondents by Level of Education attained. ....	31
Table 7: Discussing Respondents by marital status .....	32
Table 8: Discussing Respondents by marital status .....	33
Table 9: A summary of the findings on organizational structure and strategic plan implementation. ....	34
Table 10: Correlation matrix for organizational structure and strategic plan implementation.....	37
Table 11: Showing the model summary of organizational structure and strategic plan .....	38
Table 12: Regression output summary on organizational structure and strategic plan implementation .....	38
Table 13:A summary of the findings on Top management and strategic plan. ....	39
Table 14: Correlation matrix for Top management .....	40
Table 15: Showing the model summary Top management and strategic plan implementation ...	41
Table 16:Regression output summary on Top management.....	42
Table 17: A summary of the findings on Resource Mobilisation and strategic plan implementation .....	42
Table 18: Correlation matrix for resource Mobilisation and strategic plan implementation.....	43
Table 19: showing the model summary on resource Mobilisation and strategic plan implementation .....	44
Table 20: Regression output summary on Resource Mobilisation .....	44
Table 21:A summary of the findings on strategic plan.....	45

## ABSTRACT

The study explored the factors influencing the implementation of the strategic plan in Mbarara Red Cross Branch. Mbarara Red Cross Branch has been implementing different humanitarian programmes since its inception in 1952. Since its existence, it had developed a number of strategic plans and the current one of 2011 to 2016 is facing a lot of challenges. During of this implementation process, management has introduced new programmes and projects which were not embedded in the current operational strategic plan (2011 to 2016). This could attribute to changing of organizational structure, leadership challenges and mobilisation. Data on three independent variables of Organizational Structure, Top Management and Resource mobilisation was collected from 74 participants whose response rate was 100%. Data was collected through the use of a structured questionnaire, interviews, observation, and documentary analysis. Qualitative and quantitative data analysis tools were used. The data was summarized and analyzed using frequency distributions, correlation and regression analysis. The study established that implementation of strategic plan in Mbarara Red Cross Mbarara Branch, Mbarara District is an issue that requires urgent attention. It was also established that organizational structure if it is not followed, employees will fail to get direction during the implementation phase. It was also established that Leadership goes hand in hand with Resource mobilisation and therefore there must be a direction if all are coordinated. The study concludes that, Organizational Structures must be properly monitored, Top management should always involve employees/ staff to participate in the strategic plan design and implementation and resource mobilisation should be a concern for all. The study recommends that, The Board of Red Cross Society Mbarara Branch should try by all means to emphasize the organizational structure and make employees to follow it, the Vision, Mission of the organization should be emphasized and finally resource mobilization should be a priority.

# CHAPTER ONE

## INTRODUCTION

### 1.0 Introduction

Strategic plan implementation is an enormous apprehension for all Organizations if they are to prosper. (Chimpanzee 2004). But implementation has become a challenge to many NGOs. Therefore, the dependent variable of strategic plan was examined in relation to the independent variables of implementation factors namely; organizational structure, top leadership and Resource mobilization. The study focused on the factors influencing the implementation of strategic plan and it covered the background of the study, problem statement, purpose of the study, objectives of the study, research questions, hypotheses of the study, conceptual frame work, Significance of the study, and operational definitions of the study.

### 1.1. Background to the study

The background to the study presents historical, theoretical, conceptual and contextual framework regarding factors influencing strategic plan implementation in Uganda Red Cross Society, Mbarara branch.

#### 1.1.1. Historical Background.

The Strategic Management discipline originated in the 1950s and 60s. The global social, economic and political environment that is prevailing presents some interesting challenges and opportunities to organizations (Munene and Katongole, 2000). Many organizations, especially local NGOs come and go; many are unstable; some only exist in name, while others are well-established and long term (De Connick, *Unpublished*). The survival and success of an organization lies in its ability to strategically locate itself in the long term through effective planning, implementation and having visible impact. All organizations need to adopt and effectively utilize strategic management. NGOs emerged on the global scene to deal with the deficiencies that governments faced in addressing the basic needs of their population. Initially, NGOs focused on relief and complex emergencies resulting from political, social and economic disruptions as well as natural disasters. This was evident

during the past wars especially in the nineteenth and twentieth centuries and during the economic decline of the 1970s which inhibited nation-states from availing social welfare to their population (Maslyukivska, 1999).

Africa has had an influx of many NGOs some of which come and go; many are unstable; some only exist in name, while others are well-established and long term ((De Connick, *Unpublished*, Narayan, 2000,) Britton, 2005; Edwards et al, 1999). Ultimately, so, Uganda Red Cross Society in Mbarara Branch in particular has been embracing strategic plans as a process to address long-term goals of the organizations which have not been implemented as per the design.

### **1.1.2. Theoretical Background**

The theoretical basis for this study was adapted from the theory of management by objective of organizations which was proposed in the 1954 by Peter Drucker. The theory states that, that knowledge management systems should be used to share information and create common goals while formulating strategic plans. Operational level strategies are informed by business levels which, in turn, are informed by corporate level for implementation. Peter emphasizes the importance of objectives. An organization without clear objectives is like a ship without a rudder. The theory is based on elements of strategic management which involves Strategic management adapting the organization to its business environment; Change creates novel combinations of circumstances requiring unstructured non-repetitive responses, it affects the entire organization by providing direction, involves both strategy formation (content) and also strategy implementation (process). Management is partially planned and partially unplanned and it is done at several levels: overall corporate strategy, and individual business strategies, and Strategic management involve both conceptual and analytical thought processes. According to the theory, the procedure of setting objectives and monitoring progress towards them should permeate the entire organization, top to bottom. Theory of management by objective permeates other seminal contribution which is predicting the importance of what today we would call intellectual capital. The theory predicted the rise of what is called the “knowledge worker” and explained the consequences of this for management. The theory also emphasizes that knowledge works are non-hierarchical. Work would be carried out in teams with the person most knowledgeable in the task at hand being the temporary leader (Kaye, 2005).

For dependent variable of strategic plan implementation, the study adapted the dimensions from Peter Drucker an element of strategic management where Change creates novel combinations of circumstances requiring unstructured non-repetitive responses and Strategic management which affects the entire organization by providing direction, Thus Peter Drucker's theory of management by objective will be applied on both dependent and independent variables of the study. The survival and success of an organization lies in its ability to strategically locate itself in the long term through effective planning, implementation and having discernible impact (Drucker, 1950). All organizations including NGOs need to adopt and effectively utilize the implementation of their strategic plan

### **1.1.3. Conceptual background**

Conceptually, this study was guided by the concepts of strategic plan implementation factors and their relationship with strategic plan implementation. The parameters of strategic plan were organizational structure, leadership and resource mobilization. The relationship between these parameters and strategic plan implementation was obtained. The evaluative tools generated from a strategic plan are those often missing from a nonprofit's daily operation, and they are key to effective organizational structure, top leadership and resource mobilization to meet the set goals and objectives to determine the fate of the organization.

Crittenden, W. F., & Crittenden, V. L. (2000) defined resource mobilization as actually a process of raising different types of support for your organization. It includes both cash and in-kind support. Crittenden, (2000) urged that, the process of resource mobilization is, designed in different types which include submitting proposals to a typical donor agency is the most conventional way of getting support, organizing fundraising events where you invite guests and request donations for your organization, donation boxes where you request small amounts of money from public, collecting in-kind contribution such as used clothes, furniture, books, vehicles or even buildings, volunteer support where volunteers provide their time and resources to support the work of your organization, income from business-oriented projects of your organization like selling of publications, offering consultancies, microfinance, micro insurance or micro-enterprise-based activities.

Heifetz, (1994) states that, strategic planning can also provide nonprofits with a lens for examining why are they are doing what they do. Organizations that have lost sight of their mission, or whose mission no longer effectively serves a changed society can use strategic

planning as a means for re-organizing. Such a change could include partial organizational or programmatic change to as much as a complete paradigm shift Kaufman, et al., (2003).

Further, strategic planning allows organizations to align its various levels of operation. Often nonprofits can, over time, begin to focus on the work of individuals within the organization, and lose sight of the larger picture. The strategic planning process is designed to coordinate the efforts of everyone involved in an organization. This begins at the volunteer and staff level, but includes all levels of Management, Board, clients served and the Community at large. By aligning an organization's focus on vision, clarity of operation is generated (Kaufman, et al., 2003). According to Waldron, et al (2009) Organizational structure is designed to support the implementation of the Agency's strategic plan and guides also on the progress.

#### **1.1.4 Contextual background.**

Uganda Red Cross Society started off as a Branch of the British Red Cross in 1939. In 1964 under an Act of Parliament, the Uganda Red Cross Constitution was adopted, bringing into existence which exists today as the Uganda Red Cross Society. The Uganda Red Cross Society in 1965 was admitted as a member of the International Federation of the Red Cross (IFRC). Uganda Red Cross has 51 branches all over the country. Mbarara branch which part of them and it started in 1952 as a unit of offering humanitarian assistance to the refugees from Rwanda and Democratic Republic of Congo. Mbarara Branch is managed by the Regional programme Manager, Community Based Health Care and First aid programme Manager, Regional internal auditor, and Regional finance manager. It implements programmes such as people of concern operations, disaster risk reduction and recovery, blood donor recruitment and mobilization, emergency health and emergency and response. For proper implementation of all the named programmes, Mbarara Red Cross Branch has been designing strategic plans to give direction to both the management, board of directors and the beneficiaries and volunteers to achieve the Red Cross Vision, Mission and Objectives. It' is from this background that motivated the researcher to find out the factors influencing the implementation of strategic plan in Uganda Red Cross Society a case of Mbarara Branch.

## **1.2 Statement of the Problem**

Mbarara Red Cross Branch has been implementing different humanitarian programmes since its inception in 1952. Since its existence, it had developed a number of strategic plans and the current one of 2011 to 2016 is facing a lot of challenges. This has been a road map for the success of the service provision to intended beneficiaries. This strategic plan that was developed in 2011 to 2016 is not being followed according to its design. During the implementation process of the strategic plan, management introduces new programmes and projects which were not embedded in the operational strategic plan (Uganda Red Cross Society strategic plan, 2011 to 2016). This could have been attributed to changing of organizational structure, leadership challenges and resource mobilization. If the above situation continues, the current strategic plan 2011 to 2016 might not be implemented according to its design. It's this apprehension that has motivated the researcher to investigate into factors influencing the implementation of strategic plan of 2011 to 2016 of Mbarara Red Cross Branch.

## **1.3 Purpose of the study**

The purpose of this study was to examine the factors influencing implementation of strategic plan in Uganda Red Cross Society.

## **1.4 Objectives of the study**

1. To examine the effect of organisational structure on the implementation of strategic plan in Uganda Red Cross Society, Mbarara Branch.
2. To assess the effect of top leadership on the implementation of strategic plan in Uganda Red Cross Society, Mbarara Branch.
3. To establish whether Resource mobilisation affects the implementation of strategic plans in Uganda Red Cross Society, Mbarara Branch.

## **1.5 Research questions**

1. What is the influence of organizational structure on the implementation of strategic plan in Uganda Red Cross Society, Mbarara Branch?
2. What is the effect of top leadership on the implementation of strategic plan in Uganda Red Cross Society, Mbarara Branch?



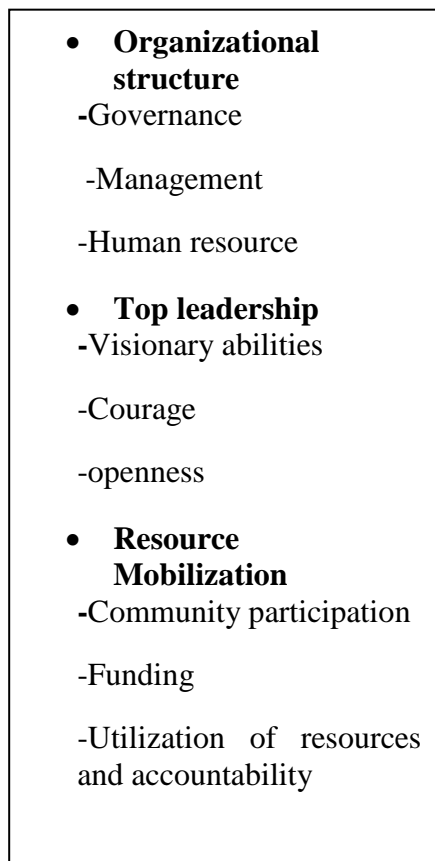
3. What is the effect of resource mobilisation on the implementation of strategic plan in Uganda Red Cross Society, Mbarara Branch?

