

**INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON THE
PERFORMANCE OF NON-GOVERNMENT ORGANIZATIONS
IN MOMBASA COUNTY, KENYA**

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DECLARATION AND APPROVAL

Declaration by the Student

This research project is my original work and has not been presented for a degree in any other University or for any other award.

Signature..... 

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I confirm that the work reported in this research project has been carried out by the candidate under my supervision.

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DEDICATION

This research project is a special dedication to my wife Joyce for her unwavering support.



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ABSTRACT

Running non-governmental organizations, still has its fair share of challenges. Managerial efficiency is still wanting, its performance very low with most of them witnessing increased corruption cases. Thus, purpose of this study was to assess the influence of strategic management practices on the performance of NGOs in Mombasa County, Kenya. The objectives of the study included assessing the influence of environmental scanning, strategy formulation, strategy implementation, and strategy evaluation on the performance of NGOs. The study was guided by the resource mobilization and contemporary regime theories. A mixed methods approach was applied, utilizing the concurrent triangulation design, in which quantitative and qualitative methods were implemented simultaneously and with equal emphasis. The target population comprised 906 respondents, including 16 managing directors, 16 project managers, and 804 members of the board. The sample size for the study was 112, consisting of 16 presidents and 16 treasurers who were purposively sampled, while 80 board members were randomly sampled, with 5 individuals selected per NGO. Data from the board members were collected using questionnaires, while interviews were conducted to collect data from presidents and treasurers. Piloting of research instruments was conducted among 10.0% of the sample size of respondents in the neighboring Mombasa County to establish validity, reliability, credibility, and dependability. Validity was ascertained through expert judgment, while reliability of the instruments was determined using the test-retest technique. The correlation coefficient was obtained using Pearson's Product Moment Correlation Method. A coefficient of $r \geq 0.7$ indicated high internal reliability of the instruments. Credibility was established by data triangulation through multiple analysts, whereas dependability was ensured through detailed reporting. Data analysis began by identifying common themes from the respondents' descriptions of their experiences. Frequency counts of the responses were then obtained to generate information about the respondents and to illustrate the general trend of findings on the various variables under investigation. Qualitative data was analyzed thematically along the objectives and presented in narrative forms, while quantitative data was analyzed descriptively using frequencies, percentages, mean, and standard deviation, and inferentially using ANOVA with the help of Statistical Packages for Social Science (SPSS Version 27). The findings of the study were presented using tables and charts. The research findings revealed a strong and statistically significant connection between environmental analysis, strategy development, execution, evaluation, and the performance of non-governmental organizations (NGOs). According to the regression analysis, these strategic management processes explain 59.5% of the variations in organizational performance. The study concluded that environmental scanning, strategy execution, and evaluation significantly impact NGOs' performance, while strategy formulation does not hold significant influence. To enhance their strategic management practices, NGOs are advised to bolster collaborations with stakeholders, improve resource mobilization, assess internal and external factors, and engage employees in the planning and execution of strategies. Furthermore, the study suggests further research to explore how the internal organizational environment affects NGOs' performance in Kenya. It also recommends policymakers in the NGO sector to provide support to individual organizations in formulating strategic management frameworks that prioritize regulation and oversight.

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ABBREVIATIONS AND ACRONYMS

CSO	Civil society Organizations
CSR	Corporate Social Responsibility
FBO	Faith Based Organization
ICNPO	International classification of Non- Profit Organization
SWOT	Strength weakness opportunities time
TT	Technology Transfer
SPSS	Statistical Package for Social Sciences



CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

In recent years, both the value of strategic thinking and the idea that strategic management may boost an organization's performance have come into wider recognition (Satyro & Giannetti, 2017). According to Prajogo (2016), a company's strategic management should evolve into a standard operating procedure and a single direction that directs the company's actions. It consists of the examinations, judgments, and actions taken by an organization in order to gain and keep a competitive advantage (Ozturk, 2020).

Strategic management refers to the process by which managers make decisions and take actions to plan, direct, and control the activities of the organization in order to achieve the organization's goals (Adobor, 2019). In this regard, strategic management is the set of decisions and actions resulting from the process of defining and achieving the organization's goals. Therefore, strategic management is a systematic, continuous and planned process that is based on strategic planning. Implementation and control of organizations. The purpose of strategic management is to ensure that the organization meets its goals and optimizes its performance.

Strategic management is a continuous process that is used by organizations to plan, implement and control their actions to achieve the goals set in the environment in which they operate (Thompson et al., 2020). Strategic management according to Chaibakhsh (2017) is a comprehensive, continuous and concerted effort of managers to achieve the goals of the organization. In this regard, the strategic management process includes four steps: strategic planning, strategy implementation, strategy evaluation and strategy modification. The strategic management process is a continuous and dynamic process that

is always performed by organizations to achieve the goals set in the operating environment

The role of strategic management in non-governmental organizations is to help them to establish and achieve their long-term goals (Fowler, 2016). It also helps NGOs to identify and respond to opportunities and threats in their external environment. Furthermore, strategic management provides NGOs with a framework for making decisions about how to allocate their resources in order to achieve their objectives (Fowler, 2016). There are a number of strategic management practices that can be adopted by NGOs in order to improve their performance. These include setting clear objectives, carrying out environmental scanning, engaging in stakeholder analysis, developing strategies, and implementing and monitoring these strategies (Abdel-Kader & Wadongo, 2018).

1.1.1 Effect of Strategic Management Practices on the Performance of Non-Government in Global Perspective

NGOs are active all over the world and are responsible for a wide range of initiatives and operations. It's estimated that there are around 40 thousand persons working in foreign countries (Agwu, 2018). Over 65,000 nongovernmental organizations (NGOs) are officially recognized in Russia and China, with an additional 130,000 operating under the radar. More than half a million NGOs operate in India. Over a million American NGOs have registered with the US government (NGOs). More than 10.1 million representatives make up Africa's workforce, or around 7% of the continent's total (Lasserre, 2017).

There is a great need for NGOs to help expand networks, especially in rural areas (Sooducho-Pelc, 2015). There is a growing consensus that nongovernmental organizations (NGOs) are best suited to represent the interests of the population as a whole, and of its most vulnerable members, in advocating for their own needs (Hansen, 2017). When compared to the government, NGOs are better able to: address society's

most pressing problems; develop effective strategies; and operate in far-flung places like Sub-Saharan Africa (Mumbe & Njuguna, 2019).

1.1.2 Effect of Strategic Management Practices on the Performance of Non-Government in Regional perspective

Many nongovernmental organizations (NGOs) have helped close the gap between the poor and the rich or the government by advocating for measures to end extreme poverty, protecting human rights, and gaining seats at the table in state agencies. They mediate and act as catalysts in the strategic management process, and they are known for planting the seeds of new ideas (Frynas & Mellahi, 2015). Non-governmental organizations (NGOs) in Tanzania and other nearby countries have consistently failed to impress due to a lack of buy-in from key stakeholders (Biteko & Ismail, 2020). This has prompted research into the potential reasons for NGOs' poor performance and strategies for improving their results. According to the findings, the lack of strategies is the main reason non-governmental organizations (NGOs) have such poor management and output.

1.1.3 Effect of Strategic Management Practices on the Performance of Non-Government in Local Perspective

In Kenya, The NGO sector in Kenya plays a vital role in supporting the government and communities in a variety of areas including education, health, environment, and poverty alleviation (Maina, 2018). In addition, NGOs provide critical services and support to vulnerable groups such as women, children, and the elderly (Muriuki et al., 2017).

Many NGOs exist to fill the gaps that both the public and private sectors fail to particularly during periods of economic recessions, disease outbreaks and other humanitarian emergencies, agree that NGOs have been handy in promoting the economy, environmental outcomes, health and education of Kenyans (Njue & Ongoto, 2018). Many of Kenya's nongovernmental organizations (NGOs) receive funding and support from

more well-known foreign groups; as a result, some of Kenya's NGOs engage in more methodical strategic management than they could otherwise.

1.1.4 Effect of Strategic Management Practices on the Performance of Non-Government in NGO in Kenya

Some common strategic management practices that are often considered to be important in the NGO sector include developing a clear mission and vision, setting strategic goals and objectives, conducting stakeholder analysis and engagement, and performing regular monitoring and evaluation (Hansen, 2020). Having well-defined goals is crucial in strategic management (Güven, 2020). In addition, they need to fit in with the overall goals and objectives of the organization. Once objectives have been set, the NGO can develop strategies to achieve them. Scanning the surrounding environment is a crucial part of strategic planning. This entails keeping an eye on the outside world for potential benefits and dangers that could have an effect on the NGO. Non-governmental organizations (NGOs) need to keep tabs on the world around them so that they can adapt their methods accordingly (Cofrancesco, 2016).

Stakeholder analysis is another key aspect of strategic management (Jaleha, & Machuki, 2018). This involves identifying and assessing the interests and needs of different stakeholders. It is important for NGOs to understand the different stakeholders so that they can develop strategies that are responsive to their needs. Once objectives have been set and the external environment has been scanned, NGOs need to develop strategies to achieve their objectives. Strategies should be aligned with the NGO's mission, vision and values. They should also be responsive to the opportunities and threats identified in the external environment (Lee & Griffith, 2019).

After strategies have been developed, it is important to implement and monitor them. Implementation involves putting the strategies into action. Monitoring involves tracking the progress of the NGO in relation to its objectives. It is important to make adjustments to the strategies if they are not working as planned (Masero, 2016).

NGOs, like for-profit enterprises and the government, can gain a lot by adopting strategic management practices (Meresa, 2019). Strategic management can have a major effect on non-governmental organizations (NGOs), and not just in terms of the money they bring in (Kohlmann & Gatermann, 2016). Companies that are more prepared to face the competition in today's global market are more likely to succeed than those that are not. Non-governmental organizations (NGOs) need to learn and implement strategies that will increase employee productivity if they are to achieve their goals. This is getting harder in today's business climate because of all the competition (Agussani, & Akrim, 2020).

In order to stay in business and compete in today's market, many companies employ strategic management strategies (Aboramadan & Borgonovi, 2016). Management activities such as analyzing the current situation, developing a plan of action, putting that plan into action, and monitoring and adjusting the results are all examples of strategic management at work, bringing the company and its environment into harmony so that it can achieve its goals. Strategic management methods establish the overarching course for the organization (Meresa, 2019).

Strategic management approaches can't be implemented efficiently or sustainably without the growth of the many parties involved (Omsa et al., 2017). Their survivalist environmental beliefs and concerns are mirrored in their management strategies. Strategic planning can help non-governmental organizations (NGOs) build relationships with key constituencies, including potential funders, business allies, and government agencies (Omsa et al., 2017).

Strategic management is important for all businesses, but it is especially important for small businesses (Agwu, 2018). Small businesses often have limited resources and must carefully allocate those resources to maximize their chances of success. One common application of strategic management is in the area of marketing. Marketing managers use strategic management to develop marketing plans and strategies (Biteko & Ismail, 2020). They set objectives, such as increasing market share or increasing brand awareness, and then develop strategies to achieve those objectives. Another common application of strategic management is in the area of human resources (Chan et al., 2018).

Human resources managers use strategic management to develop plans and strategies for recruiting, training, and retaining employees. They set objectives, such as reducing turnover or increasing employee productivity, and then develop strategies to achieve those objectives (Draugalis & Plaza, 2019). Operations managers also use strategic management to develop plans and strategies for optimizing production and operations. They set objectives, such as reducing costs or increasing efficiency, and then develop strategies to achieve those objectives. (Makanga & Paul, 2017).

As per Prajogo (2016), strategic management entails the formulation, execution, analysis, and assessment of non-functional choices that forward an organization's goals. There has been a true management revolution in NGOs in recent years as a result of the increased importance of strategic management techniques brought about by economic and societal changes (Durand et al., 2017). Strategic management is a method for directing an organization's efforts, improving resource allocation, reinforcing key choices, and maximizing productivity (Omsa et al., 2017). Strategic management is useful not only for for-profit corporations and governments, but also for non-profit organizations (D'Cruz, 2018). NGO work environments are notoriously difficult, risky, and financially unstable.

Organizations can deal with financing uncertainty, according to Adobor's (2019) research, if they engage in strategic management activities. For this reason, the lack of such a concept could be detrimental to the long-term financial sustainability of NGOs because it would lead to their being more focused on the here and now. D'Cruz (2018) argues that strategic management can have far-reaching effects for non-profits beyond the financial gains that may be made.

According to Amayreh's (2020) research, non-governmental organizations (NGOs) that make plans for the future improve not only their financial but also their social performance.

As an added bonus, strategic management approaches may help NGOs not only make better use of scarce resources, but also boost the efficiency and effectiveness of their programs and projects (Muriuki et al., 2017). Effective management lays the groundwork for expanding and improving NGOs' service delivery, lending credence to the idea that this could boost program results (Ogbechie, 2018).

The concept of organizational performance entails the efficient coordination of resources such as time, effort, and finances to achieve specific objectives aligned with the organization's mission (Obegi & Kimutai, 2017). Success in business hinges on delivering value to customers, encompassing not just financial gains but also factors like customer satisfaction, productivity, and expanding influence (Masero, 2016). Evaluating organizational performance necessitates comparing actual outcomes with stated goals and objectives (Gitonga, 2018). Commonly assessed outcomes in business include financial, market, and shareholder value, alongside production capacity in certain contexts.

