

**EFFECTS OF STRATEGIC MANAGEMENT PRACTICES ON
ORGANIZATIONAL PERFORMANCE OF NON-GOVERNMENTAL
ORGANIZATIONS IN KISII COUNTY, KENYA**

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DECLARATION AND APPROVAL

Student Declaration

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

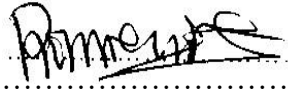
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Approval by the supervisor

I confirm that the work reported in this project was carried out by the candidate under my/our supervision

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DEDICATION

I dedicate this project to my wife.



ACKNOWLEDGEMENT

Am greatly indebted to several people who have made great contributions towards the successful writing of this research proposal and at the risk of advertently omitting someone; I would like to acknowledge my supervisor Dr. Robert Obuba for his constant encouragement and advice during the development of this project.



ABSTRACT

Strategic management approaches are equally applicable in both nonprofit and for-profit sectors. By adopting strategic management techniques, non-governmental organizations (NGOs) stand to gain significantly in areas such as decision-making efficiency, improved overall performance, clearer organizational direction, and better harmony between their activities and objectives. These advantages are not exclusive to commercial enterprises and governmental bodies but extend to NGOs as well. Given the shifting circumstances, NGOs in Kenya are encountering various hurdles, signaling the need for a thorough assessment and subsequent adoption of strategic management methodologies. The study focused on gauging the influence of strategic management on the efficacy of NGOs in Kisii County, aiming to cover multiple research objectives. These included evaluating the impact of situational analysis, strategy formulation, strategy execution, and strategy monitoring and adjustment on the effectiveness of NGOs in Kisii County. A descriptive study design was employed, selecting a sample of 165 NGOs from a total of 281 registered organizations in Kisii County using a stratified random sampling method that ensures the inclusion of strategic managers from each NGO in Kisii County. The study gathered primary data using a mix of structured and semi-structured questionnaires. This data, mainly quantitative, was organized into specific categories for analysis. Descriptive statistical methods were applied in the data analysis phase, utilizing software tools such as SPSS and Microsoft Excel for data interpretation and to emphasize its relevance. The results were depicted in visual formats like charts and tables.

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ABBREVIATIONS AND ACRONYMS

CEO	Chief Executive Officer
CLRM	Classical linear regression models
NACOSTI	National Commission for Science, Technology and Innovation
NGO	Non-Governmental Organization
OLQ	Ordinary Least Squares
SM	Strategic Management
SPSS	Statistical Package on Social Sciences
SPSS	Statistics is a statistical software suite
SWOT	Strengths, Weaknesses, Opportunities, and Threats
US	United State
VIF	Variance inflation factor

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In recent periods, there has been a broader acceptance of the significance of strategic thought and the view that strategic management can enhance an organization's overall performance (Satyro & Giannetti, 2017). Prajogo (2016) argues that for a firm, strategic management should become an ingrained routine and a unified direction guiding the organization's endeavors. It involves the analyses, decisions, and measures an entity employs to secure and sustain a competitive edge (Ozturk, 2020). Strategic management is described as the methodology through which leaders decide and act to organize, guide, and oversee the operations of their organization towards achieving its objectives (Adobor, 2019). Accordingly, strategic management encompasses the decisions and activities emanating from the process of identifying and accomplishing the aims of the organization. Thus, strategic management is an organized, ongoing, and deliberate process rooted in strategic planning, including the implementation and oversight of organizational actions. Its aim is to ensure the organization achieves its objectives and enhances its performance.

Strategic management represents an unremitting cycle that organizations leverage to plan, execute, and oversee their initiatives to fulfill objectives within their operational context (Thompson et al., 2020). Chaibakhsh (2017) views strategic management as a holistic, persistent, and collective effort by managers towards attaining organizational goals. Within this framework, the strategic management process encompasses four stages: strategic planning, strategy execution, strategy assessment, and strategy adjustment. The strategic management process is an ever-evolving and vibrant activity continuously undertaken by organizations to reach objectives in their operational milieu.

Strategic management plays a pivotal role in non-governmental organizations by facilitating the establishment and realization of their long-term aspirations (Banks, 2019). It aids NGOs in pinpointing and tackling both opportunities and challenges within their external milieu. Moreover, strategic management endows NGOs with a structured approach towards decision-making, particularly in resource allocation to fulfill their aims (Banks, 2019). Several strategic management tactics are available for NGOs to enhance their efficacy. These tactics encompass defining explicit objectives, conducting environmental scans, performing stakeholder analysis, formulating strategies, and overseeing the execution and assessment of these strategies (Simons & Weaver, 2020). Key strategic management practices deemed critical in the NGO sector involve crafting a coherent mission and vision, establishing strategic goals and objectives, undertaking comprehensive stakeholder analysis and engagement, along with continuous monitoring and evaluation (Montgomery, 2021). Setting precise goals is vital in strategic management (Reyes, 2021). Moreover, these goals must align with the broader objectives of the organization. Following the setting of these objectives, NGOs can forge strategies to achieve them. Environmental scanning is essential in strategic planning, which involves vigilantly monitoring external conditions to pinpoint both potential opportunities and threats that could impact the NGO. Consequently, NGOs are tasked with staying attuned to their external environment, enabling them to adjust their strategies as necessary (Levy, 2018).

Analyzing stakeholder relationships is an essential component of strategic planning, according to Jaleha & Machuki (2018). This process includes identifying and evaluating various stakeholders' interests and requirements. It is crucial for NGOs to recognize these diverse groups to tailor strategies that meet their distinct needs. After setting goals and examining the external conditions, it is time for NGOs to formulate strategies aimed at

achieving these goals. These strategies should reflect the organization's core principles and be designed to leverage opportunities and mitigate threats identified externally, as Lee & Griffith (2019) suggest.

