

FACTORS INFLUENCING IMPLEMENTATION OF  
STRATEGIC PLAN BY SACCOs IN MURANG'A COUNTY

A CASE STUDY OF MURATA SACCO

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**DECLARATION**

I declare that this research project is my own work and has not been submitted to any other university or institution of higher learning for examination. Where other researchers or authors have been cited they are acknowledged.

Signature ..... Date .....

**Approval**

This research project has been submitted for examination with our approval as the Kabarak University candidate supervisor.

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Signature.....Date.....

## **DEDICATION**

I wish to dedicate this research project to my dear wife Ruth, My children Charles, Simon, Rahab and Caleb who have always encouraged me and accorded me their spiritual and moral support during the entire period of my study.

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## **LIST OF ABBREVIATIONS.**

ADM	-	Annual Delegates Meeting.
BOD	-	Board of directors
BOSA	-	Back Office Services Activity
CEO	-	Chief executive officer.
FOSA	-	Front Office Services Activity
ICA	-	International co-operative Alliance
IT	-	Information Technology.
PESTEL	-	Political, Economic, Social, Technological, Environmental and Legal.
R&D	-	Research and development.
SACCO	-	Saving and credit cooperative society
SASRA	-	Sacco Societies Regulatory authority.
SBU	-	Strategic business unit.
SHRD	-	Strategic human resource development.
SPSS	-	Statistical Package for Social Sciences
SWOT	-	Strength, weaknesses, opportunities and Threats.
UBS	-	Union Banking Section
WOCCU	-	World Council of Credit Unions

## **ABSTRACT**

The ability to implement strategies successfully is important to any organization. Numerous studies acknowledge that strategies frequently fail not because of inadequate formulation but because of insufficient implementation. Strategy implementation has been a major problem to managers of big organizations. In order to create a strategic plan organizations spend a lot of money, personal and other resources. Studies and researchers have shown that big organizations have had problems in implementing their strategic plans and in some occasions they have completely failed. The objective of this research was to identify the various factors that influence strategic plan implementation, assess the extent to which each of the identified factors contribute to successful implementation of strategic plans and determine the level of strategic plan implementation in SACCOs. A population of 72 respondents was targeted consisting of board of directors, the supervisory board, the senior managers and middle level managers drawn from all the fifteen (15) branches of Murata SACCO. A response rate of 89% was achieved. The opinions of the targeted respondents were sought by the use of a structured questionnaire. The questionnaire was designed in such a way as to capture the respondents' perception and opinion on various factors influencing strategic plan implementation in savings and credit cooperatives. Both descriptive and inferential analysis techniques were used to analyze and interpret the data. The main findings of the study revealed that each of the identified factors i.e. strategic leadership, human capital, organizational structure, information technology and organizational culture have some significant influence on implementation of strategic plans, however strategic leadership had the greatest influence on strategic plan implementation in SACCOs. The researcher recommends that for effective implementation of strategic plans adequate training of SACCO leadership should be performed since problems of implementation are really issues about how leaders influence behaviors, change the course of events, and overcome resistance. All SACCO staff should be actively involved in every step of the strategic plan implementation.

**Key words:** Strategy, Strategy implementation, Strategic leadership, Human capital, Organization structure, Information technology, Organizational culture.