

**STRATEGIC PLANNING AND PERFORMANCE OF PRIVATE  
HIGHER-EDUCATION INSTITUTIONS:  
A CASE STUDY OF CATHOLIC INSTITUTE OF KABGAYI**

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**ABSTRACT**

This study was designed to find out the strategic planning and performance of private higher education institutions with the case study of Catholic Institute of Kabgayi (ICK). It generally intends to examine the effect of strategic planning on performance of Catholic Institute of Kabgayi (ICK). The specific objectives of the study are : to identify the process of strategic planning in ICK, to assess the involvement of employees in formulation and implementation of strategic planning of ICK, to analyze the extent to which ICK has performed through the use of strategic planning. This study helped the researcher to gain more knowledge on strategic planning in Rwanda specifically in private High Education Institutions and provided information to the Government of Rwanda especially to the Higher Education Council (HEC), the Ministry in charge of education who is responsible of planning and coordination of high education and the implementation and monitoring of higher education policy and it helped all High Education Institutions. To achieve those objectives, the researcher used questionnaires. The study population was 102 people and a sample of respondents was drawn by using the Yamane's formula and used random sampling technique. This sample was 90 including managers and employees of ICK. The data collected was analyzed using simple statistical techniques. The questionnaire of data collection techniques was used as data collection instruments. The questionnaire was designed and was self-administered to 90 respondents including 28 managers and 62 employees. The findings were analyzed through computer based Microsoft Excel. The findings of the study revealed that ICK used the strategic plan as tool for good performance and it followed the steps of strategic plan, the employees are involved in strategy formulation and implementation. About ICK performance, there is performance obtained through the using of strategic planning those performances were like staff development, increase in the number of registered students, increase of departments and faculties, partnership improved between ICK and other national and international institutes, improved quality of Education and enhance library services. Recommendations were made to the Ministry of Education, Catholic Institute of Kabgayi and lastly the study provided suggestions for future researchers.