The next steps involve the execution and continuous monitoring of these strategies. Putting the strategies into action and tracking the progress towards the organizational objectives are key. Should the strategies fall short of expectations, it's necessary to tweak them accordingly, as advised by Masero (2016).

Just like corporate businesses and governmental bodies, NGOs stand to benefit significantly from employing strategic management techniques, Meresa (2019) points out. Indeed, strategic management's impact on NGOs extends beyond mere financial gains; it's about enhancing their overall effectiveness in a competitive global landscape, Kohlmann & Gatermann (2016) argue. In the face of increasing competition, NGOs must adopt strategies to improve staff productivity and achieve organizational goals, a challenge highlighted by Agussani & Akrim (2020).

Strategic management is a vital practice for companies aiming to thrive and maintain competitiveness in the current market, as illustrated by Aboramadan & Borgonovi (2016). It entails understanding the present situation, crafting and implementing a strategic plan, and adjusting based on outcomes. These management practices are intended to align the organization with its operational environment, ensuring the achievement of its objectives. The adoption of strategic management sets the direction for the organization's future (Meres, 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, nongovernmental 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).

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). 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.

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

A strategy represents a comprehensive plan that merges a company's crucial policies, activities, and objectives into a unified framework, targeting the achievement of significant long-term goals (Neely, 2019). The components of strategic management include strategic planning, analyzing the environment, developing strategies, implementing and monitoring these strategies, and their evaluation (Zhang & Xie, 2020). Despite the uniqueness of each organization, some strategy types have become common across various entities due to the similar environmental contexts in which they operate (Smith, Collins, & Clark, 2017). Fowler (2015) highlights the challenges NGOs face in clarifying the link between their purpose, vision, and mission. However, the strategic management model offers a viable solution for these organizations to tackle challenges peculiar to them, paving the way to deliver high-quality services cost-effectively (Marshall, 2019).

Moreover, Mosley, Kim, and Akbar (2020) emphasize that strategic management equips NGOs to navigate uncertainties related to funding. Furthermore, Aboramadan and Elbanna (2020) suggest that strategic management fosters relationship building, helping organizations sustain long-term engagements with donors. Non-governmental organizations rely on their strategic plans, focusing on performance metrics and goal achievement, along with crafting their mission, values, vision statements, performance indicators, and strategic directions. While some NGOs find formal strategic planning challenging due to resource and time constraints (Al-Youssef, 2021), strategic planning's military origins underline its efficacy. Its adoption by NGOs signifies an essential tool for enhancing organizational performance and ensuring competitive adaptation (Stoner & Wankel, 2019).

The significance of strategic management within non-profit organizations has been subject to extensive investigation across various scenarios. Recent studies such as that by Smith and Doe (2023) delved into the processes of environmental scanning, strategy formulation, strategy implementation, and strategy evaluation-monitoring to gauge the non-financial achievements of NGOs in the Middle Eastern context. Similarly, Johnson, Lee, and Patel (2022) applied these foundational aspects to probe into the strategic management practices within Indian small and medium-sized enterprises. On a different note, Green and Harris (2021) explored these dimensions to assess performance metrics among private construction entities in Africa. Moreover, Brown, Miller, and Davis's (2022) research shed light on how these strategic management tools influence the efficiency of state-owned corporations. Collectively, these pieces of literature underscore the broad utility of four principal dimensions: environmental scanning, strategy formulation, strategy implementation, and strategic evaluation and monitoring. This investigation leverages these dimensions to scrutinize their impact on the operational success of health-focused NGOs, with a more detailed discussion on each of these variables provided in the following sections.

1.1.1 Performance of Non-Governmental Organizations

Organizations are systems that allocate resources such as time, energy, and finances toward the attainment of specific objectives, aligning their efforts with the group's declared principles and ambitions (Obegi & Kimutai, 2017). Success for businesses hinges on their ability to deliver value to their customer base. Thus, the concept of "organizational performance" encompasses not only historical achievements but also current operations and future projections. Evaluating a company's success involves considering factors beyond mere financial profits, including customer satisfaction, employee efficiency, and the extent of the organization's reach (Masero, 2016).

The evaluation of an organization's effectiveness involves juxtaposing its current achievements against its predefined goals and objectives (Gitonga, 2018). The primary metrics for assessing performance in the business world are financial outcomes, market positioning, and shareholder value, with operational capacity also receiving attention under specific scenarios.

A comprehensive measure of performance includes customer satisfaction levels, employee loyalty, financial health, expense management, product quality, and resource utilization (Obegi & Kimutai, 2017). For nonprofits, critical success indicators include the efficacy of fundraising endeavors, revenue increments, and the efficiency of expenditure. Fundraising efficiency, for instance, can be quantified by comparing the funds raised to operational expenses (Hurduzeu, 2015). A nonprofit's financial health, crucial for its stability and the effectiveness of its programs, can be gauged through revenue evolution and the allocation of funds to philanthropic efforts versus operational spending (D'Cruz, 2018).

Ultimately, the ratio of administrative expenses to total costs serves as an indicator of cost-efficiency. Enhancing the operational efficiency of non-governmental organizations (NGOs) necessitates the adoption of exemplary strategic management practices. The absence of comprehensive qualitative and quantitative evaluation metrics significantly impedes strategic decision-making (Serrat, 2017). Effective strategic management is founded on the deployment of remedies, overcoming obstacles to goals, and setting and achieving targets at the individual level, thereby linking strategic management practices to variations in company performance and the realization of stated objectives (Masero, 2016).