### 1.6 Hypothesis of the study

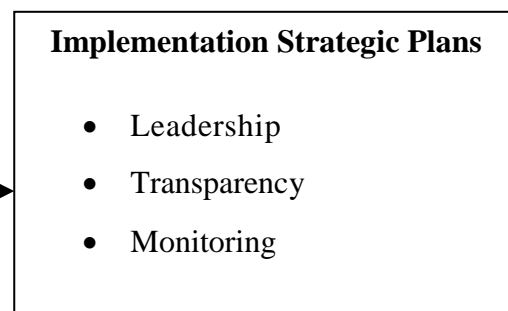
1. Organizational structure has a significant influence on the implementation of strategic plan in URCS, Mbarara Branch.
2. Top leadership has a significance effect on strategic plan implement in URCS, Mbarara Branch.
3. Resource mobilization significant effect on the implementation of strategic plan in URCS, Mbarara Branch.

### 1.7 Conceptual framework

#### IV Factors



#### DV. Implementation Strategic Plan



**Fig. 1.1 Conceptual framework showing the relationship between factors influencing strategic plans (IV) and strategic plan implementation (DV)**

**Source:** Adopted from Griffin (1996) Effective application of the strategic management process in Non-Governmental Organisations.

A conceptual framework was developed to guide the study. The main perspective about identifying factors influencing the implementation of strategic plan in Uganda Red Cross Society, Mbarara Branch in this research is based on Griffin's model (1996) view; with an exception that culture has studied separately, not as a subordinate of leadership in this model. He introduces organizational structure, top leadership and resource mobilization systems as effective factors which influence strategic plan implementation. . The conceptual framework above presupposes that effective implementation of strategic plans as dependent variable (DV) and factors organizational structure, top leadership and resource mobilization as dimension of factors conceived as IV of the study. All the above variables contribute what can be termed as effective implementation of the strategic plan within Uganda Red Cross society. The foregoing model will be used to critique the state of literature available on the implementation of strategic plan in Uganda Red Cross Society and guide discussion, interpretation and conclusion of results.

### **1.8 Significance of the study**

This study will provide a guide to Uganda Red Cross Society administrators for enhancing the programs effectiveness. The added knowledge on which factors have the greatest influence on strategic plan implementation will help administrators make more informed decisions on how to promote successful strategic plan implementation in Uganda Red Cross Society.

The study will also assist the researchers and other academicians who will be interested in the same related field of research by borrowing a leaf from this information, literature review and supplementing their research findings. This study will help the public to contribute towards strategic plan implementation in Uganda Red Cross Society.

### **1.9 Scope of the study**

#### **1.9.1 Geographical scope**

The study on the factors influencing implementation of strategic work plans in NGOs will be confined to Uganda Red Cross Society, Mbarara Branch which is found in Mbarara District in south western Uganda. It is located 280KM from Kampala the capital city of Uganda to Mbarara. This place was selected because the Uganda Red Cross Society has 51 branches in the whole country, therefore, Uganda Red Cross Society-Mbarara will be a representative sample for this study.

### **1.9.2 Content scope**

This study was limited to factors influencing implementation of strategic planning in Uganda Red Cross Society. The objectives of the study were limited. Examine the effect of organizational structure on the implementation of strategic plans, the effect of top leadership on the implementation of strategic plan and whether Resource Mobilisation and accountability affects the implementation of strategic plan in Uganda Red Cross Society, Mbarara Branch.

### **1.9.3 Time scope**

This study utilized data for 5 years from 2011-2016. This period considered appropriate for the study to compile across-sectional information relevant to the study problem. This is the period under review when these strategic plans have been designed to guide the implementation of projects. The period in consideration was due to the fact that the documentary data from Red Cross Mbarara Branch covers the above period.

### **1.10. Operational definition of terms.**

A non-governmental organization (NGO) is a legally constituted organization created by natural or legal persons that operates independently from any government.

Organizational structure is the framework, typically hierarchical, within which an organization arranges its lines of authority and communications, and allocates rights and duties.

Resource mobilization is a comprehensive process involving strategic planning for program funding, close communication and effective negotiation with donors, sound management of resources, improving image and credibility of the Organization and ensuring good coordination among all partners.

**Strategy implementation** is a process in which all planning and budgeting activities, policies and procedures follow the defined strategy. It may involve some changes in organization's culture, structure and managerial system or even a wide general change in all these mentioned fields.

**Strategic planning** is the process by which the guiding members of an organization envision its future and develop the necessary procedures and operations to achieve that future.

Top leadership is the collective ability of leadership to detect and cope with changes in the external environment by maintaining the primary goals of the organization.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter discusses the literature related to factors influencing the implementation of strategic plans in NGOs. It particularly focuses on organizational structure, top leadership, resource mobilization affect the implementation of strategic plans in Uganda Red Cross Society. In this chapter, the researcher reviewed literature related to factors influencing the implementation of strategic plans in Uganda Red Cross Society. The review is conceptualized under the objectives of the study and focuses mainly on Organizational structure, top leadership, resource mobilization and their effects on strategic plan implementation.

#### **2.1. Theoretical Review**

Cherunilan, (2002) asserts that strategic plan implementation theories have been advanced over the years differing views among scholars on the scope, process and nature of the strategy process, design and implementation. These concepts of strategic plan implementation theories raised two broad approaches. They are the prescriptive approach and the emergent approach. The two broad approaches have led to categorization of scholars with the prescriptive approach having Chandler (1962), Ansoff (1980), Porter (1980; 1985), Andrews (1987), Wheelen and Hunger (1997) while the emergent approach has had Mintzberg (1985; 1990; 1994), Quinn (1980), and Gamel and Prahalad (1990). The prescriptive approach views strategic planning as a sequential process from formulation, implementation and evaluation based on a predictable environment. This view is challenged by the emergent school that considers strategy as incremental and experimental within an unpredictable environment (Cherunilan, 2002). Emergent scholars argue that strategy cannot be planned therefore it emerges as response to events prevailing and hence the segregation between planning, implementation and control is a fallacy. Mintzberg perhaps over stresses this point because formalized strategy recognizes the importance of revision, review and feedback. However, both approaches recognize that strategic planning and management involves strategic analysis, strategy implementation and evaluation. Both approaches have limitations according to Cherunilan (2002). The prescriptive approach tends to underestimate the turbulence within the external environment, whereby short-term benefits are overlooked in favor of long-term and managers and strategic leaders are removed from the implementation process. The emergent approach is criticized for its assumption that there should be no formal guiding

plan, which takes for granted the human cognition limitations of employees. It also faces risks of following a wrong strategy right from the onset whereas the merger of formulation and implementation are difficult to achieve. A synthesis of both views indicates mutual inclusiveness.

A change in tone emerges when Mintzberg et al (1998) in *Strategy Safari* identify ten perspectives/schools with each focusing on a different perspective to strategy formation process. These include the prescriptive (design, planning and positioning) schools that describe how strategies ought to get formulated and the descriptive schools (entrepreneurial, cognitive, learning, power, cultural, environmental, and configuration) schools, which describe how strategies are made in practice (Willie, 2001). Mintzberg et al (1998) conclude that strategy formation is both intended and emergent but all schools are unique in their approach. They caution against isolating each school and suggest merging all of them. They agree that all the schools are appropriate in time; context and combination but suggest emergent strategy will ultimately choose the combination for us, placing the authors in the instrumentalism tradition.

## **2.2. Organizational structure and implementation of strategic plan**

For NGOs to effectively achieve the set goals and objectives must have clear defined organizational structures and skills necessary into reality. The appropriate organizational structure depends on a number of factors. The stage of the NGOs development, the degree of diversification, the sector of the economy, the name of the few in addition to the needs of the chosen strategy. (Heracleous, 2000),

### **2.2.1 Governance and implementation of strategic plan**

The organization must have governance structures and skills necessary into reality. The appropriate structure depends on a number of factors. The stage of the organization's development, the degree of diversification, the sector of the economy, the name of the few in addition to the needs of the chosen strategy. (Heracleous, 2000), Homburg and Workman, 2004), Hrebiniak, 2006). However, they ignored that the organization must possess the skills necessary to make the strategy work. Related to this is the need to assign the responsibility for accomplishing key implementation tasks and for making related decisions to the right individual or group. The strategy is the direction or route chosen to meet the goals and objectives of the organization, and the organizational structure is the vehicle through which

the strategies will be implemented. (Nafula and Wamai, (2000): The proper governance structure can permit or facilitate the organization and its managers achieving their best performance.

Covey, (2004) observed that, Many successful organizations formulate their strategies using the principles of wave planning, often taking a three horizon approach to their business. This requires vision, design, information gathering and implementation, which occurs through a portfolio of strategic initiatives. These initiatives are scoped into themes, programs and projects, properly funded and resourced so that the timeframe within which the organization will realize the desired benefits can be significantly reduced. Crittenden, (2000). The strategic framework provides a clearly defined implementation plan and outcomes for the first year, with progressively more uncertain projects and outcomes for the following years. It is ultimately the responsibility of the Board to ensure that strategy is delivered through a sound system of internal control to create value and safeguard shareholders 'investment. Corporate governance is the mechanism for ensuring those internal controls. It involves a complex set of relationships between a company's management, its Board, its shareholders and other stakeholders. Corporate governance also provides the structure through which the objectives of the company are set, and the means of attaining those objectives and monitoring performance are determined. Various global bodies have enunciated good corporate governance principles, one of which is invariably risk management.

A company's objectives, its internal organization and the environment in which it operates are continually evolving and, as a result, the risks it faces are continually changing. Since profits are, in part, the reward for successful risk- taking in business, the purpose of internal control is to help manage and control risk appropriately rather than to eliminate it. The requirement for governance therefore increases as complexity increases, and as companies operate in open and emergent environments, where they are increasingly undertaking projects of growing complexity. Butler, (2008). This is achieved through standardization of processes which support emergence, drive alignment and performance whilst maintaining governance and probity.

Governance plays a critical role as a key enabler of organizational strategy. Organizations are large scale complex systems that need to comprise a multitude of independent systems, working together to deliver business outcomes. The emerging system-of-systems concept to

describe the large-scale integration of many independent, self-contained systems in order to satisfy a global business need. (Brugmann, 2007).

### **2.2.2. Management and implementation of strategic plan**

Alfred Chandler (2002) found that when organization adopted a new strategy, such as diversification, they tended to change to a structure appropriate for new strategy management must be strengthened.. He concluded that from his studies that structure follows strategy, perhaps as “form follows function” in design. Therefore the important point is that management and structure must be consistent and congruent with one another if the organizational vision, mission and objectives are to be achieved. The organization should match its management and structure, and should match the strategy with the environment. (Garthson, 2002) Strategic management, concepts, decision, cases, university of Nebraska) Harvard’s Kenneth Andrew has observed the corporate management and strategy must dominate the design of organizational structure and process. That is successful implementation requires that management shape the formal structure of the organization. It is informal relationships and processes of motivation and control to the particular needs of their strategy. Implementing strategic plan results in the choice of the organization structure, management must be informed of information and measurement systems. However poor structure can make successful performance more difficult, perhaps even impossible.

Strategic plan development analyzes the major initiatives taken by Non-Governmental Organization top management on behalf of owners, involving resources and performance in external environments. Bates, (2000). It entails specifying the NGOs mission, vision and objectives, developing policies and plans, often in terms of projects and programs, which are designed to achieve these objectives, and then allocating resources to implement the policies and plans, projects and programs. A balanced scorecard is often used to evaluate the overall performance of the business and its progress towards objectives. Recent studies and leading management theorists have advocated that strategy needs to start with stakeholders expectations and use a modified balanced scorecard which includes all stakeholders. (Drucker 2005)

Institutional Leadership is the starting point of strategic plan design and development (Bruce, 2005). Even the best strategy can fail if a corporation does not have a cadre of leaders with the right capabilities at the right levels within the organization. When time to implement strategic plan comes many Non-Governmental Organizations finds themselves stymied at the

point of execution (Morgan, 2005). Having identified the opportunities within their reach, they watch as the results fall short of their aspirations. Mismatched capabilities, poor asset configurations, and inadequate execution can all play their part in undermining a company's strategic objectives. Although well-regarded corporations tend to keep these pitfalls squarely in their sights, in our experience far fewer companies recognize the leadership capacity that new strategies will require, let alone treat leadership as the starting point of strategy (Peter, 2005). This oversight condemns many such endeavors to disappointment within NGOs. Whereas good managers deliver predictable results as promised, as well as occasional incremental improvements, leaders generate breakthroughs in performance from their respective NGOs where they operate from. They create something that wasn't there before by launching a new product, by entering a new market, or by more quickly attaining better operational performance at lower cost, for example, an NGO's leadership reaches well beyond a few good men and women at the top level of management. It typically includes the 3 to 5 percent of employees throughout the organization who can deliver breakthroughs in performance (Philip, 2007).