Beyond financial metrics, performance can be gauged by customer satisfaction, employee loyalty, revenue generation, expense management, product quality, and resource utilization (Obegi & Kimutai, 2017). For nonprofits, success metrics may involve

fundraising effectiveness, revenue growth, and expenditure efficiency (Hurduzeu, 2015). Effective strategic leadership plays a crucial role in financial performance, as evidenced by revenue growth and allocation towards philanthropic activities versus operational costs (D'Cruz, 2018).

Assessing cost-effectiveness is vital, with the ratio of administrative costs to total costs serving as a key indicator. Improving NGO effectiveness necessitates the adoption of robust strategic management practices, including goal-setting, problem-solving, and effective decision-making (Serrat, 2017). Studies on strategic management techniques focus on analyzing how variations in organizational performance contribute to achieving stated goals (Masero, 2016).

1.2 Statement of the Problem

In Kenya, the majority of NGOs have showcased commendable performance by adhering to effective strategic management methodologies. This encompasses having well-defined visions and missions, strategic plans, and a competent workforce, among other factors (Kenya NGOs Management Policy, 2015). However, Maina (2019) highlights that some NGOs have struggled to exhibit similar competencies, encountering management-related challenges and, in some cases, closure. The dynamic nature of the environment presents challenges for most NGOs in Kenya (Maina, 2019), prompting the need for evaluating strategic management practices and their subsequent implementation.

Various studies have scrutinized strategic management practices within different contexts. For instance, Odera (2018) notes the inefficacy of NGOs addressing food insecurity due to shortcomings in strategy formulation and implementation, leading to a failure in enhancing food security among vulnerable populations. Yunis (2019) identifies a positive correlation between strategic management and NGOs' access to donor funding. Kihara (2017) emphasizes the significance of strategic management practices in

enhancing the performance of agricultural NGOs in Kenya, whereas Wanjiru (2019) underscores their critical role in emergency response NGOs like the Red Cross. Sang (2018) demonstrates how strategic management practices have enhanced the performance of LAPFUND, the national mandated retirement benefits scheme. Despite these insights, none of the aforementioned research has conclusively established a causal link between strategic management and NGO performance in Mombasa County, Kenya. Therefore, this study aimed to bridge this gap by assessing the impact of strategic management practices on the performance of NGOs in Mombasa County, Kenya.

1.3 Purpose of The Study

The purpose of the study was to evaluate strategic management practices on the performance of NGOs in Mombasa County.

1.4 Objectives of the Study

The specific objectives were as follows

- i. To assess the influence of environmental scanning Practices on the performance of NGOS in Mombasa County.
- ii. To determine the influence of strategic formulation Practices on the performance of NGOS in Mombasa County
- iii. To establish the influence of strategic implementation Practices on the performance of NGOS in Mombasa County.
- iv. To assess the influence of strategic evaluation Practices on the performance of NGOS in Mombasa County.

1.5 Research Questions

- i. How does environmental scanning influence the performance of NGOS in Mombasa County

- ii. To what extent does strategic formulation influence the performance of NGOS in Mombasa County
- iii. In what ways does strategic implementation influence the performance of NGOS in Mombasa County
- iv. To what extent does strategic evaluation influence the performance of NGOS in Mombasa County

1.6 Rationale of the Study

Porter and Kramer (2006) suggest that if proper strategy frameworks are being used by NGOs, corporate social responsibility (CSR) can be more than just a constraint for corporates; it can be an opportunity and source of competitive advantage. Strong, well-functioning organizations will provide corporates with a platform to give back to the community in a sustained and strategic method and increase the likelihood of organizations receiving continuous funding and support. Based on the literature reviewed, many researchers agree that strategic planning within NGOs is problematic. However, research in this field has produced business models and strategy frameworks that can be implemented by NPOs to improve their operations and sustainability without investigating the underlying nature or fundamental problems in strategic planning. Considering the above, the purpose of this research was to investigate common problems in strategy formulation and implementation in NGOs. By doing so, the researcher aimed to create awareness amongst executives regarding the nature of these problems in an attempt to help prevent them from repeating errors that compromise the continuity of the organization. This introduced the primary research question that was addressed by the research.

1.7 Significance of the Study

Waechter (2011), among others, suggests that successful strategic planning in NGOs can provide the following benefits: Bring clarity and agreement on organization mission and vision: Agreement on the mission is extremely important for the organization to be effective, and defining a shared vision is essential for identifying the desired outcome and planning to achieve it.

Help organizations prepare for the future: A strategic plan serves as a roadmap to achieve the desired future for an organization. It helps the board, staff, and volunteers prioritize the work that needs to be done and facilitates in making short-term decisions based on their long-term implications. Help organizations anticipate and manage change: By anticipating and planning for change, organizations can prepare for it instead of merely reacting to it in a startled way.

Improve the decision-making processes: With a strategic plan in place, day-to-day decision making and problem solving will be based on the organizations short-term and long-range goals. When making choices within the context of the strategic framework, the organization's direction is clearly defined.

Align the board and staff: A shared purpose and direction provides a platform for high performing teams. Educate participants about institutional history: By understanding the organization's past, better choices can be made about the organization's future. Identify existing strengths in the organization: Providing consistent feedback on how well the organization is meeting its objective according to the plan set out serves as a source of motivation and inspiration for staff to continue. In addition, it provides direction on which efforts best contribute to the success of the organization.

1.8 Scope of the Study

This study was based strategic management practices on the performance of Non-Governmental Organization in Mombasa County The study adopted mixed methods approach and thus applied concurrent triangulation research design. The study was conducted between December 2023 and July 2024.

1.9 Limitations of the Study

The researcher could encounter the following limitations during the study:

- i. The findings of this study may not be generalized to other counties since there could be other unique dynamics which influence strategic management practices other than variables under investigation.
- ii. The sampled respondents in the study may not reflect the entire population in Mombasa County. In this case, the researcher ensured that the sample was as representative as possible.
- iii. Since use of strategic management practices is a core responsibility of the NGOS there can be likelihood of them withholding crucial information for fear of being reprimanded. The researcher addressed this by upholding ethical consideration and assuring all respondents that confidentiality would be observed. Source triangulation also assisted in minimizing subjectivity.
- iv. Considering that data was collected during the working hours, the researcher was likely to be seen as interfering with the daily program. To address this, the researcher made prior arrangement with the institutions to minimize such interference.

1.10 Delimitations of the Study

The study focused on the influence of strategic management practices in Environmental scanning, strategy formulation, strategy implementation and strategy evaluation on the

performance of NGOS. The data for this study was collected from Managers and NGOS employees. Questionnaires were used to collect data from the employees whereas interview guide were used to collect data from managers.

1.11 Assumptions of the Study

The study assumed that;

- i. Strategic management practices are involved in the performance of NGOS.
- ii. Environmental scanning influences NGOS performance.
- iii. Strategic formulation, implementation and evaluation influences NGOS performance.



1.12 Operational Definitions of Terms

Non-Government organization:

NGOs are organizations established to serve a public need. These organizations render needed services to the community at no charge and therefore rely purely on sponsorship from the public and corporate funders to sustain its operations. This income and/or property/assets are not distributable to its members or office bearers except for compensation for services rendered as approved by the governing body

Strategy:

A comprehensive strategy outlines management's plan to grow the business, stake out a market position, attract and please customers, compete successfully, conduct operations, and achieve targeted objectives.

Strategy formulation:

Formulating a company's strategy starts with articulating the company's strategic vision and mission statement, and effectively communicating these down the hierarchy to all levels of management and staff. A company's strategy consists of an outlined statement of values that management identify as key attributes for

personnel to display and, very importantly, setting objectives in order to convert the strategic vision into specific performance targets that are measurable and contain a deadline for achievement.

Strategy implementation:

Strategy implementation is an operations-orientated activity aimed at the execution of core business activities in a strategy supportive manner and should be launched and managed on all organizational levels. The effective implementation of strategy requires executives to continually evaluate if the company's direction and strategy are well matched to the industry and competitive conditions and if performance targets are being met.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter, the researcher presents the literature of the previous studies covered related to the researcher's area of study. It is subdivided into different sub-sections as the concept of strategic management practices, the performance of NGOS, the influence of environmental scanning, strategy formulation, strategy implementation and strategy evaluation and the performance of NGOS. The researcher provides divergent views which are critical to different authors who raised various versions related to the issues being investigated. It also provides a summary of literature reviewed citing the gaps identified and the theoretical and conceptual framework.

2.2 Theoretical Review

Theoretical frameworks are the integration of multiple theoretical perspectives into a single framework for the purpose of solving a specific research issue. This research relied on the competitive advantage theory, strategic fit theory, resource dependency theory, and stakeholder theory. These theoretical frameworks were chosen by the researcher because of their practical applicability to the study at hand.

2.2.1 Competitive Advantage Theory

In 1985, Michael Porter put forth his notion of competitive advantage. There are a few ways in which Competitive Advantage Theory could support NGO performance. For one, the theory posits that firms must develop a unique offering that meets the needs of their customers better than their competitors (Lohrk et al., 2021). This could mean that an NGO creates a program or service that is more effective than what other NGOs are offering. Additionally, the theory suggests that firms must continuously strive to improve their

offerings and stay ahead of the competition. This could mean that an NGO is always looking for ways to improve its programs and services, and making sure that it is providing the best possible help to those it serves (Davicik & Sharma, 2016).

Competitive advantage is not only significant to profit making organizations. Research has shown that competitive advantage does not factor in NGOs in their concepts. This theory describes why organizations have to be competitive (Bel, 2018). NGOs have a lot of resources. Different NGOs have different resources employed differently. Funding also depends on the nature of the NGO and the number of projects run. The more the projects, the more the funding. There are different kind of resources for NGOs including human resource, improved technology, training experience, modified systems and structures, strategic plans (Jones et al., 2018).

NGOs can attain competitive advantage if they can be able to fully maximize on their skills in terms of specialization and in fundraising. NGOs can therefore be seen competitive if they can be sustainable in the long run (Bel, 2018). Sustainability in NGOs means that there is impact, the beneficiaries are implementing the program efficiently and that there's sufficient funding. Depending on the how long the project lasts, the program should be implemented even after exit (Bel, 2018). This theory evaluates both internal and external factors of the environment in which the NGOs operate (Davicik & Sharma, 2016).

The internal environment may include competitors in the same field competing in different spaces, almost 90% of the NGOs operating in Kenya are in the graduation space. All are competing to be able to attain the UN Goals. Michael Porter (2008) cited in Davcik and Sharma (2016) as the lead in this theory observes that the objective of maximizing profits is always key not forgetting competitive advantage.

Creating sustainable competitive advantage is obtained through positioning in the external market (Denrell & Powell, 2016). External environment in this case includes political, legal, economical, technological and social environments. Some researchers have measured the performance of NGOs through image. NGOs performance leads to sustainability and competitive advantage. The image and the reputation of the NGO created rooms for creativity, innovation and attracted funding as well (Bel, 2018).

Porter (2008) cited in Jones, Harrison and Felps (2018) argues that the goal of strategic plans even in NGOs was not just for planning but also branding and competitiveness. Through the strategic plan, strategic managers are able to give guidance, educate and direct the organization towards its vision (Davis, 2017). Research has given evidence that most thriving NGOs had an implemented strategic plan where all staff in the organization were able to contextualize the strategic plan.

Whalen and Deacon (2016) commend that NGOs can be able to create a sustainable competitive advantage through marketing, communication, improved services and innovation. According to them, marketing and communication involves branding the company image by investing in the organization website. The website speaks a lot for the organization. Most NGOs don't invest in their websites, so it becomes difficult for donors to have any interest. What is always communicated in the website matter a lot. Innovation is always key in many NGOs and in their DNA (Denrell & Powell, 2016). Improving the services of NGOs requires a lot of innovation. Davis (2017) notes that an NGO is performing if it can be able to be competitive in the space. This theory therefore supports the variable, situational analysis on organizational performance of NGOs in Nairobi County.

2.2.2 Resource Dependency Theory

Resource Dependency Theory (RDT), conceptualized in the 1970s by Jeffrey Pfeffer and Gerald R. Salancik, posits that an organization's ability to obtain resources from its environment significantly influences its performance and survival. According to RDT, the more resources an NGO has at its disposal, the better it will be able to perform. This is primarily because having more resources provides an NGO with increased power and influence, facilitating the achievement of its goals (Pfeffer & Salancik, 1978). However, it is crucial to acknowledge that this relationship is not absolute, as other factors can also impact an NGO's performance.

Reliance on external resources profoundly influences the decision-making processes within NGOs. Survival in the NGO sector is not solely dependent on internal resources; the involvement of the external environment is vital since most NGOs work closely with the community (Pfeffer & Salancik, 1978). NGOs rely on key stakeholders to assist in identifying beneficiaries during the mapping process. Examples of such stakeholders include chief administrators, local chiefs, commissioners, and village elders (Roundy & Bayer, 2019). This reliance underscores the importance of establishing strong connections with external entities to ensure effective resource acquisition and utilization.