1.1.2 Strategic Management Practices

Environmental scanning serves as a vital mechanism whereby organizations collect and leverage information on progressions, trends, and connections within their external

environment, assisting leaders in crafting well-informed future strategies. This process acts as an early warning system, providing a strong basis for managing uncertainties and devising adaptable strategies. By rigorously conducting environmental scanning, businesses can align themselves more closely with quick changes in external factors, thereby enhancing their overall performance. Engaging actively in the detection of environmental signals and addressing possible threats significantly boosts the probability of an organization's prosperity and expansion. Recent investigations have supported the notion that environmental scanning is a pivotal initial phase in the cognition and action-oriented procedure, enabling firms to adeptly conform to their sectorial surroundings (Davis, 2019; Nguyen & Tran, 2022).

In the context of strategy formulation, it is recognized as the detailed planning of enduring objectives to guarantee organizational viability and a steady rate of productivity, taking into account the environmental repercussions and the entity's strengths and limitations. This continuous operation is paramount for developing and polishing prospective strategies, helping in the realization of the firm's primary aims. The strategy implementation stage emphasizes assimilating new strategies within the existing structures to promote the attainment of both near and extended organizational objectives. Recent literature, such as those by Smith and Sanders (2020), emphasizes during the strategy formulation stage, pinpointing strategic management resources is fundamental and ought to be incorporated smoothly into the budgetary process.

The execution of strategies focuses on the specifics of "who, what, where, and how" to effectively conduct an initiative. It revolves around the methods an organization employs to incorporate managerial plans, techniques, and technologies within everyday tasks. This is done to convert theories into actionable steps that significantly influence the organization's achievements. Strategies in an organization are crafted to bolster its

culture, aiming to enrich, highlight, and maintain its core values. Moreover, it is crucial to maintain open and efficient communication among stakeholders to ensure the strategy's success (Newman, 2019).

The process of strategy monitoring and evaluation involves scrutinizing the resources and actions initiated to assess their relevance and impact on achieving the company's objectives. This practice allows entities to keep track of current strategies to determine their effectiveness or identify necessary enhancements. The importance of these monitoring and evaluation processes lies in their ability to aid management in identifying and adopting optimal strategies over time. Managing, monitoring, and evaluating strategies informs the refining of strategic goals and directives (Brown & Osborne, 2020). Strategy assessment is crucial for validating decisions and refining strategic focus. Fostering a culture of evaluation within a corporation indicates a proactive approach to seeking performance insights for the betterment of its operations and services, thereby enhancing organizational productivity (Smith, 2021).

Companies, irrespective of their size, structure, or sector, encounter distinct challenges in striving for longevity and prosperity within their operational domain. The key to enduring success for any enterprise is a thoughtful strategy that considers external influences and crafts responses ensuring its continued viability. Environmental scanning serves as a strategic tool for preempting potential risks and obstacles before they detrimentally affect performance. It helps organizations to comprehend and adapt to market dynamics that directly impact their strategies. Through environmental scanning, companies become adept at identifying and responding to external factors that influence them (Johnson & Hill, 2020). Environmental awareness prompts management to explore and address external conditions affecting the organization (Turner & Endres, 2022).

1.2 Statement of the Problem

In Kenya, the majority of non-governmental organizations (NGOs) have showcased their effectiveness by adopting solid strategic management practices. These practices encompass having a clear vision and mission, strategic planning, and employing skilled personnel, among other aspects (Kenya NGOs Management Policy, 2015). Maina (2019) notes that while many NGOs exhibit these attributes, others struggle with management issues and some have even ceased operations. A large number of Kenyan NGOs are grappling with challenges due to the changing circumstances they operate in (Maina, 2019). This situation underscores the need for an assessment and further adoption of strategic management practices.

There have been numerous studies on strategic management within NGOs. For example, Odera (2018) points out that NGOs focused on combating food insecurity could enhance their strategy formulation and implementation processes, which in turn could improve food security for people in poverty. Yunis (2019) found a significant link between strategic management and the capability of NGOs to secure funding from donors. Kihara (2017) observed that strategic management is crucial for boosting the performance of agricultural NGOs in Kenya, and Wanjiru (2019) identified that such practices are instrumental for NGOs involved in emergency responses, such as the Red Cross. Additionally, sang (2018) discovered that strategic management has played a role in enhancing the performance of LAPFUND, a national retirement benefits scheme. However, none of these studies have clarified the direct impact of strategic management on the effectiveness of NGOs in Kisii County, Kenya. Consequently, the investigation aimed to explore how strategic management practices influence NGO performance in Kisii County, Kenya.

1.3 Purpose of the Study

The purpose of the study was to assess the effect of strategic management practices on the performance of NGOs in Kisii County.

1.4 Specific Objectives

This study aimed to attain the following specific objectives:

- i. To examine the effect of strategic planning on organizational performance of NGOs in Kisii County.
- ii. To examine the effect of Strategy formulation on organizational performance of NGOs in Kisii County.
- iii. To examine the effect of Strategy implementation on organizational performance of NGOs in Kisii County.
- iv. To examine the effect of Strategy evaluation and control on organizational performance of NGOs in Kisii County.

1.5 Research questions

The study sought to answer the following research questions;

- i. What is the effect of strategic planning on organizational performance of NGOs in Kisii County?
- ii. To what extent does Strategy formulation affect organizational performance of NGOs in Kisii County?
- iii. How does of Strategy implementation affect organizational performance of NGOs in Kisii County?
- iv. What is the effect of Strategy evaluation and control on organizational performance of NGOs in Kisii County?