### **2.2.3. Human resource and implementation of strategic plan**

Susan et al, (2001) defined Human Resource as the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. According to Anders (2002) Human Resource is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training. Chrismatory (2011) lamented that, human resource enables employees to contribute effectively and productively to the overall organizational direction and the accomplishment of the organization's goals and objectives. However the above definitions ignore employees' involvement in the design of strategic plan during the planning period. However, more is involved than just turning selected strategies over those responsible for implementation and hoping for the best. Chimhanzi, (2004). Brenes, et al 2007) Lamented that if the organization is to accomplish strategic objectives, top management must provide the resources needed. Management shows where its priorities are by how it allocates its resources, budgets, people and support. However he ignores Galvanizing organizational wide commitment to the chosen strategic plan, people and departments of the organization must be influenced if the strategic plan is to be implemented



with incentives, controls and rewards to accomplish the strategy. Chimhanzi, (2004) asserted that Solidifying organization wide commitment to putting the strategic plan in place is typically achieved via motivation, incentives, and the rewarding of good performance.. (Chimhanzi, et al). On the contrary, high-performance organizations need a cadre of ambitious people who relish the opportunity to climb the ladder of success, who love challenge, who thrive in a performance-oriented environment and who thus find some degree of competition and pressure useful in order to satisfy their own drivers for personal recognition, career advancement and self-satisfaction. LeClair (2000) emphasizes that right from the onset there must be a professionally run planning process with team members, environmental scanning and background information and stakeholder participation. However, amidst the financial limitations, many local NGOs may not possibly have human resource, available at the onset of the process. Fowler (2002) highlights a model developed by an international NGO that involves setting strategic parameters, contextualizing it to the country situation, reappraising and revising it, implementing it, providing feedback, intervening and learning from doing. However this model is highly iterative and enmeshed based on an international NGO setup. Therefore, it would seem difficult to replicate this specific model at country or even local level given their scope of operations and financial strength.

### **2.3 Top Leadership and implementation of strategic plan.**

In the first decade of the 20th century business and organizational researchers and writers have increasingly made it clear that the two key things that increasingly distinguish the most successful and top-performing organizations from those that are mere ‘also runs’ are strong strategic management and leadership and therefore must be objective in interpreting NOGs set goals and objectives . Forman, and Argenti, 2005), Brenes, et al 2007).

#### **2.3.1. Visionary abilities and implementation of strategic plan**

Strikingly similar to the process of strategic planning in the nonprofit environment is the list of traits often associated with leadership in that environment. Strategic planning implementation is designed to provide an outcome that focuses on the organizational vision. This visionary process is the hallmark of the entrepreneurial spirit, and it is the process that moves an organization forward. Leaders have been categorized as visionary, managerial, or strategic, with the latter considered being the sum of the first two, with an additional entrepreneurial lens. These strategic leaders embody a combination of both innovation and

economic focus, driving an organization while protecting and growing its assets, (Kuratko & Audretsch, 2009).

A leader in the strategic plan implementation combines managerial and visionary leadership, but behaves ethically and in light of an organization's core values. Leaders focus on strategy to develop long-term goals as well as financial stability and impact. Also they make strategic choices that can make a difference in the organization (Kuratko & Audretsch, 2009). Strategic planning implementation process in Uganda Red Cross Society also focuses on core values, long-term goals that provide both stability and impact, and strategic choices that positively affect an organization. Ruvio, et al, (2009) examined the nonprofit leadership vision in direct correlation to the for-profit leadership vision. While both for-profit and nonprofit visionary or strategic leaders were able to encourage organizational performance, some clear distinctions could be seen. In for-profit organizations, wide-range visionary planning was actually a hindrance to an organization, whereas in nonprofits, wide-range visionary planning (the development of strategies to deal with many issues covering many areas of operation) appears to benefit organizations. In the case of ethics, the focus is on personal ethics as part of the core of organizational values. Honesty, trust, care and concern are often favored phrases in the nonprofit's core values. This is because the nonprofit is, at some level, functioning for the good of a group of citizens, society as well as for humanity.

Johannessen, (2002) urged that, there is a need to start with defining a clear strategic vision setting out the leadership team's strategic intent for the organization and its various businesses before the strategic plan is developed. (Hantang, 2005). Harrington, 2006). This then needs to be translated into an agenda for action not merely a 'strategic plan development' but a set of guidelines or a road map clearly setting out where the business needs to go and empowering managers at all levels to make the multitude of decisions that they need to make in the clear understanding of where the business is heading for sustainability of NGOs..

Allison, (2005) urged that, Strategic thinking is the ability to understand all the strategic forces affecting profitability in your business/industry so that you can shape them in your favor, Neutralize supplier power – make it easy to switch among vendors, Counter customer power – expand your services so it's harder for customers to leave you for a rival, Combat established rivals – invest more heavily in products that differ significantly from competitors' offerings, Scare off new entrants – elevate the fixed costs of competing, e.g., escalate

Research and development expenditures and Limit the threat of substitutes – offer better value through wider product accessibility.

Visionary Leadership is vital during strategic plan design and Implementation in both private and public organizations. Strategic thinking is only the first step, After you have been able to come up with the right strategy for the future of the business, you now need to communicate it effectively and inspire people to action. Becoming a leader is a journey, not a destination Continuous Learning → Building on Strengths → Underlying Skills → Experiential Growth → vision. (Alaimo, 2008). Successful strategic planning implementation requires a large commitment from executives and senior managers, whether the strategic planning is occurring in a department or in a complete organization. Executives must lead, support, follow-up, and live the results of the strategic planning implementation process. Or, the strategic planning implementation process will fail. It's as simple as that. Without the full commitment of the organization's senior executives, don't even start strategic planning. Participants will feel fooled and misled. A vision statement and a mission statement, along with this year's goals, filed, unimplemented in a cabinet or computer is a serious source of negativity and poor employee morale.

### **2.3.2. Courage and implementation of strategic plan**

Crittenden (2000) urged that, it is in this sense that the focus on values, for the leaders becomes so pertinent and this implies the human resource should be courageous. It's the work of the organization through its human resource department to motivate employees to work towards fulfillment of the vision, mission and objectives of the organization as it is in the strategic plan. . A nonprofit leader will use those values to encourage and garner support for the organization from both internal and external stakeholders. And nonprofits seek financial support, so the focus on ethics and values is essential to nurturing and garnering it (Riggio & Orr, 2004). Crittenden and Crittenden (2000) looked at the characteristics that exist in nonprofit organizations to see if any correlation existed between certain characteristics and the use or effectiveness of strategic planning. While they found that there is some correlation between leadership characteristics and implementation of strategic planning, they also noted that the scope of planning appears to be more useful and effective. And within the broad category of scope of planning, one strong characteristic is the focus on long range goals. This finding is consistent with the strength of a leader who focuses on long-range goals for the nonprofit organization (Kuratko & Audretsch, 2009).

On the contrary, high-performance organizations need a cadre of ambitious people who relish the opportunity to climb the ladder of success, who love challenge, who thrive in a performance-oriented environment and who thus find some degree of competition and pressure useful in order to satisfy their own drivers for personal recognition, career advancement and self-satisfaction. LeClair (2000) emphasizes that right from the onset there must be a professionally run planning process with team members, environmental scanning and background information and stakeholder participation. However, amidst the financial limitations, many local NGOs may not possibly have human resource, available at the onset of the process. Fowler (2002) highlights a model developed by an international NGO that involves setting strategic parameters, contextualizing it to the country situation, reappraising and revising it, implementing it, providing feedback, intervening and learning from doing. However this model is highly iterative and enmeshed based on an international NGO setup. Therefore, it would seem difficult to replicate this specific model at country or even local level given their scope of operations and financial strength.

### **2.3.3. Openness and implementation of strategic plan**

According Zaccaro (2007), urged that, leaders must be open and friendly to its employee's about what happens in an organization for the work to move smoothly. There are number of individual traits that successful leaders possess if applied which can foster in the implementation of strategic plans within organizations. Thus, effective strategic leadership is central to the future success of any Non-Governmental organizations. Heide and Johannessen, (2002) urged that, there is a need to start with defining a clear strategic vision setting out the leadership team's strategic intent for the organization and its various businesses before the strategic plan is developed (Hantang, 2005), Harrington, 2006). This then needs to be translated into an agenda for action not merely a 'strategic plan development' but a set of guidelines or a road map clearly setting out where the business needs to go and empowering managers at all levels to make the multitude of decisions that they need to make in the clear understanding of where the business is heading for sustainability of NGOs.

In the arts, it has been noted that situational leadership or contingency approaches may be effective, but traits such as consensus building, openness to employees, developing vision and long-range planning are paramount for successful plan implantation (Rhine, 2006). In the case of arts administrators, a focus on learning how to develop consensus in the visioning

process, while facing the ambiguities of an unknown future, seems paramount (Rhine & Meyer, 2008). In terms of consensus building, there seems to be a growing appreciation for relationship building between nonprofits and commercial, for-profit entities.

Chandler, Alfred (2002), lamented that, as Non-Government Organizational leadership interact with other organizations and learn the strategies of which other leaders use mostly when they are communicating with their subordinates for purposes of strategic plan development. It's important to be able to share the strategic goals with human resources department and make sure the organizational structures are followed clearly. Otherwise, the organization leaders would not understand what value department adds to the development and implementation of strategic plan yet they are the ones who are responsible for the monitoring and motivating of the strategic plan developers. Developing organizational strategic plan, with input from the human resource, allows management/ directors to understand and communicate the human resource functions contributions very well. It allows managers to shape the expectations of human resource (staff with in the NGO setting) that the organization holds for what will contribute and when. This transparency adds value to the goals and role of the human resource department.

#### **2.4 Resource Mobilisation and implementation of strategic plan.**

Monitor and report to the Board on the performance and compliance with the financial portions of the Quality Improvement Plan, in accordance with requirements of the organization is vital for the growth of any organization. (Bryson, (2009). Review and recommend to the Board for approval on an annual basis a Human Resources plan for staff plays a big role in emphasizing Accountability.

##### **2.4.1. Community participation and implementation of strategic plan**

Stocktaking (2007).urged that current trends in donor funding for resource mobilization, utilization and accountability, needs the beneficiaries fully participation if the implementation is to be achieved The emphases that, the best strategy for resource mobilization, utilization and accountability consists of seven major approaches that address a variety of challenges impacting effective participation of stakeholders. The seven approaches are: (1) Improve communication and information flow; (2) Institute processes, systems and tools; 3) Introduce incentives and empowerment; (4) Enhance skills and capacity; (5) Pursue donor interaction; (6) Strengthen interpersonal relations and (7) Produce results and monitor impact. World Bank (2006) urged that, resource mobilization needs to develop a basic

information package for donors which involves bottom up planning. Bottom up planning, is a development approach which emphasizes participation of all community members. When the community has fully participation during strategic plan development, it will easy to implement it and monitoring will be cheap. It is recommended that resource mobilization, with input from other donors develop a basic information package to help address some of the misunderstandings, to improve the management of voluntary contributions. Information Sharing is vital for resource mobilization in an organization.

#### **2.4.2. Funding and implementation of strategic plan**

Country Health Focus (2004) urged that, it seems like a worthwhile exercise would be to compile all existing information related to resource mobilization and strategic planning, and disseminate it widely to the concerned donors. Such information should include organizational charts, focal points for donors at Headquarters, contact details for resource mobilization personnel, information about the Regional Office's budget shortfalls, priorities and current donor profiles. There should be proactively department for soliciting quality information about a phenomenon which is there for resource mobilization. It is recommended that a biannual working session is organized between staff members and representatives of the various units within the organization, with the purpose of determining the exact divisional and programmatic needs and discussing concrete opportunities for mobilizing resources and/or strategies for accessing funding (NGO Participation, 2002). Enhance the use of technology for information sharing. The existing Intranet is a valuable platform for posting donor profiles, providing guidance on proposal and report writing, providing information about the reasons to why you are applying. Because some countries do not have access to the Intranet, other technologies for information sharing, such as SharePoint software, should be explored as an alternative. (Bill and Melinda Gates Foundation, 2005)

#### **2.4.3. Resource Mobilisation and strategic plan implementation.**

Covey 2004) urged that, resource utilization depends on how an organization Strengthens communication linkage at all levels within an organization. All implementers of the strategic plan need to be better informed about the work and activities in the organization, and should be encouraged to consult with the managers to know the work plan verses the budget so that they can get engaged in joint planning processes and thereafter implementation. Increased

communication will allow employees to better utilization of resources represent the needs and priorities of the organization

Covey (2004) urged that, Resources for development can be mobilized from domestic or external sources and be utilized by the entire organization basing on its work plan and budget. For most countries, the bulk of resources for development are mobilized externally and be implemented domestically. Resource mobilisation becomes more vital when it is following strategic plan. The resources mobilized must be fully utilized to fill the gaps identified during strategic plan development. The external sources can be grouped under four headings used in the Monterrey Consensus on Financing for Development: (1) foreign direct investment and other forms of private foreign investment; (2) export earnings from international trade; (3) foreign aid and technical cooperation; and (4) the proceeds of debts forgiven by international creditors.

## **2.5. Summary of literature Review.**

Separating strategy formulation from implementation has been considered an inherent weakness of the Design school because the two are inseparable unless during crises (Hrebiniak, 1994; Mintzberg et al, 1998). Strategy implementation is an area that has received limited research until recently. Organizations expend a significant amount of resources to develop strategic plans but the plans remain untouched, wasting significant amounts of resources (Massello, undated; Ryan, 2000). Strategic management is more than developing plans. It involves managing the organization strategically (Morrison and Wilson, 2002) and implementing the strategy.

