

**STRATEGIC PLANNING AND PERFORMANCE OF LOCAL NOT-FOR-
PROFIT ORGANIZATIONS IN RWANDA
A CASE STUDY OF AFRICAN EVANGELISTIC ENTERPRISE (AEE
RWANDA)**

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ABSTRACT

This study investigated the strategic planning and performance of local not-for-profit organizations (LNFPOs) in Rwanda, with four specific objectives: (1) To identify the process of strategic planning and management in local not-for-profit organizations in Rwanda;(2) to identify the current practices of strategic planning in AEE Rwanda as the research case study,(3) to establish the effect of strategic planning on the performance of local not-for-profit organizations in Rwanda, particularly in the African Evangelistic Enterprise Rwanda, and (4) to establish the extent of performance of African Evangelistic Enterprise as a result of strategic planning and management practices. This research significantly contributes to both academics and management practices and therefore serves as an informative tool for strategic groups especially the non-profit sector in general and local not-for-profit organizations in Rwanda in particular. Basically, the researcher used a descriptive research design to gather data from a sample size of 50 informants purposively selected from 162 AEE employees constituting the target population. A structured and questionnaire self-administered to 50 informants and a semi-structured interview with some of AEE Rwanda's leaders were employed as major data collection instruments. The findings were analyzed through computer based software-the SPSS 16.0 version. With regard to major findings, 30 out of 46 of respondents (65.2%) reveal strategic planning process within AEE Rwanda focuses five steps involving mission/vision stating, goals and objectives setting, environment scanning, strategy formulation, strategy implementation and strategic control through strategy monitoring and evaluation. 36 out of 46 respondents with 78.3% revealed that the development of AEE Rwanda's strategic plans falls under the responsibility of the Chief Executive Officer and the Board of Directors; while 42 out 46 (91.3%) informants revealed that strategic plans are approved by the BoD's chairperson. As evidenced by 93.5%, it was found out that in AEE Rwanda, strategic plans are communicated to organization's employees through giving out a copy of the strategic plan to each department. The findings also indicate that strategic plans are monitored on annual basis as revealed by 43 out of 46 respondents (93.5%) while 84.8% of the informants disclosed that AEE Rwanda evaluates its strategic plan at the end of its implementation-end evaluation. 91.3% revealed that all managers at different levels oversee the implementation of the organization's strategic plan. About experience, 84.8% responded that AEE Rwanda has been practicing formal strategic planning and management since past seven years now. 93.5% of the organization's management team members have rated AEE's strategic plan effectiveness on the organization's performance as being high and according to some of AEE officials interviewed this can be evidenced by the tremendous growth reached in terms of the scope of operations,

finances/funds, human resources and other assets. The researcher has drawn some recommendations and suggestions to reinforce the formal strategic planning and management practices within AEE Rwanda and other LNFPOs in Rwanda so that these practices can positively influence the organizational performance.