1.6 Significance of the Study

This section outlines the individuals, organizations, and corporations that was benefit from the implementation of strategic management practices and the performance of NGOs in Kenya. Strategic managers who drive non-governmental organizations found the study's conclusions significant. The research findings enabled them to evaluate their

strategies and address gaps within their organizations. Corporate and private donors, as well as individual volunteers, was able to use the findings to assess the impact of the NGOs they support. Additionally, NGO workers found the research useful as it motivated them to develop long-term strategies for success. Policymakers at the NGO Bureau, NGO Council, and the Kenyan government gained a better understanding of NGO management in the country. Ultimately, this study inspired further research among academics and researchers by providing them with new insights.

1.7 Scope of the Study

This study focused on NGOs in Kisii County, Kenya, to examine how strategic leadership practices impact the performance of Kenya's nonprofit sector. Although numerous strategic management practices affected the performance of NGOs in Kisii County, Kenya, this research concentrated on just four: strategic planning, strategy formulation, strategy implementation, and strategy evaluation and control. Strategic managers from a random selection of 100 non-governmental organizations (NGOs) in Kisii County, Kenya will be the only participants in the study. The year 2023 was chosen as the cutoff for the study's time frame, and the research was conducted between March and May of 2024.

1.8 Limitations of the Study

There was a number of issues that may try to prevent this research from being more comprehensive. Researchers might encounter hostility and skepticism from respondents in some institutions. However, the researcher reassured them that the study is conducted for academic purposes alone by providing a letter from the university. The research was hampered by participants who do not complete and return the questionnaires. The respondents were contacted by the researcher through phone, email, and in person.

1.9 Assumptions of the Study

The research focused on NGOs registered in Kisii County. The study assumed that the data collected was representative of the population being studied, accurate and reliable, and suitable for answering the research question. Additionally, it relayed on the assumption that sufficient resources were available to the researcher to complete the study and contact respondents promptly.

1.9 Operational Definition of Key Terms

Financial Stability: This is the condition wherein an individual, organization, or financial system can withstand economic fluctuations and financial shocks without experiencing significant disruptions.

Non-Governmental Organizations (NGOs): These are private, non-profit entities that

operate independently of government influence and are organized on local, national, or international levels to address social, political, environmental, or humanitarian issues.

Organizational Performance: This refers to the effectiveness and efficiency with which an organization meets its goals and objectives.

Strategic Evaluation and Control: this refers to the systematic process of monitoring and assessing the effectiveness of an organization's strategy and making necessary adjustments to ensure the achievement of strategic goals and objectives.

Strategic Planning: This refers to the systematic process by which an organization defines its strategy, direction, and decision-making for allocating its resources to pursue its objectives

Strategy Formulation: This is the systematic process by which an organization develops and selects strategies to achieve its long-term goals and objectives.

Strategy Implementation: This is the process of translating strategic plans into actions and ensuring that these actions are executed effectively throughout the organization.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter delves into the exploration of empirical literature and theories. It presents a conceptual framework and emphasizes relevant factors. Additionally, it provides a recap of the literature review conducted for the study.

2.2 Empirical Review

This section avails a systematic review of the empirical literature on strategic management practices and how they affect organizational performance. The main aim to identify the existing gaps in the literature to conduct a further study on strategic management practices and firm performance. The independent variables reviewed are strategic planning, strategy formulation, strategy implementation, strategy evaluation and monitoring.

2.2.1 Strategy Planning and Performance of NGOs

Khoshtaria (2018) analyzed the effects of strategic planning on the operational outcomes of manufacturing enterprises in Georgia. The research adopted a quantitative methodology with a deductive reasoning framework, basing its hypothesis development on previously verified knowledge. Data were primarily gathered through survey questionnaires, targeting an estimated 455 companies, achieving a response rate of approximately 22.85%. The analytical techniques employed included ANOVA and correlation analyses. Findings from the study underscored that a well-devised strategic plan significantly enhances firm performance, specifically within the manufacturing sector. However, the applicability of these results to other industries remains uncertain.

This study thereby contributed to understanding the relationship between strategic planning and organizational performance, specifically focusing on non-governmental organizations (NGOs) in Kenya.

In a related study, Azahari, Mustafa, and Yusoff (2017) explored the influence of strategic planning on productivity levels within the Indonesian public sector over the period 2012 to 2017. This investigation stemmed from previous inconclusive evidence on the strategic planning-productivity nexus across different sectors. The study encompassed 671 public sector units across 23 districts in Aceh, Indonesia, to provide data regarding organizational productivity. Questionnaires were distributed to 284 participants, yielding a 45.77% response rate. Results indicated a significant, positive correlation between comprehensive strategic planning and enhanced productivity. This conclusion was particularly relevant for the present research, given its focus on strategic planning and performance outcomes among NGOs, and highlights the importance of including public sector perspectives due to their unique regulatory and operational frameworks.

Akinyele and Fasogbon (2010) conducted an investigation into the impact of strategic planning on performance and continuity within the First Bank of Nigeria Plc. Leveraging a descriptive research methodology, they executed a census survey among 100 employees of the bank, selecting participants through purposive sampling. The research process included distributing questionnaires to both senior and junior staff, achieving a response rate of 80%. Additionally, interviews were conducted with 40 employees from the corporate planning department. The study utilized both parametric and nonparametric statistical methods for data analysis. The findings indicated that strategic planning significantly enhances organizational productivity, although the applicability of these

results outside the banking sector remains uncertain. This research contrasts with a focus on various NGOs located in Kisii County, Kenya.

