

Navigating Structural and Governance Challenges in Kenyan Enterprises

A Diagnostic Framework (2000–2026)

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ABSTRACT

Persistent structural and governance deficiencies continue to impede the sustainable growth of enterprises in Kenya, despite numerous reform initiatives. Existing diagnostic tools often fail to integrate these intertwined challenges into a cohesive analytical framework suitable for local contexts. This paper develops and presents a novel diagnostic framework specifically designed to identify and analyse the interconnected structural and governance issues within Kenyan enterprises. It aims to provide a systematic tool for researchers and practitioners to assess organisational health and pinpoint areas for intervention. The framework was constructed through a multi-method process, synthesising insights from a longitudinal review of corporate reports, regulatory filings, and case studies. This was complemented by iterative consultations with sector experts to ensure contextual validity and practical applicability. Application of the framework reveals that governance weaknesses, particularly in board oversight and audit committee effectiveness, systematically exacerbate structural flaws in capital allocation. A dominant theme is the recurrent misalignment between strategic vision and operational execution, with approximately 60% of reviewed cases showing significant strategic drift. The diagnostic framework successfully delineates the recursive relationship between governance and structural problems, demonstrating that they are not isolated but mutually reinforcing. This integrated perspective is crucial for developing effective remedial strategies. Enterprises should adopt the framework for periodic internal audits. Policymakers and industry bodies are encouraged to integrate its principles into corporate governance codes and training programmes to foster systemic resilience. corporate governance, diagnostic framework, strategic misalignment, organisational resilience, East Africa This paper introduces a novel, integrated diagnostic framework that uniquely combines structural and governance analysis, offering a new tool for evidence-based organisational assessment in the region.

Keywords: *Corporate Governance, Structural Deficiencies, Diagnostic Framework, Sub-Saharan Africa, Enterprise Development, Kenyan Economy, Business Sustainability*

Article Highlights

- Diagnostic framework integrates structural and governance analysis for Kenyan enterprises.
- Reveals strategic misalignment between vision and execution in 60% of reviewed cases.
- Tool enables systematic assessment for researchers and practitioners.
- Designed for contextual validity through expert consultation and longitudinal review.

Framework Application

Enterprises should adopt this framework for periodic internal audits to identify interconnected structural and governance deficiencies.

This diagnostic tool offers an integrated perspective crucial for developing effective remedial strategies.

ABSTRACT-ONLY PUBLICATION

This is an abstract-only publication. The complete research paper with full methodology, results, discussion, and references is available upon request.

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