Through Resource Dependency Theory, we learn about the significant impact of the external environment on NGOs' performance. The ability of an NGO to attract resources from its external environment directly influences its survival and effectiveness. Effective linkages with the external environment, particularly in terms of marketing and partnerships, are crucial for the sustainability of NGOs. This is especially true for business-related NGOs that need to partner with profit-making organizations to secure markets for their beneficiaries (Klein & Pereira, 2016). By establishing these

partnerships, NGOs can enhance their operational capacity and ensure long-term sustainability.

Sherer et al. (2019) highlight the critical role of senior managers in providing technical skills and knowledge to enhance organizational performance. They argue that directors serve as vital connectors between NGOs and their external environments, co-opting the necessary resources for improved performance. This means that directors play a key role in ensuring that external factors are leveraged effectively to achieve the organization's mission. Furthermore, the integration of specialized skills, expertise, and technology within NGOs significantly enhances their performance (Ozturk, 2020).

Ozturk (2020) emphasizes that directors are instrumental in sourcing information and establishing networks that contribute to the success of the organization. This underscores the relevance of directors in ensuring the effective functioning of NGOs by facilitating the acquisition and integration of external resources. Additionally, Wang, Chen, Fang, and Tian (2018) note that both non-executive and executive directors are motivated by the visible community changes and societal impacts they help create. This motivation drives directors to continuously seek and integrate external resources, further enhancing organizational performance.

Resource Dependency Theory also supports the influence of strategy evaluation and control on the performance of NGOs. In Mombasa County, for instance, the strategic evaluation and control processes significantly impact NGOs' performance by ensuring that resources are effectively utilized and aligned with organizational goals (Sherer et al., 2019). The theory highlights the importance of continuously assessing and adjusting strategies to adapt to the dynamic external environment, ensuring sustained performance and impact.

In conclusion, Resource Dependency Theory provides a comprehensive framework for understanding the importance of external resources in influencing NGOs' performance. The theory emphasizes the need for NGOs to establish strong connections with external stakeholders, leverage specialized skills and expertise, and continuously evaluate and adjust their strategies to adapt to changing environments. By doing so, NGOs can enhance their operational capacity, achieve their goals, and ensure long-term sustainability. The insights provided by RDT are invaluable for NGO leaders and managers seeking to optimize their organizations' performance and impact.

2.2.3 Strategic Fit Theory

Resource Dependency Theory (RDT), originally conceptualized by Jeffrey Pfeffer and Gerald R. Salancik in the 1970s, offers a profound understanding of how external resources shape the performance and strategic management of organizations, including NGOs. According to this theory, there are no universal strategic management practices applicable to all NGOs. Instead, each practice is contingent upon the specific nature and context of the NGO (Majukwa & Haddud, 2016). The proper integration and application of strategic management practices determine their effectiveness, emphasizing the necessity for these practices to be tailored to fit the unique needs of each NGO.

Strategic management within NGOs involves core values, policies, and procedures that ensure the interests of both staff and beneficiaries are adequately addressed. NGOs must devise strategic practices that align with their operational needs (Eva et al., 2018). The dynamic nature of the external environment often compels organizations to adapt their systems and objectives accordingly. This adaptability is crucial for maintaining relevance and effectiveness in changing conditions.

Researchers have observed that environmental changes necessitate organizational adjustments. In response to such changes, situational leadership often emerges, with

decisions being made based on the specific circumstances at hand (Shankar & Shepherd, 2019). This adaptive approach aligns with the proposition that decisions are best made in response to the prevailing situation. For instance, some NGOs have modified their organizational structures to enhance performance, particularly in times of uncertainty (Lux, 2016). Such modifications are integral to maintaining operational efficiency and effectiveness.

The application of Resource Dependency Theory aids strategic managers in effectively managing scarce resources to reduce overhead costs and respond to the evolving environment. Strategic managers must exhibit flexibility in their roles to adapt to external changes (Prajogo, 2016). This adaptability significantly influences organizational performance, as the ability to navigate and leverage changes in the external environment is crucial for success.

Flexibility in strategic management is particularly important in the NGO sector, where external conditions can fluctuate rapidly. NGOs must integrate change management into their strategic plans to remain effective and sustainable. The failure of managers and directors to adapt to the changing environment has led to the closure of many NGOs (Prajogo, 2016). Therefore, it is imperative for NGOs to continuously evaluate and adjust their strategies to align with external realities.

In Mombasa County, the influence of strategic implementation on organizational performance is evident. Resource Dependency Theory supports the notion that strategic management practices must be adaptable and responsive to external conditions to enhance performance. Effective strategy implementation involves not only the formulation of appropriate strategies but also their execution in a manner that aligns with external demands and resource availability.

NGOs must also consider the interests of their stakeholders, including staff, beneficiaries, and external partners. The integration of stakeholder interests into strategic management practices ensures that the organization remains relevant and responsive to the needs of its community. This stakeholder-centric approach is essential for building trust and fostering long-term partnerships, which are critical for resource acquisition and sustainability.

Moreover, the strategic management practices of NGOs must be underpinned by a clear understanding of their core values and mission. These foundational elements guide decision-making processes and ensure that the organization's actions align with its overarching goals. By embedding core values into strategic practices, NGOs can maintain a consistent focus on their mission while adapting to external changes.

The role of strategic managers in NGOs extends beyond traditional management functions. They must serve as intermediaries between the organization and its external environment, facilitating the flow of resources and information. This intermediary role is crucial for navigating the complexities of the external environment and ensuring that the organization remains adaptable and resilient.

The adaptability of NGOs to external changes is further illustrated by their responses to environmental crises. For instance, during natural disasters or economic downturns, NGOs must quickly adjust their strategies to address immediate needs and secure necessary resources. This requires a proactive approach to strategic management, where potential risks are anticipated and contingency plans are developed.

In conclusion, Resource Dependency Theory provides a robust framework for understanding the strategic management practices of NGOs. It emphasizes the importance of tailoring strategies to fit the unique needs and context of each organization. Strategic managers must be flexible and responsive to external changes, integrating stakeholder interests and core values into their practices. The successful implementation of these

strategies is crucial for enhancing organizational performance and ensuring long-term sustainability. By adopting a proactive and adaptive approach to strategic management, NGOs can effectively navigate the complexities of their external environment and achieve their mission.

2.2.4 Ansoff Strategic Success Theory

The Ansoff Strategic Success Theory, developed by Igor Ansoff in 1957, provides a comprehensive framework for strategic planning that assists organizations in deciding which products and services to focus on to achieve growth. The Ansoff Matrix, a key component of this theory, is a strategic tool that helps organizations evaluate and choose the most appropriate growth strategy based on their current and desired future situations.

This matrix is particularly valuable for NGOs, as it can guide them in determining the best strategies to increase their impact and reach, as well as assess the associated risks.

The Ansoff Matrix comprises four primary growth strategies: market penetration, product development, market development, and diversification. Each of these strategies offers distinct pathways for growth and entails varying levels of risk and potential reward.

Market penetration involves increasing an organization's share within its existing markets. For NGOs, this strategy focuses on enhancing their impact by reaching a larger portion of the community they already serve. This can be achieved through intensifying efforts to raise awareness, increasing the efficiency of service delivery, or enhancing the quality of existing programs. According to Guven (2020), market penetration is typically the least risky growth strategy because it leverages the organization's existing resources and market knowledge. By deepening their presence in current markets, NGOs can strengthen their relationships with beneficiaries, improve their credibility, and optimize their operations.

For instance, an NGO providing educational services might implement market penetration strategies by increasing outreach efforts in schools where they are already active. They might introduce supplementary programs, such as after-school tutoring or weekend workshops, to enhance their impact. Additionally, partnerships with local governments and other stakeholders can further solidify their presence and effectiveness in these markets.

Product development involves creating new products or services to serve existing markets. For NGOs, this means expanding their range of offerings to address the evolving needs of their beneficiaries. This strategy requires innovation and a deep understanding of the target community's needs. By introducing new services, NGOs can enhance their value proposition and address gaps that existing programs may not fully cover.

For example, an NGO focused on healthcare might develop new health programs, such as mental health support services or specialized clinics for chronic diseases. These new offerings can complement existing healthcare services and provide a more holistic approach to community health. Product development can also involve leveraging technology to improve service delivery, such as introducing telemedicine services to reach remote areas.

Market development entails expanding into new markets with existing products or services. For NGOs, this strategy involves identifying new communities or geographic areas where their programs can have an impact. Market development is a growth strategy that requires significant research and planning to understand the new market's dynamics and needs.

An NGO specializing in clean water initiatives might consider expanding its operations to regions experiencing water scarcity but where they have not previously operated. This could involve conducting preliminary assessments to understand the new market's

specific challenges and opportunities, establishing local partnerships, and adapting existing programs to fit the new context. By entering new markets, NGOs can extend their reach and impact, addressing the needs of more communities.

Diversification involves entering new markets with new products or services. This is the most ambitious and risky growth strategy, as it requires NGOs to venture into uncharted territories with unfamiliar offerings. However, it also holds the potential for significant rewards by opening up entirely new avenues for impact.

For instance, an NGO focused on educational programs might diversify by developing a new vocational training program aimed at adult learners in a different geographic region. This strategy would involve extensive research, pilot projects, and potentially new partnerships with organizations experienced in vocational training. Diversification can help NGOs mitigate risks associated with dependency on a single market or program by spreading their impact across multiple areas.

The Ansoff Matrix not only helps NGOs identify potential growth strategies but also assists in assessing the risks associated with each approach. Market penetration is generally seen as the least risky strategy because it builds on existing capabilities and market knowledge (Güven, 2020). However, it may also offer limited growth potential if the existing market is saturated or if there is strong competition.

Product development carries moderate risk, as it involves innovation and potentially significant investment in new programs or services. The success of this strategy depends on the NGO's ability to accurately identify and address the needs of its beneficiaries with new offerings.

Market development involves higher risk because it requires entering new markets, which may have different cultural, economic, and regulatory environments. The success of this

strategy hinges on thorough market research, effective adaptation of existing programs, and the establishment of new partnerships.

Diversification is the riskiest strategy as it involves both new products and new markets. This dual uncertainty requires significant resources and a high level of strategic planning. NGOs pursuing diversification must be prepared to manage the complexities of developing new programs while simultaneously navigating new market dynamics.

To effectively apply the Ansoff Matrix, NGOs should conduct a comprehensive analysis of their current situation and desired future state. This involves assessing their strengths, weaknesses, opportunities, and threats (SWOT analysis) to identify the most suitable growth strategies. Strategic planning should be an iterative process, with regular reviews and adjustments based on changing internal and external conditions.

For instance, an NGO focused on environmental conservation might use the Ansoff Matrix to evaluate its growth options. If the organization has established a strong presence in a specific region, market penetration could involve increasing community engagement through educational campaigns and volunteer programs. Product development might involve creating new conservation initiatives, such as wildlife protection programs or sustainable agriculture projects. Market development could entail expanding conservation efforts to new regions facing environmental degradation. Diversification might involve developing eco-tourism programs in new areas to generate additional revenue and raise awareness about conservation efforts.

The theory provides a framework for identifying and achieving goals, as well as for assessing the risks and opportunities associated with each goal. The theory can be used to help NGOs to evaluate the risks and opportunities associated with each goal, Select the most appropriate course of action, implement their chosen strategy and monitor and adjust their strategy as necessary. This study benefits from Ansoff's theory of strategic success

since it helps explain why and how evaluating and controlling a company's strategy affects the NGO's performance.

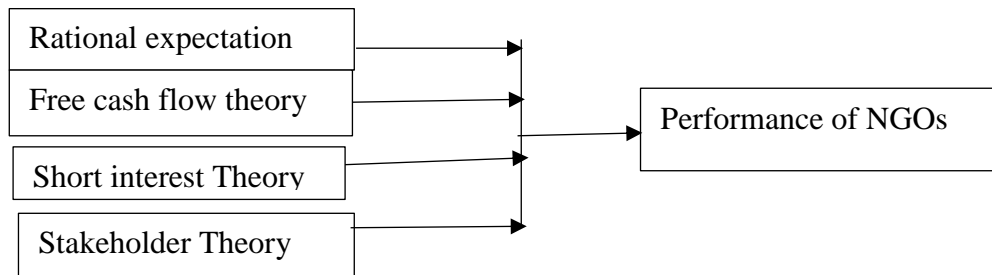


Figure 1: Theoretical Framework

Source: Researcher (2024)

2.3 Empirical Literature Review

Empirical literature was reviewed based on the concept of strategic management practices, the performance of NGOS, the influence of environmental scanning, strategy formulation, strategy implementation and strategy evaluation and the performance of NGOS.

2.3.1 Environmental Scanning and performance of NGOS

Gullickson and Clinton (2019) assert that the objective of environmental scanning in the context of an NGO is to comprehend the organization's strengths, weaknesses, opportunities, and threats, thereby facilitating the development of strategies to attain its objectives. This comprehension can yield various advantages for non-governmental organizations, including enhanced clarity and concentration on organizational goals, improved internal communication and coordination among staff members, and heightened efficiency and effectiveness in accomplishing organizational aims (Aboramadan, 2018). Moreover, environmental scanning can contribute to organizational

capacity-building by furnishing a structured framework for planning and decision-making. The analysis of the contextual landscape in which a plan will be executed serves as a valuable initial step in laying this foundation, establishing a benchmark against which decisions can be evaluated and aiding in priority setting (Gullickson & Clinton, 2019).