Strategy implementation is the process by which strategies and policies are put into action through the development of programmes, budgets and procedures (Wheelen and Hunger, 1998) and an internal, operations-driven activity involving organizing, budgeting, motivation, culture building, supervising, and leading to “make strategy work’ as intended (Strickland , 2002). It involves creating a fit between strategy and organizational capabilities, reward structure, internal support system and organizational culture, as administrative requirements.

## CHAPTER THREE

### METHODOLOGY

#### **3.0 Introduction**

This chapter presents: research design, area of study, study population, selection of respondents, data collection methods, data quality control, ethical issues and data analysis.

#### **3.1 Research Design**

The study employed a case study research design. A case study research design was used to provide in-depth understanding of factors influencing the implementation of strategic plan in NGOs. (Mugenda & Mugenda 2003). Both Qualitative and quantitative methods were used to collect data from primary respondents, as well as key informants selected from Uganda Red Cross Society. Qualitative method of data collection was used because it emphasizes the meaning of, experiences and description (Kumar, 1999). Cited in Nawe (2000), Josse 2001). Nawe (2010). Understanding of how people feel, perceptions that underlie and influence behavior, what goes on in their everyday life situations can be captured. Quantitative approaches allows applications of techniques and measures that produce discrete numerical and quantifiable data needed to answer research questions( Mugenda and Mugenda, 1999) to provide an in-depth understanding of the Strategic Plans implementation done by NGOs and basing mainly on key informants and heads of organizations

#### **3.2 Study Population**

The focus was on Uganda Red Cross society Mbarara Branch, top management, and Board, Donors and operations staff within Uganda Red Cross Society. The target population of the study was 74 participants.

#### **3.3 Sample size and selection.**

The sample size of the study was composed of respondents, derived from 95 accessible populations of 74 participants (Uganda Red Cross Annual Reports 2009). The expected sample comprised of 36 senior staff (Management), 20 Board members, and 18 donors. The details of the target population, sample size and sampling techniques for the study are presented in the table 1 below. It shows a summary of the study sample size and strategies that were used.



**Table 1. Categories of study population, accessible population, sample size and sampling technique for the study.**

**Table 1: sample size description**

Category of respondent	Total population	Sample size	Sampling procedure
Top Management`	50	36	Purposive
Board members	30	20	Purposive
Donor groups	15	18	Purposive sampling
Total	95	74	

### **3.4. Sampling technique and procedure**

The sample was selected using sampling techniques and procedures as follows: staff of Uganda Red Cross Society Mbarara Branch composed of 36 respondents, and 20 respondents were interviewed given the fact that they know strategic plan, purposive sampling technique were used because they have in-depth information about strategic plan implementation since they are direct implementers. Purposive sampling was also chosen due to the fact that they were the right respondents with information concerning strategic plan design and implementation at Uganda Red Cross Mbarara Branch. Representatives of Donors were a total of 18 respondents whereby purposive sampling techniques were used because they have in-depth information about strategic plan implementation since they are direct funders of strategic plan implementation.

### **3.5. Data Collection Methods**

Both quantitative and qualitative methods of data collection were used in this study which incorporates the collection of both primary and secondary data. The methods that were used include the administering of questionnaires- a quantitative method; Key informant interview- qualitative methods and documentary reviews- were considered.

A triangulation of data collection methods enabled the researcher to get more reliable results from the study as the strengths of one method complimented the strengths of the other method (Amin, 2005)

### **3.5.1 Questionnaire survey**

Self-administered closed ended questionnaires based on a five response continuum likert scale (Amin, 2005) were used to collect primary data from the randomly selected seventy (50) senior managers of Uganda Red Cross Society Mbarara branch, in a survey.

The questionnaire was necessary to obtain information of quantitative nature which cannot be observed such as views, perceptions, opinions and feelings of respondents. The questionnaire survey method is preferred because it facilitates easy collection of data from a large sample size within a short time for more dependable and reliable results, offering greater assurance of anonymity and confidentiality, and enabling the respondents to give sensitive information without fear as their identity is not needed on the questionnaire (Amin, 2005). Questionnaires especially sent ones are filled at respondent's convenience hence increasing the chances of getting valid information. Arrangement was made with the respondents on the date to collect questionnaires and non-response was handled during collection of questionnaires from the respondents.

### **3.5.2 Key informant Interviews**

Face to face personal interviews were conducted to gather qualitative primary data from (20) purposively selected key informants. The informants were comprised of 20 board members, and 18 donors.

The interview method was found to be particularly helpful as it allowed for in-depth data collection, facilitates the capture of meanings beyond words, enables control over the line of questioning (Amin, 2005; Oso & Onen, 2009). It facilitates clarifications, probing, body language analysis, and confirmation of respondents. Ironically, figures and numbers from quantitative data alone were not always provide exhaustive answers about 'how? What? and why?' certain things happen the way they do. Interviews were engaged in this study to fill in such gaps and provide room for answers for emerging questions.

### **3.5.3. Documentary review**

Documentary review guide was used in gathering secondary data information. This involved reviewing reports (board meeting minutes, financial reports and progress report) that lead to realistic research questions. These documents helped in revealing the factors influencing the strategic plan implementation.

### **3.6 Data Collection instruments**

The instruments used in collection of primary and secondary data were both quantitative and qualitative.

#### **3.6.1 Structured Questionnaire**

A structured questionnaire was used to collect information from the randomly sampled respondents. The structured questionnaire was preferred because it facilitates easy collection of data from a large sample size within a short time for more dependable and reliable results, offering greater assurance of anonymity and confidentiality, and enabling the respondents to give sensitive information without fear as their identity is not needed on the questionnaire (Amin, 2005). It was a Likert scale statement questionnaire with 5 category response continuums of Strongly Agree (SA), Agree (A), Undecided (UD), Disagree (D) and Strongly Disagree (SD). Questions in the questionnaire were specific per objective.

#### **3.6.2. Key Interviews guide**

These were containing a set of open ended questions that were used for interviewing key informants (Board members) since they had knowledge of strategic plan in the study.

#### **3.6.3 Documentary review guide**

This instrument contains a list of documents that were needed to provide the necessary data for the study. These documents were previous strategic plans and organizational project reports. The documents helped in revealing the information on strategic plan implementation.

### **3.7 Pre-testing (validity and liability)**

The developed data collection instruments were tried in save the Children in Uganda, another NGO of similar characteristics. An assessment of the data obtained helped the researcher to revise, refine and improve the instruments before they are used to collect the actual data in Mbarara Red Cross Branch.

#### **3.7.1. Validity**

Validity is the extent to which research results can accurately be interpreted and generalized to other populations. It is the extent to which research instruments measure what they are intended to measure (Oso & Onen, 2009). The validity of the research instruments

(questionnaire, interview guide and documentary review guide) were checked using face and content validity. The research instruments were pre-tested among the five (5) staff members and ten (10) Uganda Red Cross Society Mbarara Branch. The respondents engaged in the pre-testing exercise were not included in the main study sample. A team of experts was engaged to analyze the outcome.

Face validity was done with the support of research experts and my supervisors to ensure that, instruments include an adequate and representative set of items that tap the key concepts of the study. Content validity focuses on the extent to which the content of an instrument corresponds to the theoretical concept it is designed to measure. It refers to the degree to which the test actually measures or is specifically related to the traits for which it was designed (Amin, 2005). Content validity index (CVI) will be used in this case and it is stated as follows.

*Content validity index (CVI) = Number of items declared valid / Total number of items.*

Items with validity and reliability coefficients of at least 0.70 or more are accepted as valid and reliable in research (Amin, 2005).

Judge 1.        =71/74= 0.959

Judge 2.        =68/74= 0.918

Judge 3.        = 72/74=0.972

Judge 4.        =65/74= 0.878

**Therefore,        0.959+ 0.918+0.972+0.878=3.727/4=0.932**

These results implies that, research instrument were reliable to be used for data collection on the factors influencing the implementation of strategic plan implementation.

### **3.7.2. Reliability**

Reliability of the instruments is increased by reviews of the instruments by more experienced people, and field test on appropriate population. The internal consistence which estimates reliability by grouping questions in a questionnaire that measures the same concept was done. The reliability of the research instruments was tested using a computer program SPSS 18.0 to obtain Cronbach's alpha    Content validity index(CVI)= number of items declared valid divided by the total number of the whole items. (The reliability coefficient). It should be noted that, alpha measures the extent to which item responses obtained at the same time

correlate highly with each other (Oso & Onen, 2009). A pretest of the instrument was done and if the pre-tested yield alpha of 0.70 and above, the instrument was regarded reliable.

**Table 2: Summary of Reliability Statistics**

<b>Variable</b>	<b>Reliability Statistics</b>
Human Resource	0.956
Institutional Leadership	0.971
Organizational Structure	0.872
Strategic plan	0.932
Total	3.731
Average	$3.731/4 = 0.933$

**Source: Primary data**

The interpretations of the finding were so good because Cronbach's Alpha tested was above 7.0. This is an indication that, the data collected was good to be based on for making conclusion and recommendations for this study.

### **3.8 Procedure of data collection**

The researcher obtained an introductory letter from the department of Higher Degrees Uganda Management Institute (UMI) was taken to the Secretary General of Uganda Red Cross Society to seek permission to conduct the study. Appointments were made with the respondents, and agree on convenient time. Before administering questionnaires and documentary reviews, respondents were informed about the research objectives, benefits and how the research findings were disseminated so that they can make well-grounded decisions whether they participated or not. Upon respondent voluntarily providing their informed consent, the actual data collection process would be done.

### **3.9. Data Analysis**

Qualitative data got from interviews were edited and categorized so as to come up with key themes according to the stated objectives. This was further used to ensure that the information given by the respondents was accurate, complete and consistent. The contents were analyzed, reported and interpreted.

Quantitative data got from questionnaires and documentary review was sorted, coded, categorized, entered into computer and analyzed using Statistical Package for Social Scientists (SPSS) Program 18. Data was analyzed using descriptive statistics through frequencies and percentages.

To test the hypothesis, the researcher used Pearson's correlation coefficient analysis to obtain an indication of the direction, strength and significance of the bivalent relationship of all the variables in the study and used a significant level of 0.05. A significance level (Mugenda and Mugenda, 1999) is the probability of obtaining similar results if the study is repeated many times using different but equal random samples. For values of less than 0.05, the hypotheses were accepted and the conclusion was that there was a significant positive relationship between the independent variable and the dependent variable.

### **3.9.1. Quantitative Data:**

Data that was collected was processed and analyzed. Data processing involved editing, coding, classification and presentation in form of frequency, tables and graphs as suggested by Kothari (2004). The data was edited by examining the raw data for detecting errors, omissions and correct them where possible. Editing was done to ensure that data are accurate, consistent with other facts gathered well-arranged and uniformly entered to facilitate coding and tabulation (Kothari, 2004, p.122). The raw data was entered into the computer through SPSS computer software (package). The data was analyzed using the major categories of data analysis: descriptive analysis and inferential analysis for the case of quantitative data analysis. Under descriptive analysis, frequency distribution table were used to describe community participation, mobilization, and social dynamics. Statistical tests were conducted to determine associations between community-driven factors and sustainability. Inferential analysis was carried out to establish the magnitude and direction of relationship between independent variable and dependent variables

### **3.9.2. Qualitative Data:**

Qualitative data collected through interviews, focus group discussions and observation was edited, coded and arranged in themes (objective by objective).The results were interpreted and recommendations made.

### **3.10. Measurement of Variables**

Variables are the elements that the researcher measures, controls and manipulates. They can be co-relational and experimental or dependent and independent variables which are what the variable in this research take on. The nominal and ordinal scales of measurements were used in the questionnaire. The nominal scale was used for demographic items with common characteristics such as gender, age. It was used for purposes of identification but does not allow for comparison of the variables being measured. The ordinal scale represents relative position or order among the variables. The Likert scale statement with five category response continuums; strongly agree, Agree, neither agree nor disagree, disagree and strongly disagree were used. The examinee selects the response that best describes his or her reaction to each statement. The interval scale was used for measuring the age bracket, the nominal scale of categorizing the variables in the questionnaire (Amin, 2005)

## CHAPTER FOUR

### PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

#### 4.0 Introduction

This study set out to explore the factors influencing the implementation of strategic plan in Red Cross Mbarara Branch Mbarara district. Factors under this study include; Organizational structure, Top management and organizational structure. This study was carried out in Red Cross society Mbarara Branch and was intended to find out the effects of the above factors on strategic plan implementation.

In the chapter one of this study, the objectives, research questions and hypotheses among others were formulated. Relevant review of the literature on the key variables of the study was conducted and analyzed in chapter two. The methodology of the study was articulated in chapter three.

In this chapter, the results are presented analyzed and interpreted using descriptive, relational and inferential statistics. The researcher utilized statistical measures of central tendencies followed by tests for correlations between independent variables and the dependent variable. The presentation analysis and interpretation were done following the respective study objectives.