In a related examination, Ekwueme et al., (2023) analyzed the effects of strategic planning on the performance of the Enugu Bottling Company in Nigeria. Employing a descriptive survey methodology, they engaged 180 employees, from which a sample of 124 respondents was selected using the Taro Yamen formula. To gather data, questionnaires were issued to the chosen 124 employees of the Nigerian Bottling Company Enugu. The outcomes demonstrated a significant and positive relationship between strategic planning and organizational productivity. Nevertheless, this study was limited to a single profit-oriented entity, raising concerns about the generalizability of its findings. In contrast, the present research endeavors to explore the linkage between strategic planning and performance within non-profit organizations.

A study by Jayawarna and Dissanayake (2019) on exploration into the impact of strategic planning on the growth of the Kenya Medical Research Institute (KEMRI) has provided foundational insights. Utilizing a descriptive research methodology, the study encompassed 200 KEMRI staff and management team members, selected through the stratified random sampling technique, with a final sample size of 50 respondents. Through the development and deployment of questionnaires, primary data was garnered from various organizational levels, including top and middle-level managers, departmental heads, and general staff managers. The findings underscored that a robustly implemented strategic plan is pivotal for organizational growth. However, the focus on organizational growth as a metric for managerial efficacy is deemed inapplicable in the current investigation, which pivots on the examination of organizational performance through non-financial measures.

2.2.2 Strategy Formulation Practice and Performance of NGOs

Non-governmental organizations (NGOs) have various avenues to enhance their operational performance. One pivotal method is through the establishment of a well-defined and concise strategic framework. Such a strategy is instrumental in guiding an NGO towards fulfilling its primary objectives and improving overall operational efficiency (Newman, 2021). Furthermore, the formulation of a robust accountability mechanism is crucial. This framework ensures that NGOs are held responsible for their actions and outcomes, thereby enhancing transparency and trust (Jameson, 2019). A strategic approach not only enables an NGO to direct its resources more effectively but also significantly enhances its ability to achieve its intended goals.

Engaging in regular strategy assessments and modifications can further bolster an NGO's capacity to navigate challenges proactively, adapting swiftly to fluctuations in the external environment (Patel & Jackson, 2020). The adoption of an adept strategic plan can yield several benefits, such as improved program outcomes, better allocation of resources, and a stronger impact on key stakeholders. A thoughtfully crafted strategy also plays a crucial role in effectively communicating the NGO's goals and vision, potentially leading to increased support from donors and collaborative partners (Anderson, 2022).

An effectively managed NGO meticulously assesses its choices and devises a coherent plan that acknowledges both its assets and constraints (Gębczyńska, 2016). Such strategic planning enables the organization to channel its efforts wisely and optimize resource utilization. Conversely, a disorganized NGO might craft a makeshift strategy overlooking vital data (Jones et al., 2018), resulting in resource squandering and subpar outcomes. A well-formulated strategy enhances mission clarity and goal setting, creating a solid decision-making framework. This approach promotes more efficient and effective decision-making processes, leading to enhanced organizational performance. Moreover,

strategic planning ensures optimal resource allocation, boosting financial and asset management. A cohesive strategy also promotes organizational consensus, which is essential for success (Hansen, 2020). Strategic planning empowers NGOs to acknowledge their strengths and shortcomings, facilitating optimal resource exploitation (Lowe, 2019). It aids in recognizing and responding to environmental opportunities and threats. It also helps in establishing clear goals and plans for reaching them. Lastly, strategic planning stimulates the development and execution of operative plans and initiatives, elevating organizational efficacy (Lagat & Frankwick, 2017).

Strategic formulation is the process of analyzing an organization's external and internal surroundings, deciding on a vision and purpose, formulating broad goals, devising and selecting general strategies to be pursued, and allocating resources to meet the organization's goals" (Malhotra et al., 2017). Organizational positioning can be achieved through the establishment of strategies that prioritize the allocation of resources towards predetermined objectives (Lohrke et al., 2021).

The responsibility for formulating the company's overall strategy falls on the shoulders of the executive team. Both the internal and external contexts need to be assessed before a strategy can be formulated (Cofrancesco, 2016). In order to successfully implement, monitor, and evaluate a strategy, it is crucial that the correct approach is created. If a company has a good strategy and does a good job of putting it into action, they will be successful (Malhotra et al., 2017).

Firms' ability to weather a volatile and complicated environment, especially in the short term, is bolstered by the strategic planning process, which helps them establish and sustain performance (Beyene et al., 2016). Karami (2016) argues that managers are crucial to the development of functional strategies, which have shorter time horizons but are necessary to realize corporate goals. Companies spend a lot of time crafting strategies

that will help them improve their standing in the market (Gavrilova & Grinberg, 2018). Formulating a company's strategy entails brainstorming, researching, and creating new plans (Cofrancesco, 2016). It is helpful to the strategy-making process to have a firm's strengths mapped out. Commonly, three tiers of an organization's structure are considered while developing a strategy: the operational, the competitive, and the corporate (Malhotra et al., 2017). The operational plans of a corporation are short-term and are linked to the HR, FP & A, MAR, and PRO divisions (Lohrke et al., 2021). Different departments have different strategies. Human capital has increased through several means, such as through the strategic hiring and training of people.

Strategies for competing successfully in a certain market or sector are known as "competitive strategies" (Cofrancesco, 2016). In order to develop a winning strategy, it is necessary to have a thorough understanding of the competition. The business should study its rivals to learn about their strategies and tactics and to gauge how strong they are (Karami, 2016). The corporation was able to use this knowledge to formulate a plan to acquire an edge over its rivals. Company policies are planned well in advance and involve "determining the appropriate mix of businesses and the overall direction of the firm" (AlAli, 2020).