Yu et al., (2019) conducted a study to investigate how environmental scanning impacts firm productivity. The measures of environmental scanning used were the frequency of scanning and the degree of interest. The organizational performance was operationalized using profitability, return on sales and growth of sales. The study conducted a comparative study on Singapore companies from the food industry and the travel industry. A questionnaire was used to survey the firms from the two different industries. To ensure that data collection is more profound from various hierarchical firm levels, the researcher incorporated the use of interviews and focus group discussions. It was established that environmental scanning provides early warning signals to firms about risks, threats, and opportunities that influence organizational performance.

Tariq, Badir and Chonglertham (2019) investigated environmental scanning and how technology strategy and turbulence can impact the performance of the Thai food industry. The study was conducted with a major focus on SMEs in the food industry in the South Eastern Asian region. Qualitative research was done by the use of semi-structured in-depth interviews conducted on food experts and company owners. The conclusions established that SMEs which had engaged in environmental scanning were able to respond appropriately to environmental changes by advancing appropriate new products. Additionally, the technological strategy was noted to be key in the scanning process. Also, the study found out that environmental turbulence can affect firm performance since the organizations not doing environmental scanning are unaware of the situations. However, this study relied only on qualitative research design and failed to demonstrate an

association between environmental scanning practices and performance, and it heavily relied on the technological environment. The current study attempted to address several environmental scanning practices not addressed, and utilize quantitative research.

A study by Yu et al., (2019) was conducted as an examination of the environmental scanning practices, utilization of information sources and firm performance of CEOs in Nigerian manufacturing firms. A survey research design was adopted on the 47 manufacturing firms. To measure environmental scanning, two sub-scales were verified to be valid and utilized: scanning frequency, and scanning interest. Seven sectors of the environment were evaluated and they include political, technology, economic, industry, customer, resource sources, and socio-cultural sectors. The performance was measured by profit margin and return on equity (ROE). Both data sources were used. The results of the study established that environmental scanning practices differ within firms based on the environmental attributes which the organizations operate. The results also indicated that the frequency of environmental scanning was negatively correlated to firm performance. The study however utilized financial measures of performance. This study used non-financial measures of performance.

Pryor et al. (2017) examined how environmental scanning and performance are influenced by the orientation of top executives in the USA. Top executives listed in the database of three universities' alumni were sourced. The sample consisted of 3,538 respondents whose companies were in operation during the time of the study, and a survey was carried out with the aim of obtaining data through a temporal separation that used paper-based, telephone and online interviews. An overall response rate of 10.1% which was acceptable. A hierarchical regression method and bootstrapped mediation technique was utilized in hypotheses testing. The study established that higher performance of firms stimulates environmental scanning. However, the study's focus was on the effect of top

executives' orientation on matters involving environmental scanning and firm outcomes. This study purely addressed the influence of environmental scanning in the performance of selected NGOs in Mombasa, Kenya.

MacCann et al., (2020) conducted a study examining the moderation effect of environmental scanning on the relationship between strategy and performance on physical therapy facilities in Texas, United States of America. The study used a sample from a population of the Executive Council of Physical and Occupation Therapy Examiners (ECPTOTE). A census survey was conducted on 1,854 organizations and a response rate of 10.5% was realized. A questionnaire was developed and mailed to the respondents. Findings showed that strategy implementation is positively associated with internal scanning. Also, a statistically significant relationship between strategy and external scanning was established. The study established that performance depends upon the alignment between environmental scanning and strategic orientation of the firms. The current study examined the effect of environmental scanning as an independent variable on the performance of selected NGOs.

2.3.2 Strategy formulation and performance of NGOs

Strategy formulation refers to the process of choosing the most appropriate course of action for the realization of organizational goals and objectives and thereby achieving the organizational vision. The process of strategy formulation basically involves six main steps. Though these steps do not follow a rigid chronological order, however they are very rational and can be easily followed in this order (Agu, Nnabugwu & Okocha, 2019). Omisore (2019) examined how strategy formulation affects performance levels among Nigerian manufacturing firms in Nigeria. The study considered organizational structure and worker behaviour as the variables. A survey research design was adopted, and 100 respondents were sampled by use of the Freud and Williams model. Descriptive statistics

were employed in analyzing the research questionnaires. It was established that a well perceived and formulated strategy improves a firm's productivity, and behavioural and methodical resistance to strategic dynamics make formulation futile. However, the study was conducted on manufacturing firms and the results may not be generalized. The current study will examine NGOs that are operating in Mombasa County, Kenya.

Pasha, Poister and Edwards, (2018) sought empirical evidence on strategy formulation and performance from 236 local public transit agencies in the US. The response rate for the study was 43%. Data was obtained using online surveys of managers and the National Transit Database (NTD) using questionnaires that were administered through emails. Ordinary Least Squares (OLS) regression was utilized to evaluate the relationship between strategy formulation and objective performance. Findings established that strategic formulation significantly and positively influences productivity in the public transit services industry. The study assessed performance in the public transport sector, making its findings inadmissible for the current research. Also, the study was conducted in a developed economy. The current research, therefore, will focus on NGOs in developing county.

A cross-sectional study was done by Khan, Tahir, and Zafar (2016) to assess how strategy formulation and strategic content impact organizational performance among private sector organizations in Lahori, Pakistan. Due to different departmental strategies in the organizations studied, the unit of analysis was the departments. The survey design used in sampling 325 respondents and questionnaires were administered, obtaining a 66.8% response rate. Strategy formulation was measured by rational planning, logical incrementalism, strategy content, defenders, reactors and prospector stance. The results established a positive relationship between logical planning, strategy content, reactors, defenders and prospector stance, and firm performance. On the other hand, logical

incrementalism and strategy absence were found to negatively impact firm performance. However, the study was cross-sectional, and it is desirable to investigate whether the inferences made hold using a longitudinal investigation.

Salau and Nurudeen (2022) did a study to assess the effect of strategy formulation in business firms based in Enugu State, Nigeria. The study was intended to evaluate how the formulated strategies have been applied and operated in organizations. A descriptive survey was applied to a population consisting of 185 workers who belonged to three categories of management. Freud and William's model was applied to obtain a sample size of 106 respondents, while the sample space was determined using simple random sampling. Data was sourced using questionnaires, with analysis involving descriptive statistics. Findings established a significant effect of strategy formulation on firm performance. However, the study only used descriptive statistics. The current study will use a combination of descriptive and inferential statistics.

Santura, Muema, and Nkaabu (2017) investigated how strategy formulation impacted performance among public organizations in Isiolo county. Utilizing a descriptive research design the research focussed on the management heads and section heads in the county government. A census survey was conducted on all the 63 management employees of the county government since the respondents were easily accessible in the system. To collect the data, questionnaires were used, then analyzed using descriptive statistics. Pearson Correlation was utilized to ascertain whether a relationship exists between the variables. Findings revealed that strategic formulation significantly and positively influences county government productivity in Isiolo. However, the study did not consider stakeholder involvement. The current study focused on the involvement of stakeholders and the development of long-term objectives in strategic implementation.

2.3.3 Strategy Implementation on the Performance of NGOs

NGOs have various avenues to enhance their performance, as highlighted in the literature. Firstly, one crucial method is to craft a clear and concise strategy aimed at accomplishing the organization's objectives and goals (Aboramadan, 2018). This strategy should be meticulously designed to enhance the efficiency and effectiveness of the NGO. Furthermore, establishing a robust system of accountability is essential to ensure that the NGO remains responsible for its actions and outcomes (Cypress, 2017).

A well-defined strategy enables an NGO to streamline its resources and efforts, thereby facilitating goal attainment. Moreover, regular review and refinement of the strategy are vital for enabling the NGO to adapt and respond effectively to changes in its operational environment, while also preparing for potential challenges (Davicik & Sharma, 2016). Effective strategy formulation offers numerous benefits for NGOs, including enhanced programmatic effectiveness, optimal resource utilization, and a greater impact on key stakeholders. Additionally, a well-articulated strategy aids NGOs in clearly communicating their mission and objectives, potentially leading to increased support from donors and other stakeholders (Fowler, 2016).

Nnamani, Ejim, and Ozomu (2015) examined how strategy formulation affects performance levels among Nigerian manufacturing firms in Nigeria. The study considered organizational structure and worker behaviour as the variables. A survey research design was adopted, and 100 respondents were sampled by use of the Freud and Williams model. Descriptive statistics were employed in analyzing the research questionnaires. It was established that a well perceived and formulated strategy improves a firm's productivity, and behavioural and methodical resistance to strategic dynamics make formulation futile. However, the study was conducted on manufacturing firms and

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2.3.4 Strategic evaluation and performance of NGOs

Regular evaluation of corporate strategy enables a more accurate assessment of its progress relative to competitors (Punt & Haddon, 2016). Successful strategies are those that blend patience with the ability to swiftly adjust course when necessary. Rather than

being the sole determinant in decision-making, strategy evaluation should foster open communication, trust, and practical judgment (Rubin et al., 2018).

A straightforward definition of strategy evaluation is an appraisal of the company's performance. Metrics such as productivity, profit margins, earnings per share, and return on investment are commonly used, along with additions to the company's asset base (Weijerman et al., 2016). Evaluation and control, as defined by Kosinova and Vaysbeyn (2016), involve a rigorous and systematic application of authorized scientific methodologies to assess the design, implementation, and outcomes of the strategy. This process typically requires significant investments in time, effort, finances, and personnel. Skinner and Marino (2016) describe evaluation and control as an analysis intended to assist businesses in determining the effectiveness of their business plans. It emphasizes objective evidence and value-laden evaluations of the efficacy and utility of different initiatives. According to Punt and Haddon (2016), this process comprises two distinct stages: tactical and strategic analysis. Tactical evaluation aims to gauge actual performance against predetermined targets to ensure effective execution of the company's strategy.

Hieu and Nwachukwu (2019) investigated the process of strategy evaluation and performance nexus of telecommunication multinational corporations operating in Nigeria. The study considered four firms which comprised of 120 managers responsible for strategic management in the firms. Questionnaires were adopted in data collection. The questionnaires were structured to contain structured and unstructured questions. To analyze the data, descriptive statistics and Pearson Correlation and regression were used. The response rate was 87.5% which was considered adequate for the study. The study found out that the strategy evaluation approach of the telecommunication corporations positively and significantly affected firm performance. The study was conducted on the

telecommunication industry and the results may not be generalized. The current study will examine strategy evaluation and firm performance of NGOs in Mombasa County, Kenya.

Chepkwony (2016) investigated how strategy evaluation and control affected the level of productivity in the office of the Kenyan Auditor General (OAG). Adopting a descriptive survey design, 438 employees comprising of middle-level managers, supervisors, and front-line managers were targeted. A sample of 43 respondents was used in the development of questionnaires which obtained a 79% rate of response. The study confirmed that strategy evaluation and control significantly influence firm productivity through the achievement of improved delivery of services and resource utilization.

Abdalla (2015) investigated the effect of strategy evaluation on the productivity of Center Star Company Limited in Nairobi, Kenya. A descriptive research design was applied to a population of 200 staff members. Stratified random sampling was utilized in selection of respondents from three departments of the organization, with structured questionnaires being used to collect data. Analysis involved descriptive and inferential statistics. Results from the data analysis established that strategy evaluation is a driver for improved organizational performance. However, the study focused on one firm hence the results may not be generalized. The current study evaluated several NGOs in Mombasa County.

2.4 The Conceptual Framework

The conceptual framework was based on student councils' involvement in school policy formulation, peer mentorship programs, teacher supervision and infrastructural management which constituted the independent variables whereas management of public secondary schools constituted the dependent variable. The intervening variable for this study included government policy, principals' and teachers' attitudes towards student council as shown in Figure 1;

Independent variables



Dependent variable

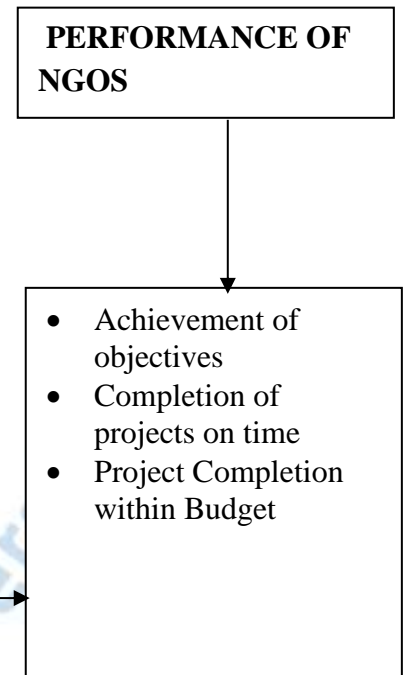


Figure 2: The Conceptual Framework

Source: Researcher (2024)

2.5 Recap of Literature Review

This section of the study reviewed literature to outline what strategy is and why it is important for businesses to participate in strategic planning. The benefits of strategic planning were discussed and an in-depth analysis of a strategy-making, strategy executing process was completed. In this process, the essential aspects of crafting a strategic vision and mission statement were outlined and the importance of setting objectives was stated.