#### 4.1. Response Rate

Response rate is the ratio of the actual number of respondents, vis-à-vis the targeted. The researcher had targeted to get information from the various respondents and got the following:

**Table 4.1: Respondents response rate**

Category of respondents	Expected Respondents	Actual Respondents	%age Response
Staff of Red cross society Mbarara branch	25	36	100
Donor	18	18	100
Board members	20	20	100
Total	74	74	100



Table 4.1 shows a very good response rate of 100% for the study by all categories of respondents. This was because all respondents that were involved in the study were key stakeholder in the strategic plan implementation as Amin (2005) recommends that a minimum of 70% is adequate for a valid research.

#### 4.2 Demographic characteristics of the respondents:

This section presents the findings on the respondents’ age, gender, level of education, marital status and stakeholders of which all were considered important for the study.

##### 4.2.1 Age of the respondents

The respondents were categorized according to various age groups to find out the most age category on the attitude concerning strategic plan implementation. These age groups were chosen to help the researcher to gather accurate information from the respondents and to assess whether the age is right to be based on during data analysis and interpretation.

**Table 3.2: Discussing respondents by age**

Age of respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	12	16.2	16.2	16.2
	31-40	30	40.5	40.5	56.8
	41-50	20	27.0	27.0	83.8
	51-60	9	12.2	12.2	95.9
	60&above	3	4.1	4.1	100.0
	Total	74	100.0	100.0	

**Source: Primary Data**

Table 4.2. shows that the majority of the respondents (40.5%) were aged between 31-40 years, followed by those aged between 41-50 years at 27.0%, 20-30 years at 16.2%, 51-60 years and the lastly were aged 60 and above years at 4.1%. Much as there were differences in age distribution in terms of percentage representation, it can still be concluded that, the sample was fairly selected since all the age categories found in the population was captured in the sample.

#### 4.2.2 Gender of the respondents

The gender of the respondents were considered because, it was intended to find out whether it was true that, the majority of employees working in Uganda Red Cross Society Mbarara Branch were males.

**Table 4.3.: Discussing Respondents by Gender**

Gender of respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	39	52.7	52.7	52.7
	Female	33	44.6	44.6	97.3
	3	1	1.4	1.4	98.6
	4	1	1.4	1.4	100.0
	Total	74	100.0	100.0	

**Source: primary data**

Table 4.3, the male respondents were with 52.7%. This implies that men are more employed in Uganda Red Cross Society Mbarara Branch and therefore could be the ones involved more in strategic plan implementation. During the exercise most females were found with 44.6%.

#### 4.2.3 Level of Education attained by the respondents.

The highest level of education attained by the respondents was considered important as it would help the researcher to know the extent to which the respondents understood the strategic plan implementation and agree or disagree on the assumption that most of the respondents were semi illiterate.

**Table.4.4: Discussing respondents by Level of Education attained.**

Level of education of respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary	2	2.7	2.7	2.7
	Secondary	7	9.5	9.5	12.2
	Diploma	21	28.4	28.4	40.5
	Degree	29	39.2	39.2	79.7
	Post graduate	15	20.3	20.3	100.0
	Total	74	100.0	100.0	

**Source: primary data**

Table 4.4 above, most of the respondents attained Degree level with 39.2%, Diploma with 28.4%, Post graduate diploma with 20.3%, Secondary with 9.5% and lastly primary level of education with 2.7%. This implies that almost half of the respondents were able to understand

the strategic plan design and implementation. This agreed with the assumption that, most of the respondents were semi-illiterate.

#### 4.2.4 Respondents' marital status

The study investigated on the marital status of the respondents intended to know whether the staff of Uganda Red Cross Society Mbarara Branch is married because it is a humanitarian based organization.

**Table 4.5: Discussing Respondents by marital status**

##### Marital status of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	11	14.9	14.9	14.9
Married	57	77.0	77.0	91.9
Widow	2	2.7	2.7	94.6
Divorced	2	2.7	2.7	97.3
Others	2	2.7	2.7	100.0
Total	74	100.0	100.0	

##### Source: primary data

Table 4.5. 77.0% respondents were married, followed single respondents with 14.9%, widow with 2.7% respondents, and divorced with 2.7% and others with 2.7%. This that, Red Cross Society Mbarara Branch is flexible and employs even mostly married people despite its busy schedule and those who are not married can learn from the married ones in strengthening the institution of families. This is true because it is a humanitarian base organization

**Table 4.6: Discussing Respondents by marital status stakeholders**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid NGO	14	18.9	18.9	18.9
CBO	20	27.0	27.0	45.9
RCS Staff	34	45.9	45.9	91.9
Civil Servant	5	6.8	6.8	98.6
Political leader	1	1.4	1.4	100.0
Total	74	100.0	100.0	

**Source: Primary Data**

Table 4.6 above, the majority of respondents were from Uganda Red Cross Society Mbarara Branch with 45.9%, followed by 27.0% respondents who are from CBOs, 18.9% respondents were from NGOs, 6.8% respondents were civil servants and 1.4 respondents were political leaders. This implies that the data collected were valid and reliable because the majority of respondents were from Red Cross Mbarara Branch and the study was intended to explore why strategic plan not being implemented in Uganda Red Cross Mbarara Branch

### **4.3. Descriptive statistics on views of respondents**

#### **The independent variables**

This section presents the findings on the independent variables of organizational structure, Top management and resource Mobilisation and utilization.

#### **4.3.1 Organizational structure and strategic plan implementation**

The organization must have governance structures and skills necessary into reality. The appropriate structure depends on a number of factors. The stage of the organization's development, the degree of diversification, the sector of the economy, the name of the few in addition to the needs of the chosen strategy. (Heracleous, 2000), Homburg and Workman, 2004), Hrebiniak, 2006). Organizational structure enables employees to contribute effectively and productively to the overall organizational direction and the accomplishment

of the organization's goals and objectives (Chrismatory, 2011). This first objective was aimed at establishing the effect of organizational structure on the implementation of strategic plan in Uganda Red Cross society Mbarara Branch. The data to achieve this was obtained from the primary sources (stakeholders, Board members of Red Cross society Mbarara Branch, and staff of Uganda Red Cross Society Mbarara Branch) secondary data (documented work).

The study investigated how organizational structure affects the implementation of strategic plan in Red Cross Society Mbarara Branch using a five scale questionnaire of Strongly Agree (SA), Agree (A), Un Decided (UD), Disagree (D) and Strongly Disagree (SD). A summary of the responses is presented in the table below.

**Table 4.7: A summary of the findings on organizational structure and strategic plan implementation.**

<b>Organizational structure</b>	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>	<b>Standard Deviation</b>
The governance structures are well coordinated in Uganda Red Cross Society	5.4	16.2	23.4	28.4	27.0	3.55	1.243
The mission of Red Cross society is well stated and therefore guides well strategic plan implementation	12.2	13.5	16.2	43.2	14.9	3.35	1.243
Membership of Uganda Red Cross society describes clearly the stakeholders involved in the implementation of strategic plans	10.8	18.9	21.6	31.1	17.6	3.25	1.261
Sustainability of Uganda Red Cross Society has been due to good governance in Uganda red cross society	6.8	24.3	17.6	32.4	18.9	3.32	1.229
Organizational structure outlines the roles and responsibilities of the staff during strategic plan implementation	16.2	16.2	18.9	28.4	20.3	3.20	1.375
Policies and procedures are clear towards strategic plan implementation	5.4	18.9	23.0	31.1	21.6	3.46	1.186
The ability of management team to implement strategic plan are very clear.	6.8	24.3	21.6	24.3	23.0	3.32	1.262
The staff of Uganda Red Cross society is upright towards the implementation of strategic plan	9.5	23.0	23.0	21.6	23.0	3.26	1.304

**Source:** Primary Data

**N.B. SA + A = Majority of the respondents agreed**

**SD+D = Majority of the respondents disagreed**

**UD = Respondents were undecided**

Table 4.7 indicates that, 55.4% disagreed that the governance structures are well coordinated in Uganda Red Cross Society. This implies that majority of the respondents, have never been involved in strategic plan implementation in Uganda Red Cross Society Mbarara Branch and therefore they could be lacking experience in the design and implementation. However 21.6% respondents agreed that the governance structures are well coordinated in Uganda Red Cross Society Mbarara Branch have been involved strategic plan implementation and 23.4% respondents remained undecided. This is an indication that strategic plans could be designed by the top management who sometimes do not participate in the implementation. Despite the majority adhering that the governance structures are well coordinated in Uganda Red Cross Society they have not been involved in the design and implementation. The question arises as to why the governance structures are well coordinated in Uganda Red Cross Society in Mbarara Branch. The answer to this was found out from the interview comments that, 'the majority of the staff strategic plans are developed from the top management and we have no say about it.

Majority (58.1%) of respondents disagreed that, the Mission of Uganda Red Cross Society in Mbarara Branch is well stated and therefore guides well strategic plan implementation. This implies that, the implementation team of the strategic plan have no idea on the vision and mission of the Red Cross Society, for them is to implement only and only what comes in the Branch. This is an indication that, those who design strategic plans are not the ones who implements them. 25.7% agreed that the mission of Red Cross society is well stated and therefore guides well strategic plan implementation and 16.2% remained undecided. This is a good indication that the factors influencing strategic plan implementation are caused by organizational structure since the organizational structure is the one to guide the who is responsible for what and who reports to who.

Majority (48.7%) of the respondents disagreed that Membership of Uganda Red Cross Society Mbarara Branch describes clearly the stakeholders involved in the implementation of strategic plans, 29.7% agreed and 21.6% remained undecided. This high response is an indication that, Membership of Uganda Red Cross Society Mbarara Branch does not describe clearly the stakeholders involved in the implementation of strategic plan.

Majority (51.3%) of respondents disagreed that Sustainability of Uganda Red Cross Society Mbarara Branch has been due to good governance in Uganda Red Cross Society, whereas only 31.1% respondents agreed and 17.6% were undecided. This is a clear indication that, there is no Sustainability of Uganda Red Cross society Mbarara Branch due to good governance in Uganda Red Cross society. This is an indication that, if this continues, the organization will not get clear direction hence down fall.

Majority (48.7%) of respondents disagreed that, Organizational structure outlines the roles and responsibilities of the staff during strategic plan implementation. This means that, strategic plan is developed from the top and sometimes remains there completely. This is evidenced by the low response of 22.4.7% who agreed on the idea and 18.9% respondents undecided.

Majority of respondents with (51.3%) disagreed that, Policies and procedures are clear towards strategic plan implementation compared to 31.1% who agreed leaving 17.6% respondents undecided. This is an indication that, Uganda Red Cross society Mbarara Branch will never be sustainable if the Policies and procedures are clear towards strategic plan implementation.

Majority of respondents with (48.7%) disagreed that, the ability of management team to implement strategic plan are very clear. This is an indication that, the policies and procedures of organizational structure management are not followed properly. 32.4% respondents agreed and 18.9% were undecided.

Majority (24.3%) of the respondents agreed that, the staff of Uganda Red Cross society is upright towards the implementation of strategic plan whereas 52.7% respondents disagreed. This is an indication that, an individual/ employee cannot participate in something which he or she have not been involved during the planning and design stage.

### **Hypotheses Testing**

The study tested the stated hypotheses in order to be able to generalize the findings from the samples to the population. This was done by use of inferential statistics. Correlation and regression analyses were conducted to establish whether there was any relationship between the independent and dependent variables, the magnitude and direction of the relationships and to establish the relationship model and test the three hypotheses.

To verify the alternative hypothesis that organizational structure has a strong effect on strategic plan implementation in Uganda Red Cross society Mbarara Branch, the Pearson's:

**Table.4.8 Correlation matrix for organizational structure and strategic plan implementation.**

Correlations			
		Organizational structure	Strategic plan
Organizational structure	Pearson Correlation	1	.723**
	Sig. (2-tailed)		.000
	N	74	74
Strategic plan	Pearson Correlation	.723**	1
	Sig. (2-tailed)	.000	
	N	74	74

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

**Table 4.9: Correlation matrix for organizational structure and strategic plan implementation.**

Correlations			
		Organizational structure	Strategic plan
Organizational structure	Pearson Correlation	1	.723**
	Sig. (2-tailed)		.000
	N	74	74
Strategic plan	Pearson Correlation	.723**	1
	Sig. (2-tailed)	.000	
	N	74	74

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

**Source: Field Data**



Table 4.8 above, shows a correlation coefficient of .723\*\* which is significant at 0.01 level implying a very strong significant positive relationship.

A regression analysis was hence, run in order to determine the strength of relationship between organizational structure and Strategic plan implementation, that is, how much of the variance in the independent variable would affect the dependent variable.

**Table 4.9: Showing the model summary of organizational structure and strategic plan**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.723 <sup>a</sup>	.523	.516	1.09771

a. Predictors: (Constant), Organizational Structure

The coefficient of determination 0.516 implies that organizational structure affects strategic plan implementation by 51.6% in Red Cross society Mbarara Branch. Thus, there is a significant positive relationship. It means, the more there is organizational structure, the more strong effect on strategic plan implementation.