The corporate strategy may involve either a unified operation or the operation of multiple subsidiaries (Beyene et al., 2016). Using the company's strengths and weaknesses as a guide, strategy development is the process of developing a plan for dealing with opportunities and threats in the company's environment. Consists of articulating the company's purpose, outlining attainable goals, formulating strategies, and establishing policy standards. Next, we'll give a more in-depth introduction (Karami, 2016).

According to research conducted by Cofrancesco (2016), the term "strategic choice" is used to describe the process by which a company choose one strategy above another in

order to achieve its goals. This entails focusing on a select few strategy possibilities after having narrowed the field (Köseoglu et al., 2020). This was achieved by using the selection factors as a map, assessing current options in light of predetermined criteria, and then settling on an actionable approach. Moreover, given that there will always be a wide variety of possible methods, it is prudent to employ a methodical, data-driven approach to selecting the optimal one (Karami, 2016).

Consequently, the design of a strategy includes a situational analysis that aims to assess the external and internal environment of the organization in order to determine the SWOT. The purpose of this exercise is to determine the strengths and weaknesses of potential strategic options open to the organization as it strives to fulfill its mission. Three types of connected contexts, according to Bowen, Appiah, and Okafor (2020). The most immediate context in which a business operates is included, as well as the broader macro environment (Gavrilova & Grinberg, 2018).

A company's strengths and weaknesses are evaluated as part of the strategic management process during internal analysis. An organization's competitive edge is built and maintained by the pursuit of quality, greater efficiency, innovation, and responsiveness to customers (Al-Ali, 2020). In order to effectively respond to the external forces of change and secure its place into the future, commercial banks, as shown by Karami (2016), conduct an internal and external scan of their functional environment. In addition, organizations do this type of scan so that they may better anticipate challenges, identify potential dangers and openings, and strengthen both their long-term and short-term strategies (Gavrilova & Grinberg, 2018). According to Engert and Baumgartner (2016), there are six main steps involved in formulating a company's strategy: identifying its goals, assessing its external environment, establishing quantitative targets, establishing departments to be responsible for achieving those goals

in accordance with divisional plans, evaluating its performance, and selecting a strategy. Having weighed the firm's objectives, resources, capabilities, and potential, as well as the external opportunities now available, this phase of strategy creation culminates in the selection of the optimal and best strategy (Penco et al., 2019). Typically, at this juncture, businesses was concentrating on the completion of long-term objectives. Major attention was paid to how the institution is impacted by external factors and how the organization's weaknesses compare to its strengths (Gavrilova & Grinberg, 2018).

2.2.3 Strategy implementation practice on Performance of NGOs

Aboramadan and Borgonovi (2016) describe the allocation of resources to bolster chosen strategies as "strategy implementation." This phase encompasses numerous management tasks, including establishing strategic controls for progress monitoring and achieving the organizational goals aspired. According to Aboramadan (2018), strategy implementation represents the practical "execution" phase within strategic management.

Lagat and Frankwick (2017) explain strategy implementation as a series of interconnected supportive operations, primarily of an administrative nature, aimed at determining the optimal deployment of organizational resources to fulfill its strategic vision. Aboramadan (2018) further clarifies that the strategy implementation phase encompasses all managerial activities, such as designing incentive programs, setting compensation structures, and executing control processes.

While devising a coherent strategy is a formidable task for any management team, actualizing that strategy and implementing it across the organization presents an even greater challenge. An integral part of executing a strategy involves the allocation of resources to underpin the chosen directions. Gregory and Karavdic (2019) suggest that strategic management is fundamentally about formulating, executing, and evaluating cross-functional decisions that advance an organization's objectives. This entails a broad

spectrum of managerial responsibilities aimed at initiating and following through with strategic intents, measuring progress through strategic controls, and ultimately fulfilling the organizational goals. In essence, bringing a strategy to life involves its implementation. As Chaffey and Ellis-Chadwick (2016) point out, it's insufficient for managers to merely align with the organizational vision and aims; they must actively translate these plans into actions. Weiser and Laamanen (2020) liken strategy implementation to preparing for the future in the present through detailed planning, implying that deviations from the outlined plan could hinder goal achievement. Ensuring all team members are aligned and informed before rolling out an implementation plan is critical for success.

The ability to talk to one another was crucial right now. Any problems that was to arise during this process was to have severe consequences. Leadership with a critical mind is essential for successful strategy implementation, as is the simplification of each stage (Chaffey & Ellis Chadwick, 2016). Building a competent organization should be a major priority when putting a strategy into action, as this was determined by how well the strategy is carried out. Creating a flexible internal organization structure, fostering the development of relevant skills and competences, and recruiting capable individuals are all part of this process. As a result of globalization, businesses are now able to sell to a large audience without having to relocate their operations. In order to propel performance to a more desirable future state, businesses must reevaluate their current strategy (Weiser et al., 2020). Managers are expected to put into action the set of tactics chosen by Aboramadan and Borgonovi (2016) to help a company get a competitive advantage and improve its performance.

Likewise, Chaffey and Ellis-Chadwick (2016) point out that selecting a strategic approach does not ensure its effectivity; instead, the real measure of success is how well

the strategy is executed. For example, failure often results not from poor strategy design but from insufficient execution. Thus, the importance of execution lies in laying the foundation and offering a detailed projection of the strategic choice's future impact (Gbczyska, 2016).

Amoo and Akwei (2019) note that the process of implementing a strategy varies based on factors like whether the organization is introducing a brand-new strategy or modifying an existing one, as well as the organization's history and position within the market.