Factors to consider when crafting a strategy were reviewed and the importance of communicating, measuring, and revising the strategy was discussed.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research methodology that will be used to carry out the study. It focuses on the research design, location of the study, target population, sample size, sampling techniques, research instruments, pilot study, reliability and validity, data collection techniques, data analysis, logistical and ethical considerations.

3.2 Research Design

The study adopted the concurrent triangulation design which facilitates the attainment of differing yet corresponding data on the research problem so as to understand it best. The intent of the design is bringing collectively the different strengths and non-overlapped weakness of the quantitative method that have larger sample sizes and applying generality with the qualitative method that is characterized by small sample size and in-depth understanding. The concurrent triangulation design entails the synchronized but detached collection and analyzing of both the qualitative and quantitative data so as to enable the researcher appreciate the research problem best (Creswell, 2009). The design is employed once the researcher plans to make direct comparisons and contrasts of the statistical product of quantitative method with the findings of content-based qualitative model or to substantiate or corroborate the quantitative result with the qualitative data. This helps to corroborate or cross-validate the qualitative findings with the quantitative results ending up with a suitable and well corroborated conclusion about the phenomena.

3.3 Location of Study

The research study was carried out in Mombasa County. There are about 16 registered NGOs implementing various activities in the county in HIV/Aids and environment sectors. The NGOs have greatly contributed to the creation of awareness on the fight

against HIV/Aids and environmental conservation which has resulted to reduced stigma on the people directly affected with the virus and protection of river banks and mountains. Therefore, there was need to work closely with them and encourage more others. There are about 450 Self Help groups, 1000 women Groups and about 1200 youth groups in the county dealing with poultry rearing, tree nurseries, sports activities, grade cows rearing and merry going activities among other activities. Therefore, there is need to link them to financial agencies and international NGOs for funding to enable them grow and be self-reliant since the funds they get from the Women and Youth enterprise funds are not sufficient owing to the large number of groups.

3.4 Target Population

Mombasa County has 16 registered NGOs, for the purpose of this study, the target population consisted of 15 principals, 15 Treasurers and 804 Board members all totaling to 906 as indicated in Table 1:

Table 1: Target Population of the Study

Categories	Target Population
managing directors	16
project managers	16
Board Members	804
Total	906

Source: Mombasa County Office (2021)

3.5 Sampling Procedures and Sample Size

The sample size for this study was 112 respondents where the researcher sampled 16 Presidents and 16 Treasurers of the NGOS in Mombasa County purposively while 80 board members were randomly sampled, 5 from each Ngo as shown in Table 2:

Table 2: Sampling Grid

Categories	Sample Size
managing director	16
project managers	16
Board members	80
Total	112

Source: Researcher (2024)

3.6 Research Instruments

These are tools which were used to gather information about the specific set themes of research objectives. These included questionnaire for Board members and interview schedules for Presidents and Treasurers.

3.6.1 Questionnaire for Board members

The researcher applied a self-designed questionnaire with closed-ended test items to collect quantitative data from board members. This was because according to Morse (2000), a questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents and is often designed for statistical analysis of the response. Nominal, ordinal and ratio data was also collected from the area of study. The questionnaire was divided into two sections. The first section consisted of information on respondents' demographic profiles, while the second part contained 5-point Likert Scale type of questions based on the research objectives. The respondents were also assured of confidentiality.

3.6.2 Interview Schedules for managing directors and project mangers

Interviews can be structured, unstructured, directional or non-directional. In this study, the researcher used structured interviews with open-ended test items to gather qualitative information from presidents and treasurers.

Structured interviews were important for this study since they enabled the researcher to ask probing and supplementary questions and develop a good rapport with the respondents and a goal-directed attempt by the interviewer to obtain reliable and valid measures in the form of verbal responses from one or more interviewees.

3.7 Pilot Study

Piloting of research instruments was conducted in the neighboring Kilifi County on 10% of the sample size since according to Kothari (2014), pilot sample should constitute 10% of the study sample. The purpose of piloting was to check on suitability and the clarity of the questions on the instruments designed, relevance of the information being sought and the language used. The results of the pilot study would also be used to pretest the research instruments in order to validate and ascertain their reliability. It also anticipated the problems or challenges the respondents encountered such as interpretation while filling the questionnaires and time management for the data collection. At the same time, the interview schedules were given a trial run to ensure that questions were clearly worded and drew appropriate range of responses which assisted the researcher to identify areas of revision needs to be done. The respondents in the piloting were not included during the actual data collection.

3.8.1 Validity of the Research Instruments

Validity refers to the degree to which a research tool accurately measures its intended concept (Taherdoost, 2016). Similarly, it indicates how effectively the instrument captures the variables it aims to explore. Moreover, validity assesses the extent to which a study's data represents a specific construct (Taherdoost, 2016). Face validity, content validity, and construct validity will receive primary attention during the validation process. To enhance the survey's credibility, the researcher sought guidance from university and industry experts. Thorough examination of relevant theoretical and

empirical literature concerning the research variables ensured content and construct validity. This approach facilitated refinement and enhancement of the research tool, thereby improving its reliability.

3.7.2 Reliability of the Research Instruments

According to Heale and Twycross (2015), one way to evaluate the quality of a measurement tool is to consider how stable and consistent its measurements of the concept in question are. The reliability of the survey was determined using Cronbach's alpha. Cronbach's alpha is a reliability coefficient that measures the extent to which individual items in a set are positively connected. A valid Cronbach's alpha value ranges from 0 to 1. (Taherdoost, 2016). Items whose alpha coefficient value is equal to or higher than 0.7 were deemed reliable for final data collection.

3.9 Data Collection Procedures

After obtaining research permits and letters of authorization, the researcher then booked appointments with the respondents to administer questionnaires and conduct interviews to collect prerequisite data for the study. The questionnaires were administered to the respondents to collect quantitative data with the help of a research assistant who was trained for three days. The duly filled questionnaires were collected and safely stored for data analysis. The interviews were conducted in person to collect qualitative data at time convenient for the interviewees. The participants were assured of confidentiality.

3.10 Data Analysis Procedures

Data analysis began by identifying common themes. The procedure started with the collection and analysis of quantitative data. This was followed by the subsequent collection and analysis of qualitative data. The second, qualitative phase of the study was designed so that it followed from the results of the first quantitative phase. The relevant information was broken into phrases or sentences, which reflect a single, specific thought.

The responses to the close-ended items were assigned codes and labels. Frequency counts of the responses were obtained to generate information about the respondents and to illustrate the general trend of findings on the various variables that are under investigation. Qualitative data was analyzed thematically along the study objectives and presented in narrative forms whereas quantitative data was analyzed descriptively using frequencies, percentages, mean and standard deviation and inferentially using ANOVA with the help of Statistical Packages for Social Science (SPSS Version 28). The quantitative findings of the study were presented using tables and charts.

3.11 Ethical Considerations

Ethical considerations in research involved outlining the content of research and what was required of participants, how informed consent was obtained and confidentiality ensured.

Confidentiality and Privacy

The researcher undertook to keep private any information given by the respondents that touched on their persons or their private life. The researcher assured the respondents that no private information was divulged to a third party. The respondent was assured that no identifying information about him or her would be revealed in written or other communication. Concerning confidentiality, the respondent was assured that the information provided was only used for the stated purpose and that the information would not be passed to a third party.

Anonymity

The researcher ensured and assured the respondent that his or her individual identity would not be revealed whatsoever. Besides, no identifying information about the individual or the institution would be revealed in written or other communication.

Informed Consent

The nature and the purpose of the research was explained to the respondents by the researcher. The researcher explained to the respondents the procedure to be followed during the data collection so that they could participate willingly. The researcher, thus sought consent from the respondents who were required to sign informed consent forms.

Storage of Data Collected

The raw data collected was filed for easy reference. Once the data had been analyzed, computer print-outs were filed while softcopies were stored in storage devices such as CDs and flash discs.



CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter detailed the outcomes of the data analysis. It was organized into sections covering the response rate, background information of the participants, descriptive results, correlations, and inferential results.

4.2 Response Rate

The study included a sample of 112 employees, consisting of managing directors, project managers and board members from NGOs in Mombasa County. Data collection method included both a drop-and-pick approach the response rate was as outline in Table 3.

Table 3: Response Rate

		Frequency	Percent
Valid	Response	89	79.5
	Non-Response	23	20.5
	Total	112	100.0

Source: Researcher (2024)

The study received responses from 89 respondents, accounting for 79.5% of the sample, while 23 participants, or 20.5%, did not respond. Cooper and Schindler (2014) suggested that a response rate of 60% or more in quantitative surveys is sufficient for generalizing about the entire sample. Therefore, the response rate obtained in this study is adequate to represent the population.

4.3 Reliability of Research Instrument

Reliability indicates how consistently results can be obtained through repeated analyses (Zohrabi, 2013). To measure the internal consistency and reliability of variables,

Cronbach's Alpha was employed. This index, which ranges from 0 to 1, assesses the overall reliability and consistency of the evaluation, with higher values indicating greater reliability. Assessments with an alpha of 0.6 or lower require review. Consistent results from a research assessment enhance its reliability, but it must accurately measure the intended variables to be considered valid. A pilot test was conducted with 10% (n=13) of participants, who were not part of the main study.

Table 4; Reliability Results

	variable	No of items	Cronbach Alpha	Remark
Valid	Environmental scanning	5	0.748	Reliable
	Strategy formulation	5	0.795	Reliable
	Strategy implementation	5	0.820	Reliable
	Strategy evaluation	5	0.730	Reliable
	Organization performance	5	0.730	Reliable

Source: Researcher (2024)

All constructs with values greater than 0.7 were accepted. The pilot results indicated that all the study variables had Cronbach scores of above 0.7 hence were adopted for the research.

4.4 Respondents Demographic Information

The study aimed at exploring various background information from the managing director and the project managers of NGOs within Mombasa County. The study specifically sought to determine the respondent's Gender, education level, department in the firm.

4.4.1 Participant's Gender

According to the results on gender, 53.93% of the respondents were Male while 46.07% of the respondents were female as shown on figure 3.

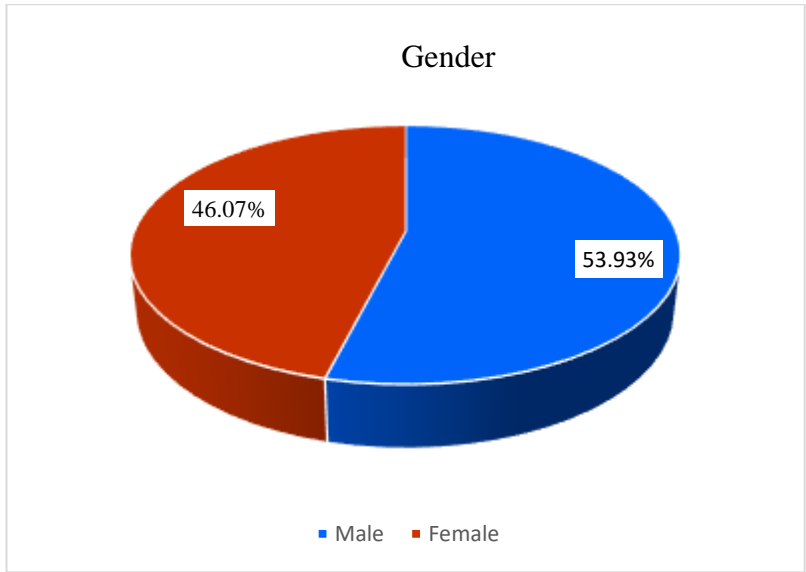


Figure 3: Respondent's Gender

Source: Researcher (2024)

4.4.2 Participants Education Level

The research analysed the education attainment among the respondents, and the findings are shown in figure 4.

Highest level of educational attainment

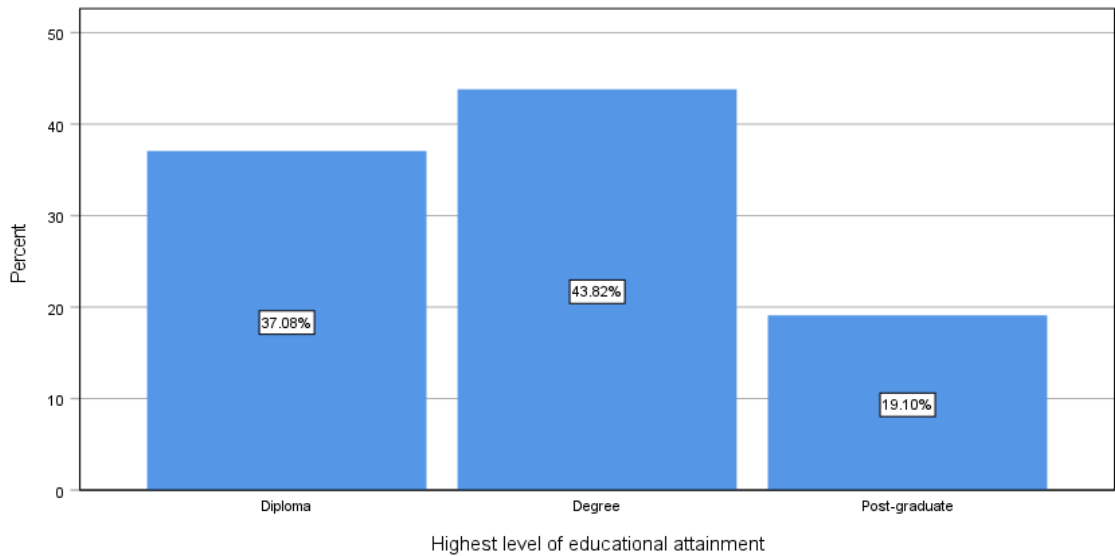


Figure 4: Education Level of Participants

Source: Researcher (2024)

Findings in Table indicated that majority 43.82% of the respondents had university degree as their highest academic level, 37.08% indicated that they had diploma while 19.10% indicated that they had postgraduate qualification as their highest academic qualification. The findings demonstrated that the participants had requisite education attainment that helped respond to the study statements as prescribed in the instrument.