**Table 4.10: Regression output summary on organizational structure and strategic plan implementation**

**Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.032	.399		.081	.936
	Organizational Structure	1.007	.113	.723	8.886	.000

a. Dependent Variable: Strategic plan

The result again revealed a regression coefficient of .723 at 0.01 significance level, hence, a positive significant relationship. Results further confirm a significant effect of organizational

structure management on strategic plan implementation with a Beta value of 0.723 at 95% level of confidence. This implies that organizational structure management affects strategic plan implementation by 72.3%. Therefore, the researcher rejects the null hypothesis and upholds the research or alternative hypothesis which states that “organizational structure has appositive significance on the implementation of strategic plan.

#### 4.3.2 Top management and strategic plan implementation.

The second objective was aimed at establishing the effect of Top management on the implementation of strategic plan at Red Cross Society Mbarara branch. The data to achieve this was obtained from the primary sources (Uganda Red Cross Society Mbarara branch staff, Board members and donors of Uganda Red Cross Society Mbarara Branch and stakeholders) and by secondary data (documented work). A summary of the responses is presented in the table below.

**Table 4.11: A summary of the findings on Top management and strategic plan.**

Top management	SA	A	UD	D	SD	Mean	Standard Deviation
Leadership of Uganda Red Cross Society have ability to create future state, to articulate successfully implementation of strategic plan	13.5	23.0	17.6	29.7	16.2	3.12	1.313
Successful implementation of strategic plan of Red Cross Society has been due proper direction by the top management	14.9	21.6	18.9	27.0	17.0	3.11	1.340
Communication strategies used by the top management is clear to me	8.1	25.7	24.3	18.9	23.0	3.23	1.288
Top leadership have courage to implement strategic plan in Uganda Red Cross Society	12.3	24.3	17.5	34.3	21.6	3.19	1.352

**Source:** primary data

Table 4.11 above shows, 45.9% respondents disagreed that, Leadership of Uganda Red Cross Society Mbarara Branch have ability to create future, 36.5% of the respondents agreed and 17.6% remained undecided. This high response indicates that, leadership has some weakness otherwise employees would have been fully directed on strategic plan implementation. This implies that, if the situation continues there are some high chances of closing the organization.

Majority (44.6%) respondents disagree that; Successful implementation of strategic plan of Uganda Red Cross Society Mbarara Branch has been due to proper direction by the top

management, 36.5% of the respondents agreed and 18.9% respondent's undecided. This implies that, all the planning of the strategic plan is done at the top levels and therefore implementing at lower levels could not be easy for them. Respondent were asked during data collection on why are they not involve in strategic planning so that, they can have a clear direction for the organization? The response for not been involved is supported by the interview responses that, "mostly the few from us are the ones who are involved and therefore we cannot determine what next."

Majority (41.1%) respondents disagreed urging that, Communication strategies used by the top management is clear to them and , 33.8% agreed This disagreement is a reflection implies that Communication strategies used by the top management is not clear during strategic plan design, implementation and close out . 24.3% were undecided.

Majority (45.9%) respondents disagree that Top leadership have courage to implement strategic plan in Uganda Red Cross Society Mbarara Branch while 36.5% agreed, and 17.6% undecided. This implies that, it is only and only the concern of the top management and sometimes this is why strategic plans are not followed during implementation.

### Hypothesis Testing;

To verify the alternative hypothesis that Top management plays a major role on strategic plan implementation, the Pearson's product moment correlation coefficient was thus, used to determine the magnitude of the relationship as shown on the table below:

**Table 4.12: Correlation matrix for Top management**

#### Correlations

		Strategic plan	Top management
Strategic plan	Pearson Correlation	1	.749**
	Sig. (2-tailed)		.000
	N	74	74
Top management	Pearson Correlation	.749**	1
	Sig. (2-tailed)	.000	
	N	74	74

## Correlations

		Strategic plan	Top management
Strategic plan	Pearson	1	.749**
	Correlation		
	Sig. (2-tailed)		.000
	N	74	74
Top management	Pearson	.749**	1
	Correlation		
	Sig. (2-tailed)	.000	
	N	74	74

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

### Source: primary data

The table shows a correlation coefficient of .749 which is significant at 0.01 levels implying a significant relationship. A regression analysis was thereafter run in order to determine the strength of relationship between Top management and strategic plan implementation systems, that is, how much of the variance in the independent variable would affect the dependent variable.

**Table 4.13: Showing the model summary Top management and strategic plan implementation**

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.723 <sup>a</sup>	.523	.516	1.09771

a. Predictors: (Constant), Top Management

The coefficient of determination 0.555 implies that Top management affects by 55.5% of the strategic plan implementation in Red Cross Society Mbarara Branch. Thus, there is a significant relationship. It means that Top management has an effect on strategic plan implementation.

**Table 4.14: Regression output summary on Top management****Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.343	.341		1.007	.317
Top management	.965	.101	.749	9.596	.000

a. Dependent Variable: Strategic plan

Results further confirm a significant effect of Top management on strategic plan implementation with a Beta value of 0.749 at 95% of confidence. This implies that Top management affects strategic plan implementation by 74.9%. Therefore, the researcher upholds the research hypothesis.

**4.3.3 Resource Mobilisation and strategic plan implementation**

The third objective was aimed at assessing the effect of Resource Mobilisation on the implementation of strategic plan at Red Cross society Mbarara branch. The data to achieve this was obtained from the primary sources (Staff of Uganda Red Cross society Mbarara Branch, Board Members and Stakeholders) and secondary data (documentary writings). A summary of the responses is presented in the table below.

**Table 4.15: A summary of the findings on Resource Mobilisation and strategic plan implementation**

<b>Resource Mobilisation</b>	SA	A	UD	D	SD	Mean	Standard Deviation
All stakeholders participate fully during Strategic plan implementation	9.5	21.6	21.6	27.0	20.3	3.27	1.275
Funding has been based on our strategic plans designs and facilitates strategic plan implementation	13.5	16.2	28.4	14.9	27.0	3.26	1.376
Utilization of resources have been based on strategic plan design	9.5	21.6	25.7	17.6	25.7	3.28	1.319

**Source:** primary data

Table 4.15 above shows that, 36.5% of the respondents agreed that All stakeholders participate fully during Strategic plan implementation in Uganda Red Cross Society Mbarara Branch compared to 45.9% who disagreed that All stakeholders participate does not fully during Strategic plan implementation in Uganda Red Cross society Mbarara Branch. This implies that, strategic plan implementation is not a concern to every person because the majority of the respondents have disagreed. 17.6% were undecided. During data collection exercise one participant lamented that, “our roles are not well defined simply because our responsibilities are in the hands of the few and therefore the structures are there just to satisfy donors who normally fund us”

From Table 4.15 above indicates that, 44.6% of the respondents disagreed that, Funding has been based on our strategic plan design, 36.5% respondents agreed whereas 18.9% respondents were undecided. This is an indication that there could be some other sources of funding in Uganda Red Cross Mbarara Branch .This finding is supported by Interview comment that, “we do not depend on donor funding alone but we have other internal revenue generating activities.

Majority (41.9%) of respondents disagreed that, Utilization of resources have been based on strategic plan design compared to 33.8% who strongly agreed whereas 24.3% respondents remained undecided. This implies that, resource Mobilisation in Uganda Red Cross society, Mbarara Branch is not properly allocated.

**Hypothesis Testing;**

Alternate hypothesis; Resource Mobilisation and Strategic plan implementation.

The Pearson’s product moment correlation coefficient was used to determine the magnitude of the relationship as shown on the table below:

**Table 4.16: Correlation matrix for resource Mobilisation and strategic plan implementation.**

<b>Correlations</b>		<b>Strategic plan</b>	<b>Resource Mobilisation</b>
Strategic plan	Pearson Correlation	1	.732**
	Sig. (2-tailed)		.000
	N	74	74
Resource Mobilisation	Pearson Correlation	.732**	1
	Sig. (2-tailed)	.000	
	N	74	74

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

**Source: primary data**

The table shows a correlation coefficient of .732\*\* which is significant at 0.01 levels implying a significant strong relationship. A regression analysis was thereafter run in order to determine the strength of relationship between resource Mobilisation and strategic plan implementation that is, how much of the variance in the independent variable would affect the dependent variable.

**Table 4.17: showing the model summary on resource Mobilisation and strategic plan implementation**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.732 <sup>a</sup>	.535	.529	1.08372

a. Predictors: (Constant), Resource Mobilisation

The coefficient of determination .529 implies that resource Mobilisation affects by 52.9% of the strategic plan implementation in Uganda Red Cross Society Mbarara Branch. Thus, there is a significant strong relationship. It means that resource Mobilisation has a significant role on strategic plan implementation.

**Table 4.17: Regression output summary on Resource Mobilisation**

**Coefficients<sup>a</sup>**

Model		Un standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.343	.358		.958	.341
	Resource Mobilisation	.933	.103	.732	9.104	.000

a. Dependent Variable: Strategic plan

The result in the above table revealed a regression coefficient of .732 at 1.00 significance level, hence a strong significant relationship. Results further confirm a significant effect of resource Mobilisation on strategic plan implementation with a Beta value of 73.2% at 95% of confidence. This implies that resource Mobilisation affect strategic plan by 73.2%. Therefore, the researcher upholds the research or alternative hypothesis.

#### 4.4 Descriptive statistics on views of respondents on Strategic Plan.

##### Dependent variable: Strategic plan

This section presents the findings on dependent variable; strategic plan using the questions set to generate information from the respondents.

**Table 4:18: A summary of the findings on strategic plan**

Strategic plan	SA	A	UD	D	SD	Mean	Standard Deviation
Top Leadership plays a big role towards strategic plan implementation	14.9	9.5	27.0	17.6	31.1	3.41	1.404
There is transparency during strategic plan implementation in Uganda red cross society	9.5	17.5	27.0	14.9	31.1	3.41	1.344
Monitoring and evaluation is emphasized during strategic plan implementation	14.9	12.2	27.0	18.0	27.0	3.31	1.384

**Source: Primary data**

From the Table 4.18 above, 48.7% respondents disagreed that, Top Leadership plays a big role towards strategic plan implementation, 24.5% respondents agreed whereas 27.0% respondents were undecided. This implies that however it's the role of the top management to predict for the organizational direction, they have not done much. This is an indication that, during implementation of this strategic plan, other members who did not participate in the design might end up not doing the right job.

Majority (46.0%) of respondents disagreed that there is transparency during strategic plan implementation in Uganda Red Cross Society, Mbarara Branch, 27.0% respondents agreed whereas 27.0% respondents were undecided. This implies that, there could be immobilization of



resources in the Uganda Red Cross Society, Mbarara Branch. This is an indication that, whatever is being done on strategic plan implementation has no direction.

Majority of respondents with 45.9% disagreed that Monitoring and evaluation is emphasized during strategic plan implementation This is an indication that, that is why there is misMobilisation of resources in the organization.. This is evidenced with the background where the majority of respondents who were interviewed with Uganda Red Cross Society, Mbarara Branch staff with 45.9% compared to 27.1% who agreed whereas 27.0% were undecided.

## CHAPTER FIVE

### SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter presents summary of the findings, discussion of the main findings, the conclusions and the recommendation and areas that need further research are given.

#### 5.1 Summary of the study.

This study examined the factors which influence implementation of strategic plan in Uganda Red Cross Society Mbarara Branch, Mbarara District, in South Western Uganda. It followed the realization by humanitarian organizations in the whole world, Uganda in particular today, there has been a strategic plan development to guide the implementation of all programmes. This has been a road map for the success of the service provision to intended beneficiaries. This developed strategic plan has a time frame on which they should work and there after they develop others to guide the management the next time. During the implementation process of the strategic plan, management introduces new programmes and projects which were not embedded in the operational strategic plan. This could attribute to: changing of organizational structure, leadership challenges and proper utilization of resources and accountability.

##### 5.1.1 Organizational structure and strategic plan implementation.

The first objective was to examine the effect of organizational structure on the implementation of strategic plan in Uganda Red Cross society, Mbarara Branch. The study found out that organizational structure has a statistically significant effect on strategic plan implementation of a coefficient 0.516 implies that organizational structure at 0.01 significance level. The major findings were that, majority of the respondents agreed that organizational structure affects the strategic plan implementation. This high response was an indication that the organizational structure is a critical area which seriously affects the implementation of strategic plan in Uganda Red Cross Society, Mbarara Branch. However some respondents agree that organizational structure has no effect on strategic plan implementation in Uganda Red Cross Society, Mbarara Branch.

### **5.1.2 Top management**

Further, the study found out that there existed a positively significant relationship between Top management and strategic plan implementation with a coefficient of determination of 0.555. The findings revealed that majority respondents agreed Top management affects strategic plan implementation. It was further found out that Leadership of Uganda Red Cross society, Mbarara Branch has ability to create future state, to articulate successfully implementation of strategic plan.