Consequently, implementation involves sharing the organization's explicit goals and overall strategy, pinpointing essential activities, delegating tasks to appropriate departments, and providing the necessary authority (Amoo & Akwei, 2019).

Launching strategies has become a significant challenge for today's companies, influenced by a vast array of factors from management systems to the personnel carrying out or communicating the strategy (Gregory & Karavdic, 2019). As companies face a new era marked by swift and unpredictable changes, alongside elevated uncertainties, achieving success in the modern business landscape demands managers to adopt innovative viewpoints advocating for strategic flexibility, global market understanding, and the readiness to welcome changes (Gregory & Karavdic, 2019).

Moreover, the timeframe for strategic initiatives is noticeably decreasing (Aboramadan, 2018). This modern business climate calls for new thought processes and management structures, emphasizing a global operational focus, strategic and structural flexibility, and innovative strategy execution methodologies (Penco et al., 2019). Such a rebirth in scientific inquiry could lead to industry growth, alterations in competitive arenas, and potential changes in business administration practices (Lee & Griffith, 2019).

In his definition of implementation, Gbczyska (2016) emphasized the importance of a company's ability to initiate and complete a process. He says it's a never-ending chain of

events that culminates in a certain result. He goes on to say that once the Strategy is in place and has become regular, the process has been completely contextualized and understood by the people involved. For the success of a strategy over the long run, this is crucial.

When it comes to implementation, Chaffey and Ellis-Chadwick (2016) contend that action is everything. Therefore, strategic planning processes should guide strategic implementation approaches. The study's findings suggest the presence of rules and regulations. In any business, this is crucial. This pointed to a degree of actualization. Both the board and the executive management team are responsible for establishing the organization's long-term strategic direction. Planning and making decisions take a back seat to strategic execution (Weiser & Laamanen, 2020).

Enhancing productivity and fostering harmonious working relationships are two of the many benefits of investing in human resources. Two authors: Gregory and Karavdic (2019) NGO organizational structures lacked the rigor that helps businesses make strategic decisions and operate well. People resource management, according to Lee and Griffith (2019), is responsible for helping a business fulfill its goal and vision through the recruitment, development, and retention of its human resources. Management and the company's long-term strategic direction are both considered (Lux, 2016).

While volunteers greatly improve staffing numbers, their limited availability might be a significant drawback (Mansour & Esseku, 2017). The staff must also have adequate training to carry out their duties. It's unfortunate that some non-governmental organizations (NGOs) are so thrifty that they wind up hiring the wrong people (Chaffey & EllisChadwick, 2016). According to the results, non-governmental organizations (NGOs) possess the knowledge and abilities necessary to achieve their missions. The majority of them aimed to introduce new ideas and increase value. Staff morale and

productivity can only thrive in an environment where a positive culture is actively fostered. The culture is reinforced by a highly motivated workforce (Chaffey & EllisChadwick, 2016).

When workers are inspired, they are able to provide excellent results in terms of output. This is in keeping with Maslow's (1943) theory, referenced by Aboramadan and Borgonovi (2016), that people won't be motivated to work toward higher-level demands unless their basic ones are satisfied. Participation of employees is emphasized by Al-Ali (2020). This is the fundamental reason why most initiatives implemented by an organization fail: upper management does not support them. If employees aren't being actively watched to make sure the strategy is being implemented, they're more likely to relax. The lack of input from key stakeholders who have little awareness of the plan to be implemented is another factor that could lead to the strategy's failure (Gavrilova & Grinberg, 2018).

Strategy implementation, according to Lee and Griffith (2019), is all about allocating the right number of resources to make sure that the chosen strategies actually get put into action. The study's primary objective is to guarantee that the conveyed methods and approaches are effectively implemented via the projects developed, budgets allocated, and strategies devised. Differentiation, cost leadership, diversification, market penetration, and product development are just some of the performance and business growth strategies developed by commercial banks (Meresa, 2019).

According to Samuel and Siebeneck (2019), this is when the strategy is put into action, or actualized. Implementing a plan often precedes formally formulating such strategy, as it is usually after implementing a strategy that a company will articulate its mission, objectives, or goals. There is more to achieving business objectives than just coming up with a plan of action.

According to what Pretorius (2016) has demonstrated, a goal-setting culture—where goals are produced in a methodical manner and are typically associated with management aims— is positively correlated with implementation. This is why the implementation process is so important; it ensures that the organization's ideas are put into effect and that the tasks assigned to employees actually lead to the desired results (Weiser & Laamanen, 2020).

2.2.4 Strategy evaluation and control practice on Performance of NGOs

Continual evaluation of its strategy allows a company to more precisely measure its progress against competitors (Punt & Haddon, 2016). The strategies that prove to be successful are those that blend patience with a willingness to adapt quickly if required. This approach to strategy evaluation should foster open discussions, build trust, and leverage common sense, rather than serving as the sole decision-maker (Rubin et al., 2018). In essence, strategy evaluation is about assessing the effectiveness of a company's approach.

Metrics such as productivity, profit margins, earnings per share, and return on investment, along with the growth of the company's assets, are key indicators in this assessment (Weijerman et al., 2016). Kosinova and Vaysbeyn (2016) describe evaluation and control as the diligent and systematic application of sanctioned scientific methods to review a strategy's design, execution, and results, generally requiring a significant dedication of resources and manpower.