4.4.3 Participants position in the Organization

The research reviewed the position held by the respondents in the firms, the results were as shown in figure 5

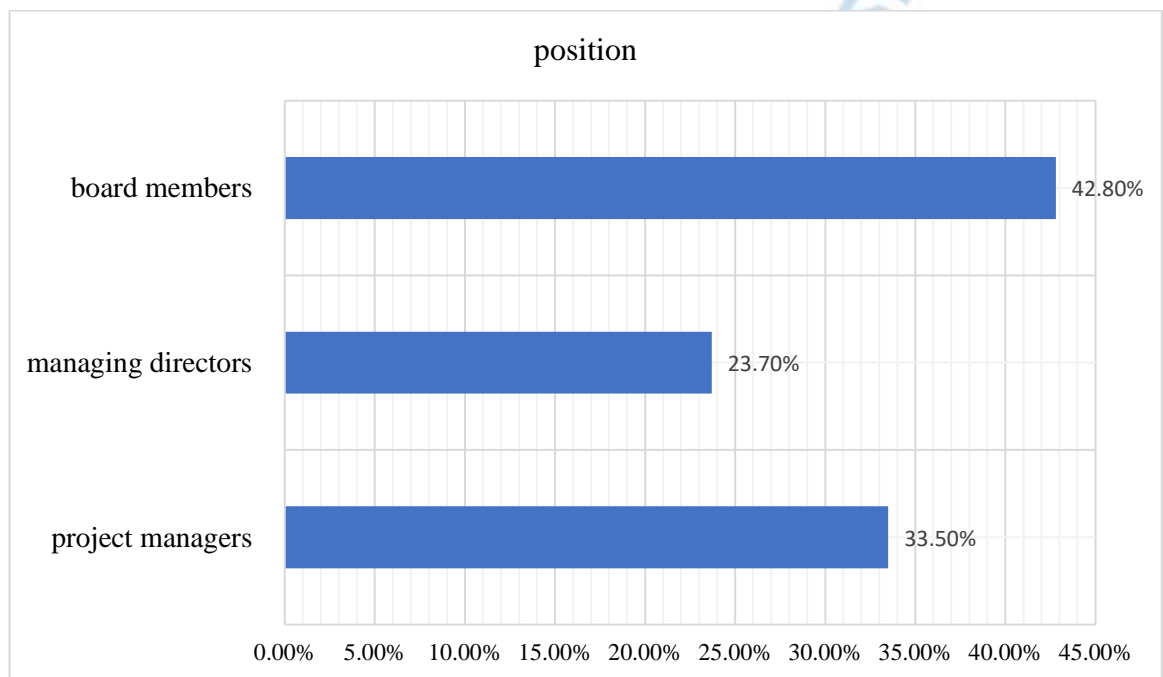


Figure 5: Participants Position in Organization

Source: Researcher (2024)

Findings in figure 5 indicated that majority 42.8% of the respondents were boards members, 33.5% were project managers while 23.7% of the respondents were managing directors in their respective NGOs. This indicated that participants had relevant information that was being sought to solve the study problem by their professional positions.

4.4.4 Length of Work within the NGO Sector

The study explored the length of time the participants have worked within the NGO sector, and the findings are shown in table.

Table 5: Length of Work Experience

	Frequency	Per cent
1-3 years	2	2.2
4-7 years	31	34.8
8-11 years	21	23.6
12-15 years	27	30.3
Over 16 years	8	9.0
Total	89	100.0

Source: Researcher (2024)

The results indicated that most participants, 34.8%, had 4-7 years of experience in the sector. Additionally, 30.3% had 12-15 years of experience, 23.6% had 8-11 years, while only 2.2% had 1-3 years of experience, and 9.0% had over 16 years. These findings suggest that participants had diverse levels of work experience, ensuring the collection of reliable information.

4.5 Descriptive Analysis

This study utilized a quantitative research method to gather data, employing a survey tool based on a 5-point Likert scale. Data analysis was performed using measures such as means, totals, and standard deviation. The interpretation key was defined as follows: a mean greater than 4.20 indicated strong agreement, 3.50-4.19 indicated agreement, 2.50-3.49 indicated disagreement, 1.50-2.49 indicated strong disagreement, and a mean below 1.49 indicated neither agreement nor disagreement.

4.5.1 Organization Performance of NGOs

The study's dependent variable was the institutions' organization performance. The following statements were prepared, with the findings shown in Table 6.

Table 6: Results for Organization Performance of NGOs

	N	Min	Max	Mean	Std. Deviation
The institution has been able to achieve positive outcomes in the implementation of its programs	89	1	5	3.92	0.773
There is improved efficiency in the execution of the institution's projects	89	1	5	4.16	0.815
The institution has been able to develop sustainable partnerships with stakeholders within the NGO sector	89	1	5	4.18	0.740
The institution has been able to attain better service delivery to beneficiaries	89	1	5	3.88	0.796
There is improved quality in the execution of the institution's projects	89	1	5	3.88	1.057
The institution has been able to maintain financial sustainability in the execution of its projects	89	1	5	4.10	0.942
Average				4.02	0.854

Source: Researcher (2024)

The analysis indicated that respondents agreed the institution has established sustainable partnerships with stakeholders in the NGO sector, reflected by a mean of 4.18 and a moderate deviation of 0.740. Furthermore, the study showed consensus on improved efficiency in project execution, with a mean of 4.16 and a moderate deviation of 0.815. Participants also agreed on the enhanced quality of project execution, as evidenced by a mean of 3.88 and a significant deviation of 1.057. Additionally, the findings revealed

agreement on better service delivery to beneficiaries, shown by a mean of 3.88. Overall, the aggregate mean was 4.023, indicating that the majority of participants concurred with the statements regarding the performance of NGOs.

4.5.2 Environmental Scanning of NGOs

The study first independent variable reviewed the environmental scanning conducted within NGOs, and the respondents were given 6-statements, with the results presented in Table 7.

Table 7: Results for Environmental Scanning of NGOs

	N	Min	Max	Mean	Std. Deviation
The organization continuously monitors the environment for all threats that could impact the attainment of firm objectives	89	1	5	3.91	0.820
The organization continuously monitors the environment for all opportunities that could improve the achievement of organization objectives	89	1	5	3.83	0.788
The organization routinely reviews stakeholder engagement to achieve better performance	89	1	5	4.08	0.834
The firm routinely conducts need analysis to review internal weaknesses and strengths	89	1	5	3.90	0.799
The organization continuously reviews the political environment to align firm operations	89	1	5	4.04	0.900
The organization continuously monitors the legal environment to	89	1	5	3.98	0.895

ensure attainment of organization objectives		
Average	3.96	0.839

Source: Researcher (2024)

The analysis revealed that respondents concurred the organization regularly evaluates stakeholder engagement to enhance performance, reflected by a mean of 4.08 and a moderate deviation of 0.834. The findings also showed agreement, with a mean of 4.04 and a deviation of 0.900, that the organization consistently assesses the political environment to align its operations accordingly. Additionally, the study indicated that respondents agreed the firm frequently conducts needs assessments to review its internal strengths and weaknesses, as evidenced by a mean of 3.90 and a deviation of 0.799. Respondents agreed that the organizations consistently monitor the environment for opportunities to enhance their objectives, as indicated by a mean of 3.83 and a deviation of 0.788. Overall, the findings showed that participants recognized the importance of environmental scanning for NGOs, with an aggregate mean of 3.96 and a moderate deviation of 0.839. These findings are in agreement with Zhang, Majid, and Foo (2011) who established that proper stakeholder analysis improves identification of demands that NGOs have to satisfy. Pryor et al. (2017) also determined that environmental scanning enables NGOs to anticipate regulatory changes and adopt accordingly.

4.5.3 Strategy Formulation of NGOs

The second study variable reviewed the strategy formulation conducted within NGOs, and the outcomes are as shown in table 8.

Table 8: Results for Strategy Formulation of NGOs

	N	Min	Max	Mean	Std. Deviation
The organization has developed clear long-term objectives	89	1	5	4.07	0.904

The organization undertakes strategic alternative development processes	89	1	5	3.92	0.744
The organization routinely relies on consultants in undertaking strategy development	89	1	5	3.81	0.769
The organization regularly participates in stakeholder assessment to ensure attainment of synergy	89	1	5	4.08	0.807
The organization has developed clear communication and engagement channels with stakeholder	89	1	5	4.13	0.759
Average				4.00	0.797

Source: Researcher (2024)

The study found consensus among participants regarding the organization's establishment of transparent communication and engagement channels with stakeholders, indicated by a mean of 4.13. Additionally, the results revealed agreement among respondents that the organization consistently engages in stakeholder assessments to foster synergy, with a mean of 4.08 and a deviation of 0.807. Moreover, participants were in accord that the organization engages in strategic alternative development processes, with a mean of 3.92 and a deviation of 0.744. The results indicated that the organization regularly seeks the expertise of consultants to develop its strategies, with a mean rating of 3.81 and a deviation of 0.769. This suggests that employing external consultants for strategy development is a common practice within the organization. Furthermore, the findings demonstrated widespread agreement among respondents that senior managers within NGOs view strategy formulation favorably. This was reflected in a mean rating of 4.00

and a deviation of 0.797. In simpler terms, senior managers generally support and endorse the process of creating strategies for the organization.

These findings were similar to those of Nnamani, Ejim, and Ozomu (2015) which documented enhanced performance among NGOs that had developed long-term strategic objectives. Likewise, Poister, Edwards, Pasha, and Edwards (2013) observed that strategic formulation offers organizations a roadmap for execution and implementation. Additionally, Santura, Muema, and Nkaabu (2017) linked strategy formulation to a blueprint that allows for critique by potential beneficiaries and experts, facilitating stakeholder involvement and thereby fostering ownership of the project.

4.5.4 Strategy Implementation of NGOs

The study further reviewed the strategy implementation within NGOs in Mombasa County, and the participants were presented with 6-key statements, outcomes are in table 9.

Table 9: Results for Strategy Implementation of NGOs

	N	Min	Max	Mean	Std. Deviation
The institution has developed clear rules and procedures to guide internal operations	89	1	5	4.19	0.714
The institution has developed clear and attainable short-term objectives	89	1	5	4.08	0.705
The organization has put in place clear structures to enhance leadership support in firm operations	89	1	5	3.97	0.889
The institution has put in place mechanisms for resource allocation	89	1	5	3.90	0.826
The institution has developed shared norms and values to support the attainment of firm objectives	89	1	5	4.07	0.879

The institution has developed clear structures to guide the operationalization of firm goals	89	1	5	3.96	0.857
Average				4.03	0.812

Source: Researcher (2024)

The research findings showed a consensus (average score of 4.19) with moderate variation (0.714) that the institution has established clear rules and procedures for its internal operations. Additionally, the study revealed a general agreement that the institution has set clear and achievable short-term objectives (average score of 4.08, variation of 0.705). Respondents also agreed that the institution has created clear structures to facilitate the implementation of its goals (average score of 3.96, variation of 0.857). The responses collected indicated that participants concurred that the institution has established mechanisms for resource allocation (mean = 3.90). The summarized results further showed agreement among respondents that strategy implementation has been institutionalized within the firm, as reflected by an overall mean of 4.03 and a deviation of 0.812. Contrary to the aforementioned results, Andrews, Beynon, and Genc (2017) present contrasting findings in their study, indicating a lack of significant impact from strategy implementation on overall outcomes. In contrast, Chaimankong and Prasertsakul (2012) observed enhanced performance following the execution of planned strategies. Similarly, Mailu, Ntale, and Ngui (2018) conducted a study focusing on the performance of Kenya's pharmaceutical sector and reported similar findings of improved performance post-implementation of strategic plans.

4.5.5 Strategy Evaluation of NGOs

The study reviewed the strategy evaluation of NGOs among the study participants using 5-key statements, and the findings are presented in table 10.