### **5.1.3 Resource Mobilisation and strategic plan implementation**

The study found out that there existed a positively significant relationship between resource Mobilisation and strategic plan with a coefficient of determination of 529. The findings revealed that majority respondents agreed resource Mobilisation affects strategic plan implementation in Uganda Red Cross Society, Mbarara Branch. It was further found out that All stakeholders participate are not fully participate in during Strategic plan implementation in Uganda Red Cross society, Mbarara branch

## **5.2 Discussing of the findings**

### **5.2.1 Organizational structure and strategic plan implementation**

The study objective was to explore the factors influencing the implementation of strategic plan in Uganda Red Cross Mbarara Branch, Mbarara District and the findings showed a significant positive relationship.

The study revealed that, majority of the respondents disagreed that, governance structures are well coordinated in Uganda Red Cross Society, Mbarara Branch and Sustainability of Uganda Red Cross Society Mbarara Branch is at risk if the situation continues due to poor governance. This in agreement with (Heracleous, 2000), Homburg and Workman, 2004), Hrebiniak, 2006), the organization must have governance structures and skills necessary into reality. The appropriate structure depends on a number of factors. The stage of the organization's development, the degree of diversification, the sector of the economy, the name of the few in addition to the needs of the chosen strategy. However, they ignored that the organization must possess the skills necessary to make the strategy work. Related to this is the need to assign the responsibility for accomplishing key implementation tasks and for making related decisions to the right individual or group. The strategy is the direction or route chosen to meet the goals and objectives of the organization, and the organizational

structure is the vehicle through which the strategies will be implemented. (Nafula and Wamai, (2000): The proper governance structure can permit or facilitate the organization and its managers achieving their best performance.

Alfred Chandler found that when organization adopted a new strategy, such as diversification, they tended to change to a structure appropriate for new strategy management must be strengthened. He concluded that from his studies that structure follows strategy, perhaps as “form follows function” in design. Therefore the important point is that management and structure must be consistent and congruent with one another if the organizational vision, mission and objectives are to be achieved. The organization should match its management and structure, and should match the strategy with the environment. (Garthson, 2002) Strategic management, concepts, decision, cases, university of Nebraska) Harvard’s Kenneth Andrew has observed the corporate management and strategy must dominate the design of organizational structure and process. That is successful implementation requires that management shape the formal structure of the organization. It is informal relationships and processes of motivation and control to the particular needs of their strategy. Implementing strategic plan results in the choice of the organization structure, management must be informed of information and measurement systems. However poor structure can make successful performance more difficult, perhaps even impossible.

Susan et al, (2001) defined Human Resource as the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. According to Anders (2002). Human Resource is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training. Chrismatory (2011) lamented that, human resource enables employees to contribute effectively and productively to the overall organizational direction and the accomplishment of the organization's goals and objectives. However the above definitions ignore employees’ involvement in the design of strategic plan during the planning period. However, more is involved than just turning selected strategies over those responsible for implementation and hoping for the best. Chimhanzi, (2004). Brenes, et al 2007) Lamented that if the organization is to accomplish strategic objectives, top management must provide the resources needed. Management shows where its priorities are by how it allocates it resources, budgets, people and support. However he ignores Galvanizing organizational wide commitment to the chosen strategic plan, people and

departments of the organization must be influenced if the strategic plan is to be implemented with incentives, controls and rewards to accomplish the strategy. Chimhanzi, (2004) asserted that Solidifying organization wide commitment to putting the strategic plan in place is typically achieved via motivation, incentives, and the rewarding of good performance. (Chimhanzi, et al). On the contrary, high-performance organizations need a cadre of ambitious people who relish the opportunity to climb the ladder of success, who love challenge, who thrive in a performance-oriented environment and who thus find some degree of competition and pressure useful in order to satisfy their own drivers for personal recognition, career advancement and self-satisfaction. LeClair (2000), emphasizes that right from the onset there must be a professionally run planning process with team members, environmental scanning and background information and stakeholder participation. However, amidst the financial limitations, many local NGOs may not possibly have human resource, available at the onset of the process. Fowler (2002), highlights a model developed by an international NGO that involves setting strategic parameters, contextualizing it to the country situation, reappraising and revising it, implementing it, providing feedback, intervening and learning from doing. However this model is highly iterative and enmeshed based on an international NGO setup. Therefore, it would seem difficult to replicate this specific model at country or even local level given their scope of operations and financial strength.

Chrismatory (2011) lamented that, organizational structure enables employees to contribute effectively and productively to the overall organizational direction and the accomplishment of the organization's goals and objectives. Organizational structure planning is a process that identifies current and future organizational structures needs for an organization to achieve its goals. (Hambrick, 2007). Organizational structures planning should serve as a link between organizational structures management and the overall strategic plan of an organization. Robert, and Boyden ( 2009) lamented that Ageing worker populations in most western countries and growing demands for qualified workers in developing economies have underscored the importance of effective Organizational structures Planning.

It is therefore, a responsibility of Uganda Red Cross society Mbarara Branch to ensure that organizational structure department is empowered and motivated as they implement strategic plan. This is in agreement with Chrismatory (2011) lamented that; organizational structure enables employees to contribute effectively and productively to the overall organizational direction and the accomplishment of the organization's goals and objectives.

Heracleous, (2000), who urged that, the organization must have structures and skills necessary into reality. The appropriate structure depends on a number of factors. The stage of the organization's development, the degree of diversification, the sector of the economy, the name of the firm in addition to the needs of the chosen strategy

On contrary, a small majority agreed that organizational structure is well coordinated and organized in Uganda Red Cross Society Mbarara Branch and there is division of labor. This is agreement with Hrebiniak, 2006). However, they ignored that the organization must possess the skills necessary to make the strategy work. Related to this is the need to assign the responsibility for accomplishing key implementation tasks and for making related decisions to the right individual or group. The strategy is the direction or route chosen to meet the goals and objectives of the organization, and the organizational structure is the vehicle through which the strategies will be implemented.

Bates, ( 2000) lamented that, well organized Organizational structure analyzes the major initiatives taken by a company's top management on behalf of owners, involving resources and performance in external environments.. It entails specifying the organization's mission, vision and objectives, developing policies and plans, often in terms of projects and programs, which are designed to achieve these objectives, and then allocating resources to implement the policies and plans, projects and programs. According to Arieu (2007), Organizational structure is a level of managerial activity below setting goals and above tactics. Organizational structure provides overall direction to the organization and is closely related to the field of Organization According to Heracleous (2000), Organizational structure is the typically hierarchical arrangement of lines of authority, communications, rights and duties of an organization. Organizational structure determines how the roles, power and responsibilities are assigned, controlled, and coordinated, and how information flows between the different levels of management

### **5.2.2 Top management and strategic plan implementation.**

The researcher set out to explore the effect of Top management on the implementation of strategic plan at Uganda Red Cross Society Mbarara Branch and found out that the relationship was positively significant. The study revealed that most of the respondents within Uganda Red cross society Mbarara Branch, have not been fully involved in strategic plan implementation and this will put the organization at risk of closing this is in agreement with Chimhanzi, et al (2005) lamented that on the contrary, high-performance organizations

need a cadre of ambitious people who relish the opportunity to climb the ladder of success, who love challenge, who thrive in a performance-oriented environment and who thus find some degree of competition and pressure useful in order to satisfy their own drivers for personal recognition, career advancement and self-satisfaction. LeClair (2000) emphasizes that right from the onset there must be a professionally run planning process with team members, environmental scanning and background information and stakeholder participation Munt, (2002) maintains that building community participation and involvement, a key element of action research, is likely to ensure community 'ownership' of a project/system, suit local circumstances, and increase a project's sustainability.

Forman, and Argenti, (2005), Brenes, et al 2007) lamented that, never has it been more important to move from merely managing organizations, focusing only on operational decisions, to strategic leadership. Without a clear and motivating vision and a skilled leadership team to move the organization towards the vision the successful organizations of today may not even survive the next decade. Thus, effective strategic leadership is central to the future success of any organization. Heide and Johannessen, (2002) however this needs to start with defining a clear strategic vision setting out the leadership team's strategic intent for the organization and its various businesses. (Hantang, 2005). Harrington, 2006). This then needs to be translated into an agenda for action not merely a 'strategic plan' but a set of guidelines or a road map clearly setting out where the business needs to go and empowering managers at all levels to make the multitude of decisions that they need to make in the clear understanding of where the business is heading. Top management is the starting point of strategy (Bruce, 2005). Even the best strategy can fail if a corporation doesn't have a cadre of leaders with the right capabilities at the right levels of the organization. When it comes time to implement a strategy, many companies find themselves stymied at the point of execution. (Morgan, 2005). Having identified the opportunities within their reach, they watch as the results fall short of their aspirations. Mismatched capabilities, poor asset configurations, and inadequate execution can all play their part in undermining a company's strategic objectives. Although well-regarded corporations tend to keep these pitfalls squarely in their sights, in our experience far fewer companies recognize the leadership capacity that new strategies will require, let alone treat leadership as the starting point of strategy. (Peter, 2005) .This oversight condemns many such endeavors to disappointment. Whereas good managers deliver predictable results as promised, as well as occasional incremental improvements, leaders generate breakthroughs in performance. They create something that wasn't there

before by launching a new product, by entering a new market, or by more quickly attaining better operational performance at lower cost, for example. A company's leadership reaches well beyond a few good men and women at the top. It typically includes the 3 to 5 percent of employees throughout the organization who can deliver breakthroughs in performance. (Philip, 2007)

Strikingly similar to the process of strategic planning in the nonprofit environment is the list of traits often associated with leadership in that environment. Strategic planning implementation is designed to provide an outcome that focuses on the organizational vision. This visionary process is the hallmark of the entrepreneurial spirit, and it is the process that moves an organization forward. Leaders have been categorized as visionary, managerial, or strategic, with the latter considered being the sum of the first two, with an additional entrepreneurial lens. These strategic leaders embody a combination of both innovation and economic focus, driving an organization while protecting and growing its assets, (Kuratko & Audretsch, 2009).

A leader in the strategic plan implementation combines managerial and visionary leadership, but behaves ethically and in light of an organization's core values. Leaders focus on strategy to develop long-term goals as well as financial stability and impact. Also they make strategic choices that can make a difference in the organization (Kuratko & Audretsch, 2009). Strategic planning implementation process in Uganda Red Cross Society also focuses on core values, long-term goals that provide both stability and impact, and strategic choices that positively affect an organization. Ruvio, et al, (2009) examined the nonprofit leadership vision in direct correlation to the for-profit leadership vision. While both for-profit and nonprofit visionary or strategic leaders were able to encourage organizational performance, some clear distinctions could be seen. In for-profit organizations, wide-range visionary planning was actually a hindrance to an organization, whereas in nonprofits, wide-range visionary planning (the development of strategies to deal with many issues covering many areas of operation) appears to benefit organizations. In the case of ethics, the focus is on personal ethics as part of the core of organizational values. Honesty, trust, care and concern are often favored phrases in the nonprofit's core values. This is because the nonprofit is, at some level, functioning for the good of a group of citizens, society as well as for humanity. Crittenden (2000) urged that, it is in this sense that the focus on values, for the leaders becomes so pertinent and this implies the human resource should be courageous. It is the work of the organization through its human resource department to motivate employees to



work towards fulfillment of the vision, mission and objectives of the organization as it is in the strategic plan. . A nonprofit leader will use those values to encourage and garner support for the organization from both internal and external stakeholders. And nonprofits seek financial support, so the focus on ethics and values is essential to nurturing and garnering it (Riggio & Orr, 2004). Crittenden and Crittenden (2000) looked at the characteristics that exist in nonprofit organizations to see if any correlation existed between certain characteristics and the use or effectiveness of strategic planning. While they found that there is some correlation between leadership characteristics and implementation of strategic planning, they also noted that the scope of planning appears to be more useful and effective. And within the broad category of scope of planning, one strong characteristic is the focus on long range goals. This finding is consistent with the strength of a leader who focuses on long-range goals for the nonprofit organization (Kuratko & Audretsch, 2009).

### **5.2.3 Resource Mobilisation and strategic plan**

Another objective of the study was to establish the effect of resource Mobilisation on the implementation of strategic plan in Uganda Red Cross society Mbarara Branch. Findings revealed that indeed there was a significant positive relationship. The study found out that majority disagreed that, there is proper resource Mobilisation in Uganda Red Cross Society Mbarara Branch. Respondents agreed that, they have never been involved in strategic planning and those who were involved did know where to report to. This implies that, division of labor could not have been in place during strategic plan. This is in agreement with Stocktaking (2007).urged that current trends in donor funding for resource mobilization, utilization and accountability, needs the beneficiaries fully participation if the implementation is to be achieved He emphases that, the best strategy for resource mobilization, utilization and accountability consists of seven major approaches that address a variety of challenges impacting effective participation of stakeholders. The seven approaches are: (1) Improve communication and information flow; (2) Institute processes, systems and tools; 3) Introduce incentives and empowerment; (4) Enhance skills and capacity; (5) Pursue donor interaction; (6) Strengthen interpersonal relations and (7) Produce results and monitor impact. World Bank (2006) urged that, resource mobilization needs to develop a basic information package for donors which involves bottom up planning. Bottom up planning, is a development approach which emphasizes participation of all community members. When the community has fully participation during strategic plan development, it will be easy to implement it and

monitoring will be cheap. It is recommended that resource mobilization, with input from other donors develop a basic information package to help address some of the misunderstandings, to improve the management of voluntary contributions. Information Sharing is vital for resource mobilization in an organization.