Table 10: Results for Strategy Evaluation of NGOs

	N	Min	Max	Mean	Std. Deviation
The organization has developed monitoring systems to support the review of firm operations	89	1	5	3.90	0.852
The organization has developed clear strategic plans for monitoring firm service operations	89	1	5	3.97	0.825
The organization continuously reviews projects outcomes to guide future operations	89	1	5	4.00	0.864
The organization constantly identifies new performance measures and standards to guide firm activities	89	1	5	4.05	0.816
The organization has developed clear evaluation techniques to gauge attainment of organization objectives	89	1	5	4.09	0.877
Average				4.00	0.847

Source: Researcher (2024)

The analysis revealed that participants agreed the organization has created clear evaluation methods to assess the achievement of its objectives, with a mean score of 4.09. The results also demonstrated consensus (mean = 4.05, deviation = 0.816) that the organization regularly identifies new performance metrics and standards to guide athletic activities. Additionally, the study indicated agreement that the organization has developed clear strategic plans for monitoring its service operations, reflected by a mean score of 3.97 and a deviation of 0.825. The findings also highlighted that the organization has established monitoring systems to support the review of its operations (mean = 3.90, deviation = 0.852). Overall, the results indicated that strategy evaluation and monitoring

were implemented within the NGOs, as evidenced by a mean of 4.00 and a deviation of 0.847.

According to Hieu and Nwachukwu's (2019) majority of participants, accounting for 87%, acknowledged the significant impact of monitoring and evaluation within strategic management processes. Likewise, Chepkwony (2016) noted an enhancement in service delivery within the Office of the Attorney General following the implementation of evaluation and control mechanisms. Abdalla (2015) echoed similar findings, highlighting how strategy monitoring and evaluation serve as catalysts for the development of new strategic initiatives.

4.6 Correlation Analysis

The study aimed to determine the relationships between the variables. Pearson Correlation was used at a 95% confidence interval, and the findings are shown in the table 11.

Table 11: Correlation Results

		Environmen tal Scanning	Strategy Formulati on	Strategy Implementat ion	Strategy Evaluati on	Organizati on Performan ce
Environment al Scanning	Pearson Correlati on Sig. (2- tailed) N	1 89				
Strategy Formulation	Pearson Correlati on Sig. (2- tailed) N	0.204 0.000 89	1			
Strategy Implementat ion	Pearson Correlati on Sig. (2- tailed)	0.128 0.001	0.065 0.015	1		

	N	89	89	89		
Strategy Evaluation	Pearson Correlation	0.430	0.302	0.442	1	
	Sig. (2-tailed)	0.012	0.000	0.005		
	N	89	89	89	89	
Organization Performance	Pearson Correlation	0.656**	0.410**	0.574**	0.705**	1
	Sig. (2-tailed)	0.000	0.001	0.000	0.000	
	N	89	89	89	89	89

** . Correlation is significant at the 0.01 level (1-tailed).

Source: Researcher (2024)

The first objective of the study was to examine the relationship between environmental scanning and the performance of NGOs in Mombasa County. The analysis revealed a significant and strong positive impact of environmental scanning on organizational performance ($P=0.656$, $Sig=0.000<0.05$). These findings align with Zhang, Majid, and Foo (2011), who argued that environmental scanning is crucial for identifying threats and enhancing organizational performance. Similarly, Pryor et al. (2017) demonstrated that environmental scanning is essential for boosting firm performance. Furthermore, Ngamkroekjoti, Speece, and Dimmit (2005) found that companies engaging in environmental scanning improved their market development and overall performance. Davis, Miles, and McDowell (2007) also observed that effective environmental scanning combined with strategy implementation leads to better firm outcomes.

The second objective of the study examined the impact of strategy formulation on the performance of NGOs in Mombasa County. The analysis found a moderate positive and significant relationship ($P=0.410$, $Sig = 0.000<0.05$). These results are consistent with Nnamani, Ejim, and Ozoruo (2015), who noted that well-conceived and formulated strategies enhance a firm's productivity. Additionally, Poister et al. (2013) concluded that strategic formulation significantly and positively affects productivity in organizations.

Augustine and Agu (2013) similarly demonstrated that strategy formulation has a significant positive impact on firm performance. Khan, Tahir, and Zafar (2016) also found that logical planning and strategic content positively influence organizational outcomes. Furthermore, Santura, Muema, and Nkaabu (2017) reported that strategic formulation significantly and positively affects performance in public organizations.

The third objective of the study investigated the effect of strategy implementation on the performance of NGOs in Mombasa County. The analysis indicated a moderate positive and significant relationship ($P=0.574$, Sig = $0.000 < 0.05$). These findings are in line with Mwanthi (2018), who found that key drivers of strategy implementation significantly enhance outcomes. Similarly, Mailu, Ntale, and Ngui (2018) highlighted that effective strategy implementation is crucial for organizational performance. Ogunmokun, Hopper, and McClymont (2005) also identified strategy implementation as a significant predictor of increased productivity within organizations. Chaimankong and Prasertsakul (2012) observed that, in Thai firms, strategy implementation was a key determinant of performance. However, these findings contrast with Andrews, Beynon, and Genc (2017), who reported that the style of strategy implementation does not impact organizational performance.

The final objective of the study examined how strategy evaluation impacts the performance of NGOs in Mombasa County. The analysis revealed a strong positive relationship ($P=0.705$, Sig = $0.000 < 0.05$). These results are consistent with Hieu and Nwachukwu (2019), who found that the strategy evaluation process positively influences performance in telecommunications companies. Similarly, Chepkwony (2016) discovered that strategy evaluation and control are significant predictors of organizational performance in local contexts. Abdalla (2015) also indicated that effective strategic evaluation is crucial for enhancing organizational performance in Kenyan firms.

4.7 Regression Analysis

The purpose of the research was to determine the relationship between strategic management practices and NGOs' performance in Mombasa County, Kenya. The study adopted a multiple linear regression analysis, and the results are as indicated below;

Table 12: Regression Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.772a	.595	.572	2.06362	2.126

Predictors: (Constant), Strategy Evaluation, Strategy Formulation, Strategy Implementation, Environmental Scanning
 Dependent Variable: Organization Performance
 Source: Researcher (2024)

The research found that the coefficient of determination, denoted as R^2 , was 0.595. This means that 59.5% of the performance of NGOs in Mombasa County can be explained by the strategic management practices they use. These practices include strategy evaluation, strategy formulation, strategy implementation, and environmental scanning. However, the results also indicate that 40.5% of the NGOs' performance is influenced by other factors not included in this study.

Table 13: ANOVA Summary

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	538.930	5	107.786	25.311	.000 ^b
	Residual	366.233	83	4.259		
	Total	905.163	88			

Dependent Variable: Organization Performance
 Predictors: (Constant), Strategy Evaluation, Strategy Formulation, Strategy Implementation, Environmental Scanning

Source: Researcher (2024)

ANOVA (Analysis of Variance) is used to determine whether there is a statistically significant interaction between the dependent and independent variables in a regression model. In this study, the results indicated an F-value of 25.311, which is significantly higher than the critical F-value of 1.162. Additionally, the p-value was 0.000, which is less than the threshold of 0.05. These findings suggest that there is a statistically significant and positive relationship between the implementation of strategic management practices and the performance of NGOs.

Table 14: Regression Coefficients Summary

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.802	2.196		1.276	.205
Environmental Scanning	0.381	.139	.316	2.740	.007
Strategy Formulation	-0.152	.117	-.117	-1.297	.198
Strategy Implementation	0.087	.116	.280	2.751	.002
Strategy Evaluation & Monitoring	0.484	.145	.378	3.344	.001

b. Dependent Variable: Organization Performance

Source: Researcher (2024)

$$OP = 2.802 + 0.381ES + -0.158SF + 0.087SI + 0.484SE + 2.196$$

The study found that the constant term (β_0) was 2.802, which was not statistically significant ($p=0.205$, greater than 0.05). In contrast, the coefficient for environmental scanning (β_1) was 0.381 and statistically significant ($p=0.007$, less than 0.05). This

suggests that a change in environmental scanning practices is expected to result in a 0.381 change in the performance of NGOs in Mombasa County. This finding aligns with previous research by Davis, Miles, and McDowell (2007); Pryor et al. (2017); and Zhang, Majid, and Foo (2011), all of whom highlighted the importance of environmental scanning in enhancing organizational effectiveness and performance. Conversely, the coefficient for strategy formulation (β_2) was -0.152 with a significance level of 0.198 (greater than 0.05), indicating that strategy formulation does not have a significant impact on the performance of NGOs in Mombasa County. This result contradicts the findings of Santura, Muema, and Nkaabu (2017), who reported a significant positive effect of strategy formulation on organizational productivity.

The study uncovered that the coefficient for strategy implementation (β_3) was 0.087, which proved to be statistically significant ($p=0.002$, less than 0.05). This suggests that a change in strategy implementation is projected to result in a 0.087 change in the performance of NGOs in Mombasa County. This finding echoes the research of Chaimankong and Prasertsakul (2012), who emphasized the significant influence of strategic implementation on firm performance. Similarly, Mailu, Ntale, and Ngui (2018) also confirmed the statistically significant impact of strategy implementation on performance.

Furthermore, the study found that the coefficient for strategy evaluation (β_4) was 0.484, also statistically significant ($p=0.001$, less than 0.05). This indicates that altering strategy evaluation by one unit is anticipated to lead to a 0.484 change in the performance of NGOs in Mombasa County. These results are consistent with the findings of Chepkwony (2016), who illustrated the significant influence of strategy evaluation and control on firm productivity.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The summary of the findings is presented here, including the study conclusions, recommendations and suggestions for future research work.

5.2 Summary

The NGO sector is crucial for driving local societal development. However, it has faced challenges in meeting project goals effectively. Evidence suggests that the majority of NGOs in Kenya struggle to adhere to projected timelines, maintain quality, and manage budgets during project execution. This study aimed to explore whether strategic management practices impact the performance of NGOs in Kenya. Utilizing a quantitative research approach, the study sampled 16 NGOs and conducted a pretest of the research instrument among 13 respondents from NGOs in Kilifi County. The research achieved a response rate of 79.5%, considered sufficient for quantitative analysis. Findings indicated that NGOs demonstrated improved program implementation, project execution efficiency, establishment of sustainable partnerships, enhanced service delivery, quality project execution, and advancement in financial sustainability.

The participants agreed that the firm continuously monitors the environment for threats and opportunities to improve the attainment of firm objectives. The findings also showed that NGOs routinely review their engagements with stakeholders to enhance firm outcomes. It was revealed that the firm conducts a review of internal strengths, weaknesses, political and legal environment to ensure attainment of firm objectives. The analysis showed a strong positive and significant effect of environmental scanning on firm outcomes.

The survey respondents concurred that NGOs have established well-defined long-term goals and consistently engage in various strategic development processes. The results indicated a widespread agreement that NGOs also seek assistance from consultants to refine their strategies. Participants also highlighted the existence of clear communication channels and engagement mechanisms with all stakeholders within NGOs. The findings unveiled a moderately positive and statistically significant correlation between strategy formulation and organizational outcomes.

Moreover, the analysis revealed a consensus among participants regarding NGOs' establishment of clear rules and procedures, as well as the development of achievable short-term objectives. Additionally, the findings suggested that NGOs possess explicit structures and mechanisms to support leadership and allocate resources effectively. Furthermore, the results indicated that NGOs have cultivated shared norms and values, along with structures to facilitate the operationalization of organizational goals. The analysis underscored a moderately positive and significant impact of strategy implementation on organizational performance.

The participants agreed that the NGOs have developed monitoring systems and have clear strategic plans for monitoring operations of the institution. The study also showed consensus that organization continuously review project outcome to guide future undertaking and identify new measures and standards for future activities. The results also showed that organizations have put in place clear evaluation techniques to enhance organizational objectives. The findings showed a strong positive and significant relationship between strategy evaluation on organization results.

5.3 Conclusions

Conclusions showed that strategic management practices have a positive and significant relationship with NGOs' performance in Mombasa County, Kenya. The study established

that on aggregate strategy evaluation & monitoring, strategy formulation, strategy implementation, strategic planning, environmental scanning can contribute to 59.5% of the NGOs' performance in Kenya.

The first objective was to evaluate the impact of environmental scanning on organizational outcomes, revealing a positive and noteworthy correlation between environmental scanning and organizational performance. The study revealed that factors such as assessing external threats and opportunities, evaluating internal strengths and weaknesses, as well as conducting analyses of needs and environmental factors, are pivotal indicators of organizational performance.

The second objective focused on examining the influence of strategy formulation on organizational performance. The research findings concluded that there is no significant effect on the performance of NGOs in Mombasa County, Kenya. The results indicated that activities such as establishing long-term objectives, engaging consultants in strategy development, involving internal stakeholders, and communicating strategies to stakeholders, which are integral components of strategic management practices within NGOs, did not notably impact organizational performance.

The third objective reviewed influence of strategy implementation and the study concludes there is a positive and significant influence on the performance of NGOs. The study concluded that developing clear rules and procedures, fostering leadership support, resource allocation, and supportive organizational culture is a significant predictor of organization performance.

The fourth objective reviewed strategy evaluation and monitoring and how they impact NGO results with findings indicating that strategy evaluation and monitoring positively influence on NGOs' outcomes. The study revealed that the development of monitoring systems, monitoring of strategic plans, evaluation of firm outcome and identifying

performance and measuring standards is critical to improved organization performance of NGOs.