Country Health Focus (2004) urged that, it seems like a worthwhile exercise would be to compile all existing information related to resource mobilization and strategic planning, and disseminate it widely to the concerned donors. Such information should include organizational charts, focal points for donors at Headquarters, contact details for resource mobilization personnel, information about the Regional Office's budget shortfalls, priorities and current donor profiles. There should be proactively department for soliciting quality information about a phenomenon which is there for resource mobilization. It is recommended that a biannual working session is organized between staff members and representatives of the various units within the organization, with the purpose of determining the exact divisional and programmatic needs and discussing concrete opportunities for mobilizing resources and/or strategies for accessing funding (NGO Participation, 2002). Enhance the use of technology for information sharing. The existing Intranet is a valuable platform for posting donor profiles, providing guidance on proposal and report writing, providing information about the reasons as to why you are applying. Because some countries do not have access to the Intranet, other technologies for information sharing, such as SharePoint software, should be explored as an alternative. (Bill and Melinda Gates Foundation, 2005)

Covey (2004) urged that, resource utilization depends on how an organization Strengthens communication linkage at all levels within an organization. All implementers of the strategic plan need to be better informed about the work and activities in the organization, and should be encouraged to consult with the managers to know the work plan verses the budget so that they can get engaged in joint planning processes and thereafter implementation. Increased communication will allow employees to better utilization of resources represent the needs and priorities of the organization

Covey (2004) urged that Resources for development can be mobilized from domestic or external sources and be utilized by the entire organization basing on its work plan and budget. For most countries, the bulk of resources for development are mobilized externally and be implemented domestically. Resource utilization becomes more vital when it is following strategic plan. The resources mobilized must be fully utilized to fill the gaps identified during strategic plan development. The external sources can be grouped under four headings used in

the Monterrey Consensus on Financing for Development: (1) foreign direct investment and other forms of private foreign investment; (2) export earnings from international trade; (3) foreign aid and technical cooperation; and (4) the proceeds of debts forgiven by international creditors.

### **5.3 Conclusions**

#### **5.3.1 Organisational structure and strategic plan implementation.**

Since the findings revealed that organizational structure affects strategic plan implementation. This implies that organizational structure must be clear to all employees/ staff of Uganda Red Cross society Mbarara Branch. When this done and roles and responsibilities are clear strategic plan implementation will be done well.

#### **5.3.2 Top leadership and strategic plan implementation**

The positively significant relationship between Top leadership and strategic plan implementation. This implies that, the more the leaders delegate the staff in different duties concerning strategic plan design, the more it is implemented. Strategic plan implementation has not been fully implemented in Uganda Red Cross society Mbarara Branch due to the fact that employees have not been fully directed on Strategic Plan Implementation, the goal of SPI have not been interpreted well to the implementing staff and delegation has been seen as a challenge.

#### **5.3.3 Resource Mobilisation and strategic plan implementation**

The significant positive relationship between resource Mobilisation and strategic plan implementation. This implies that the more the resource Mobilisation is utilized according to strategic plan will be implemented. The need to assign the responsibility for accomplishing key implementation tasks and for making related decisions to the right individual or group will be easy.

### **5.4 Recommendations**

The following recommendations have been made basing on the findings and conclusions drawn from the study:

#### **5.4.1. Organizational structure and strategic plan implementation**

The Board of Uganda Red Cross society Mbarara Branch should equip try by all means to emphasize the organizational structure and make employees to follow it. Roles and

responsibilities must be clear on this organizational structure. This will facilitate clear communication about strategic plan implementation.

#### **5.4.2 Top leadership and strategic plan implementation**

The leadership of Uganda Red Cross society Mbarara Branch should always interpret the vision, mission to employees so that they are clearly defined during strategic plan design. When they are interpreted, implementation will be clear and sustainability shall be realized. This means that, effective communication must be the key factor during strategic design and why it was designed. The management must be involved at all stages during data collection, design and implementation. This means, the consultant must work with the management in scanning the environment so that, during implementation of the strategic plan; it becomes easier for the management to interpret the strategic plan. When this is done, succession purposes will increase number of skilled laborers to keep organizational activities moving in case there is backlash

The Board of Uganda Red cross society Mbarara branch should emphasize knowledge sharing on issues pertaining strategic plan design amongst the management and other stakeholders. This will Enhance performance for specific tasks as it is designed in the strategic plan, Ensure efficiency and effectiveness and Ensure continuity and sustainability of the organization. This will not bring in bottle necks during the implementation of the plan. This should be done by allowing the management to put in their contributions not relying on what the consultant has put on paper. The purpose of this, is that, the management is the one to implement therefore they must be part and parcel during the strategic plan design. This will make monitoring and evaluation very easy.

#### **5.4.3 Resource mobilisation and strategic plan implement.**

The apex Body which institutes the Board of directors of Uganda Red Cross Society Mbarara Branch should make sure that, resource mobilisation is emphasized to all programs during strategic plan design and implementation. This will imply that, schedule of activities will be following and reports will be done according to budgets and work plans as it is stated in the management operations manual. This will motivate the staff to perform better compared to when the resources are not properly designed.

## **5.5 Areas for further research**

There is need to carry out further research on the effect of strategic plan on the performance of NGOs.

There is need to undertake a study to establish the effectiveness of monitoring and evaluation at all levels by stakeholders on strategic plan implementation

There is a need to study the contributions of organizational structure towards the implementation of strategic plan in NGOs.

There is a need to assess the contributions of organizational structure towards the implementation of strategic plan in NGOs.

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## **APPENDICES**

### **APPENDIX A: QUESTIONNAIRE.**

#### **QUESTIONNAIRE FOR SENIOR STAFF (MANAGEMENT) AND CONSULTANTS OF RED CROSS ON FACTORS HINDLING THE IMPLEMENTATION OF STRATEGIC PLAN IN UGANDA RED CROSS SOCIETY, CASE STUDY OF UGANDA RED CROSS SOCIETY MBARARA BRANCH.**

Dear Respondent,

I am called Nsubuga Richard a student of Uganda Management Institute (UMI) taking a Master Degree in Management Studies (majoring in project planning and management). This questionnaire is designed to study factors influencing the implementation of strategic plan in Uganda Red Cross Society. The information you give will help us understand factors influencing strategic plan in Uganda Red Cross Society with a case study of Mbarara Branch. You are the one to give us the correct information, we request you to openly give us the information

Thank you for your cooperation

Richard Nsubuga

**Factors influencing the implementation of strategic plan in Uganda Red Cross Society.**

**A case study Uganda Red Cross Society, Mbarara Branch.**

**Section A:**

**Background information about the respondent**

Please tick

		1	2	3	4	5
1	What is your age	( 20-30 )	(31-40)	(41- 50)	(51- 60)	( 61&above)
2	Gender	Male	Female			
3	Level of education	Primary	Secondary	Diploma	Degree	Postgraduate
4	Marital status	Single	Married	Widow	Divorced	Others
5	Stakeholder	NGO	CBO	URCS staff	Civil servant	Political leader

**SECTION B:**

**Organizational Structure and strategic plan implementation**

**Key: Strongly Agree (SA) 5, (Agree (A) (4), Undecided (UD)3, Disagree (D)2 and Strongly Disagree (SD)1**

	<b>Governance and strategic plan implementation</b>	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
6	The governance structures are well coordinated in Uganda Red Cross Society					
7	The mission of red cross society is well stated and therefore guides well strategic plan implementation					
8	Membership of Uganda red cross society describes clearly the stakeholders involved in the implementation of strategic plans					
9	Sustainability of Uganda red cross society has been due to good governance in Uganda red cross society					
10	Organizational structure outlines the roles and responsibilities of the staff during strategic plan implementation					
11	Policies and procedures are clear towards strategic plan implementation					
12	The ability of management team to implement strategic plan are very clear.					
13	The staff of Uganda red cross society is upright towards the implementation of strategic plan					

**SECTION C:**

**Top leadership and strategic plan implementation**

**Key: Strongly Agree (SA) 5, (Agree (A) (4), Undecided (UD) 3, Disagree (D) 2 and Strongly Disagree (SD) 1**

	Visionary abilities and strategic plan implementation	SA	A	UD	D	SD
		5	4	3	2	1
14	Leadership of Uganda Red cross society have ability to create future state, to articulate successfully implementation of strategic plan					
15	Successful implementation of strategic plan of red cross society has been due proper direction by the top management					
16	Communication strategies used by the top management is clear to me					
17	Top leadership have courage to implement strategic plan in Uganda red cross society					

**SECTION E:**

**Resource utilization and accountability and implementation of strategic plan**

**Key: Strongly Agree (SA) 5, (Agree (A) (4), Undecided (UD) 3, Disagree (D) 2 and Strongly Disagree (SD) 1**

	Community participation and strategic plan implementation	SA	A	UD	D	SD
		5	4	3	2	1
18	All stakeholders participate fully during Strategic plan implementation					
29	Funding has been based on our strategic plan designs and facilitates strategic plan implementation					
20	Utilization of resources has been based on strategic plan design					

**SECTION F:**

**Strategic Plan implementation**

**Key: Strongly Agree (SA) 5, (Agree (A)(4), Undecided (UD)3, Disagree (D)2 and Strongly Disagree (SD)1**

	Strategic plan implementation	SA	A	UD	D	SD
		5	4	3	2	1
21	Top Leadership plays a big role towards strategic plan implementation					
22	There is transparency during strategic plan implementation in Uganda red cross society					
23	Monitoring and evaluation is emphasized during strategic plan implementation					

## **APPENDIX B- BOARD MEMBERS**

### **INTERVIEW GUIDE FOR KEY INFORMANTS ( BOARD MEMBERS) OF UGANDA RED CROSS SOCIETY ON FACTORS INFLUENCING THE IMPLEMENTATION OF STRATEGIC PLAN IN UGANDA RED CROSS SOCIETY , CASE STUDY OF UGANDA RED CROSS SOCIETY MBARARA BRANCH.**

Dear Respondent,

I am called Nsubuga Richard a student of Uganda Management Institute (UMI) taking a Master Degree in Management Studies (majoring in project planning and management). This questionnaire is designed to study factors influencing the implementation of strategic plans in Uganda Red Cross Society. The information you give will help us understand why strategic plans in Uganda Red Cross Society with a case study of Mbarara Branch. You are the one to give us the correct information, we request you to openly give us the information

Thank you for your cooperation

Richard Nsubuga

1. Do you know the Mbarara Branch Red Cross strategic plan?
2. Have you been involved in the design of the Mbarara Red Cross strategic plan?
3. Are you involved in this strategic plan Implementation?
4. What do you think could be factors influencing the implementation of Mbarara strategic plan implementation?

## **APPEDIX C -DONNORS**

### **INTERVIEW GUIDE FOR KEY INFORMANTS ( DONORS) OF UGANDA RED CROSS ON FACTORS INFLUENCING THE IMPLEMENTATION OF STRATEGIC PLAN IN UGANDA RED CROSS SOCIETY , CASE STUDY OF UGANDA RED CROSS SOCIETY MBARARA BRANCH.**

Dear Respondent,

I am called Nsubuga Richard a student of Uganda Management Institute (UMI) taking a Master Degree in Management Studies (majoring in project planning and management). This questionnaire is designed to study factors influencing the implementation of strategic plan in Uganda Red Cross Society. The information you give will help us understand why strategic plans in Uganda Red Cross Society with a case study of Mbarara Branch. You are the one to give us the correct information, we request you to openly give us the information

Thank you for your cooperation

Richard Nsubuga

#### **DONNORS OF UGANDA RED CROSS SOCIETY**

1. Where do you base yourself while funding Uganda Red Cross Society in Uganda?
2. Do you have guiding producers while implementing projects with your partners?
3. Which tools do use to see that projects are being monitored?
4. How do you guide your partners to improve on their performance in project implementation?



## **APPENDIX D-DOCUMENTARY CHECK LIST**

The following will be checked:

1. Previous strategic plans design
2. Minutes of meetings held
3. Questionnaire that were used during the design of strategic plans
4. Annual/ quarterly/ monthly work plan
5. Procurement plans
6. Uganda red cross Mbarara branch constitution
7. Annual audit report from 2009-2012
8. Financial reports

**APPENDIX E- PERMISSION LETTER**

**APPENDIX F- MAP OF MBARARA DISTRICT**

**APPENDIX G-REDCROSS ACCEPTANCE LETTER**