5.4 Recommendations

5.4.1 Policy Recommendations

From a policy perspective, the study suggests that the NGO sector should assist individual organizations in formulating their strategic management frameworks. This measure aims to promote consistency in the implementation of strategic management practices across firms within the industry, ultimately contributing to improved organizational performance. Additionally, the study proposes that, for policy enhancement, all managers within NGOs should actively participate in strategic issue management. This inclusive approach ensures that managers have the necessary decision-making authority to implement agreed-upon strategies effectively.

5.4.2 Practical Recommendations

Regarding environmental scanning, recommendations are NGOs to develop systems that can leverage emerging technologies to actively monitor the environment for threats and weaknesses that may negatively impact the organization productivity. This will ensure that firms can exploit the environment's opportunities, which can be a key driver to firm performance. Further, the study recommends that NGOs limit their exposure to the country's political processes to ensure that changes in political leadership do not impact the sustainability of their activities. The study also recommends that NGOs ensure compliance with the legal and regulatory requirements to develop a positive relationship with government agencies.

Regarding strategy formulation within NGOs, the study suggests that establishing a transparent communication and feedback mechanism is crucial for fostering collaboration with stakeholders and engaging employees in the formulation process. This approach

facilitates the creation of a participatory environment, which is essential for achieving organizational strategies. Furthermore, the research recommends that NGOs should develop clear policies to steer strategic decision-making within the organization, aiding in the assessment of available strategic alternatives.

Additionally, the study advocates for the enhancement of strategy implementation by building a robust organizational structure, nurturing a conducive organizational culture, and bolstering management support, all of which contribute to the realization of organizational goals. Furthermore, the research proposes that improving fund mobilization and allocation can enhance strategy execution, leading to improved performance.

In terms of evaluation and monitoring, the study suggests that NGOs should continuously review global best practices to ensure alignment with their activities. Moreover, developing clear manuals and plans to guide the effective implementation of monitoring and evaluation activities can be instrumental in achieving organizational objectives.

5.4.3 Theoretical Recommendations

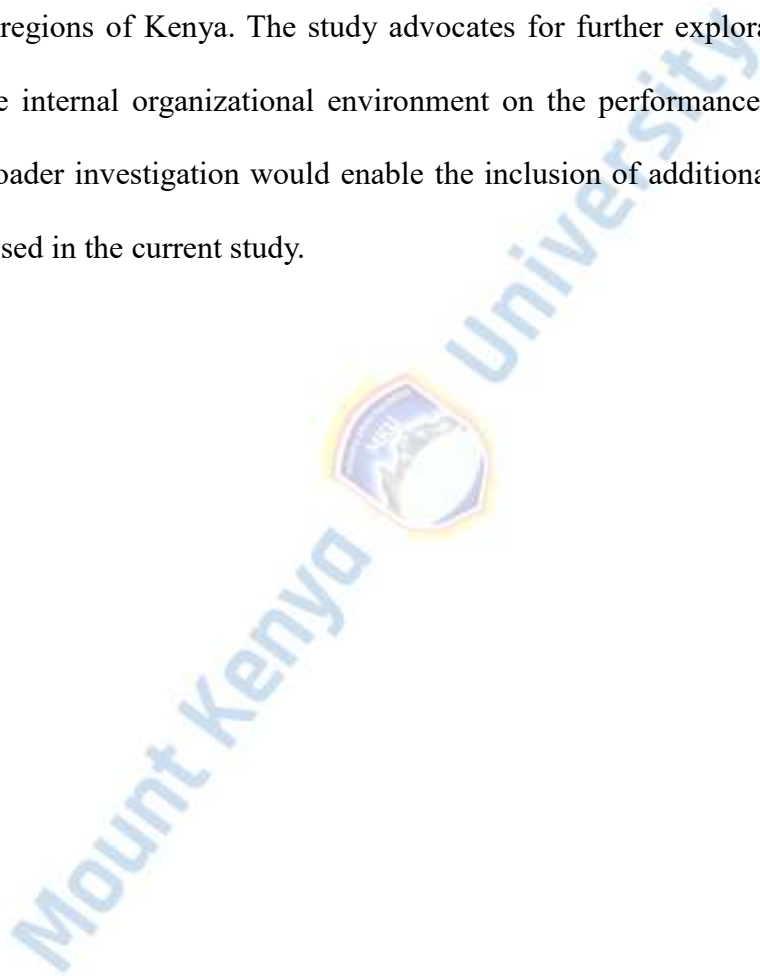
The study's findings aligned with the theoretical underpinnings of Resource Dependency Theory, which assert that a firm's distinctive competencies are crucial for its performance. The research successfully demonstrated that strategy implementation plays a pivotal role in enhancing organizational performance within NGOs. Additionally, the study recommends that NGOs should draw upon the Ansoff strategic success theory to formulate and select the most suitable growth strategy based on available management choices.

These recommendations are supported by the study's findings, which highlight the significance of strategic management practices in improving organizational performance. Finally, the study confirms the relevance of Competitive Advantage Theory in both

conceptualizing and measuring organizational performance, as the employed measures effectively assessed the performance of NGOs.

5.5 Area for Further Research

The research exclusively targeted NGOs in Mombasa County, Kenya. To enhance the replicability of the study's findings, it is recommended to conduct more extensive research to examine the impact of strategic management practices on the performance of the NGO sector in other regions of Kenya. The study advocates for further exploration into the influence of the internal organizational environment on the performance of NGOs in Kenya. This broader investigation would enable the inclusion of additional factors that were not addressed in the current study.



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APPENDIX I

Appendix I: Letter of Introduction

Dear Sir/Madam,

RE: PERMISSION TO CARRY OUT RESEARCH

I am a student undertaking a course in Master of Business Administration in Strategic Management of Mount Kenya University. I am required to submit, as part of my research work assessment, a research project on “**Strategic management Practices on the performance of NGOs in Mombasa County, Kenya**”. To achieve this, you have been selected to participate in the study. I kindly request the sampled respondents to, fully, participate in the study. This information will be used purely for academic purpose and your name will not be mentioned in the report. Findings of the study, shall upon request, be availed to you.

Your assistance and cooperation will be highly appreciated.

Thank you in advance.

Yours faithfully,

GKM.

Appendix III: Questionnaire for Board Members

Dear respondent,

The researcher is a student undertaking a degree course in Master of Business Administration in Strategic Management of Mount Kenya University carrying out research on an “**Strategic management Practices on the performance of NGOS in Mombasa County, Kenya**” the information you provide will be treated with confidentiality and entirely used for purposes of this study.

Section A: General Information

Instruction: Please tick against your most appropriate answer and fill the spaces provided.

1. Gender:

Male Female

2. Highest Level of Educational Attainment

Diploma Degree Post-graduate

3. Position in the firm

Managing Director Project Managers

4. Number of years in the NGO sector?

1-3 years 4-7 years

8-11 years 12-15 years

Over 16 years

PART B: RELATIONSHIP BETWEEN STRATEGIC MANAGEMENT PRACTICES AND THE PERFORMANCE OF NGOS IN MOMBASA COUNTY IN KENYA.

Please tick the level of agreement of the following statements.

5= strongly Agree 4= Agree 3= Somewhat Agree 2= Disagree 1= Strongly

Disagree

ENVIRONMENTAL SCANNING

No	Environmental scanning	1	2	3	4	5
13)	The organization continuously monitors the environment for all threats that could impact attainment of firm objectives					
14)	The organization continuously monitors the environment for all opportunities that could improve achievement of organization objectives					
15)	The organization routinely reviews stakeholder engagement to achieve better performance					
16)	The firm routinely conducts need analysis to review internal weaknesses and strengths					
17)	The organization continuously reviews the political environment to align firm operations					
18)	The organization continuously monitors the legal environment to ensure attainment of organization objectives					

STRATEGY FORMULATION

No	Strategy formulation	1	2	3	4	5
19)	The organization has developed clear long-term objectives					
20)	The organization undertakes strategic alternative development processes					
21)	The organization routinely relies on consultants in undertaking strategy development					
22)	The organization regularly participates in stakeholder assessment to ensure attainment of synergy					
23)	The organization has developed clear communication and engagement channels with stakeholder					

STRATEGY IMPLEMENTATION

No	Strategy implementation	1	2	3	4	5
24)	The institution has developed clear rules and procedures to guide internal operations					
25)	The institution has developed clear and attainable short-term objectives					
26)	The organization has put in place clear structures to enhance leadership support in firm operations					
27)	The institution has put in place mechanisms for resource allocation					

28)	The institution has developed shared norms and values to support attainment of firm objectives					
29)	The institution has developed clear structures to guide the operationalization of firm goals					

STRATEGY EVALUATION

No	Strategy evaluation and monitoring	1	2	3	4	5
30)	The organization has developed mentoring systems to support review of firm operations					
31)	The organization has developed clear strategic plans for monitoring firm service operations					
32)	The organization continuously reviews projects outcomes to guide future operations					
33)	The organization constantly identifies new performance measures and standards to guide firm activities					
34)	The organization has developed clear evaluation					

	techniques to gauge attainment of organization objectives					
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ORGANIZATION PERFORMANCE

No	Organization performance	1	2	3	4	5
1)	The institution has been able to achieve positive outcomes in the implementation of its programs					
2)	There is improved efficiency in the execution of the institution's projects					
3)	The institution has been able to develop sustainable partnerships with stakeholders within the NGO sector					
4)	The institution has been able to attain better service delivery to beneficiaries					
5)	There is improved quality in the execution of the institution's projects					
6)	The institution has been able to maintain financial sustainability in the execution of its projects					

Thank you for taking part in the survey!

Appendix IV ERC Certificate



Mount Kenya University

REF: MKU/ISERC/ 3289 Date: 24 April 2024
TO: GEOFFREY KIPKOECH MARITIM
REG: MBA/2023/45523

Dear Sir/Madam,

RE: EFFECT OF STRATEGIC MANAGEMENT PRACTICES ON THE PERFORMANCE OF NON-GOVERNMENT ORGANIZATIONS IN MOMBASA COUNTY, KENYA.

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **4542**. The approval period is 24/04/2024 - 23/04/2025.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.


- The Chairman
Mount Kenya University
Ethics Review Committee
P. O. Box 342-01000 Thika

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

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Chartered and ISO 9001 : 2015 Certified Institution.
Unlocking Infinite Possibilities

Appendix V: Postgraduate Introduction Letter


Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MBA/2023/45523
25th April, 2024

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/Madam,


RE: GEOFFREY KIPKOECH MARITIM REGISTRATION NO:MBA/2023/45523.

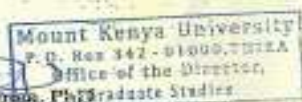
The purpose of this letter is to introduce the above named student who is pursuing Master of Business Administration in department of Business and Economics in Administration and Finance.

The title of the research is“EFFECT OF STRATEGIC MANAGEMENT PRACTICES ON THE PERFORMANCE OF NON-GOVERNMENT ORGANIZATIONS IN MOMBASA COUNTY, KENYA” it has been cleared by the University’s Ethics Review Committee(Certificate attached) and now has to proceed to the field to collect data between May, 2024 and July, 2024.

Any assistance accorded to the student will be highly appreciated.

Thank you,


Dr. Samuel M. Karanja, Ph.D
Director, Graduate Studies


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Chartered and ISO 9001 : 2015 Certified Institution.
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Appendix VI: Research Permit



REPUBLIC OF KENYA



NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 254356

Date of Issue: 2/May/2024

RESEARCH LICENSE



This is to Certify that Mr. Geoffrey Kipkoseh Martin of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Mombasa on the topic: "EFFECT OF STRATEGIC MANAGEMENT PRACTICES ON THE PERFORMANCE OF NON-GOVERNMENT ORGANIZATIONS IN MOMBASA COUNTY, KENYA" for the period ending : 2/May/2025.

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2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way:
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6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.

Appendix VII: similarity index

**INFLUENCE OF STRATEGIC
MANAGEMENT PRACTICES ON
THE PERFORMANCE OF NON-
GOVERNMENT
ORGANIZATIONS IN MOMBASA
COUNTY, KENYA**

by GEOFFREY KIPKOECH

Submission date: 27-May-2024 06:36PM (UTC+0300)

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MINISTRY OF INTERIOR AND NATIONAL ADMINISTRATION
State Department for Internal Security and National Administration

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ccmombasa@yahoo.com
When Replying please quote:

COUNTY COMMISSIONER'S OFFICE,
P.O. BOX 90424 - 80100,
MOMBASA.

Ref. No. MCC/ADM.25 VOL.IV/224



7TH MAY, 2024

All Deputy County Commissioners
MOMBASA COUNTY

RE: RESEARCH AUTHORIZATION – MR. GEOFFREY KIPKOECH
MARITIM, NACOSTI LICENCE NO. NACOSTI/P/24/44861

This is to authorize the above named Student of Mount Kenya University to carry out research on "**Effect of Strategic Management practices on the Performance of Non-Government Organizations**", in Mombasa County, for the period ending 2nd May, 2025.

Kindly accord him the assistance he may require.



MOHAMMED N. HASSAN
COUNTY COMMISSIONER
MOMBASA COUNTY

Cc:

County Director of Education
MOMBASA