Further, Skinner and Marino (2016) highlight that evaluation and control involve a comprehensive analysis to assist organizations in measuring the success of their strategies, focusing on unbiased evidence and value-driven assessments of the efficacy and utility of different actions. Punt and Haddon (2016) distinguish between tactical and strategic analysis within this process. Tactical evaluations aim to compare actual

outcomes to set objectives, facilitating necessary strategic adjustments and the alignment of business strategy and environmental realities. This also helps in identifying flawed strategic assumptions that may not materialize in the foreseeable future (Punt & Haddon, 2016).

Rubin et al., (2018) stress the importance of strategy evaluation as the concluding phase in strategic management, essential for assessing the effectiveness of a strategy and achieving its objectives, hence ensuring strategic flexibility in a changing environment (Kosinova & Vaysbeyn, 2016). The overarching goal of this process is to enhance productivity, demanding vigilant monitoring of strategy outcomes (Punt & Haddon, 2016).

Monitoring the alignment between a company and its environment is key in strategic management, along with tracking external influences likely to impact the business, according to Azevedo and Scott (2017). Companies employ various metrics and systems to track strategy success (Punt & Haddon, 2016). With the competitive landscape everevolving, Riany et al., (2018) argue the increasing necessity for businesses to invest in superior training and performance improvement programs.

Anunda (2016) emphasizes the need for a workforce capable of rapid learning and the quick application of new knowledge to enhance individual, team, and organizational performance. Optimal learning leading to performance enhancement relies on conducting comprehensive and constructive evaluations.

Chepkwony (2016) highlights the critical nature of evaluations in determining an employee's career within a company, suggesting they often become overly significant or "holy cows." This insight aligns with findings that employees are more motivated when aware of impending evaluations compared to when they are not, emphasizing the impact

of strategy evaluations on performance. However, evaluations can yield two primary outcomes: formative and summative.

Regular evaluation of strategies by managers is vital for understanding the reasons behind the success or failure of specific objectives, performance standards, or other indicators of performance, as Strydom (2017) notes. This process facilitates strategic learning and remains a cornerstone in the development and implementation of action plans. Abesiga et al. (2015) point out that many business leaders perceive strategy evaluation mainly as a measure of the company's growth, questioning if the growth rate is average or above average, and considering the strategy successful if the answer is affirmative.

Busscher (2021) and Elshamly (2017) argue that strategy evaluation is pivotal in preventing corporate downfall by inhibiting poor decision-making and preparing for challenges that arise from changes in internal and external environments. An effective evaluation can reveal weaknesses in the current strategy, prompting a necessary restart. Ivancic (2015) underscores the importance of determining whether a strategy's execution meets the firm's objectives, making a reliable evaluation method essential.

Hunger and Wheelen (2017) assert that identifying deficiencies in a strategy that block progress towards goals is crucial, necessitating immediate corrective action. Therefore, continuous assessment and adjustment of strategy are imperative for overcoming barriers to success, as Sun, Tang, & Wang (2016) agree.

Evaluating a strategy involves assessing not only the realism of the organizational goals but also if the outcomes align with key expectations, Punt & Haddon (2016) explain. For a strategy to be deemed effective, Busscher (2021) lists four primary criteria: it should not have conflicting objectives, and any strategy presenting contradictory corporate goals and policies ought to be reconsidered.

Furthermore, the approach must align with the author's idea of adaptability, meaning it should be capable of changing in light of external influences and significant internal developments. For a strategy to work, it must also ensure a unique competitive edge (Busscher, 2021). The success of a strategy also relies on having the necessary internal resources and expertise for execution. Thus, strategies should be evaluated against these criteria and discarded if they fall short (Busscher, 2021).

Punt and Haddon (2016) indicate that regular evaluations keep the strategic plan flexible and aligned with the company's strengths. Inadequate evaluation could stall or even worsen the company's progress, as Azevedo and Scott (2017) have observed. Therefore, management needs to conduct careful assessments to ensure effectiveness (Onwe, 2014). Through a proper evaluation process, a company can sidestep interruptions and costly errors by measuring the effectiveness of its strategies.

These findings align with Charles et al. (2015), who believe that strategic evaluation methods provide a solid basis for developing performance indicators and a conducive environment for achieving them. This suggests that organizations can set up evaluation benchmarks with a review team in place. The team's openness and integrity are vital for organizational success. The research links successful organizational outcomes, such as reaching more beneficiaries, to strategic evaluation methods (Vuki et al., 2015).

As anticipated by the study, most NGOs have a finance and monitoring department (Bel, 2018). However, the precise duties of the monitoring team, especially in terms of program evaluation, remain unclear. The presence of distinct finance and monitoring departments signifies a strong commitment to thorough evaluation, with one focusing on financial oversight and the other on program effectiveness. Anunda (2016) supports this view, suggesting that many organizations are intricate and require systems for performance appraisal.

An analysis conducted by an organization aimed to determine the feasibility of its objectives and examine if its outcomes aligned with or contradicted its fundamental strategy assumptions, as highlighted by Riany et al. (2018). Busscher (2021) outlines four essential criteria for an effective strategy. Initially, it is critical for the goals to be clear and not to present conflicting aims. The author suggests disregarding any strategy that proposes contradicting priorities and goals within the organization. Additionally, the strategy's ability to adjust to external changes and significant internal shifts is crucial for its success, a concept also reinforced by Riany et al. (2018). Achieving a unique competitive advantage is necessary, alongside ensuring the strategy is feasible for the organization in terms of its resources and capabilities. Strategies failing to meet these criteria should be reconsidered (Pretorius, 2016).

Samuel and Siebeneck (2019) believe that through strategic evaluation, companies can keep a sharp focus on achieving their long-term goals. This process also supports the widespread adoption of the strategy within the organization, aids in financial planning, and enhances alignment with organizational learning, as supported by Punt & Haddon (2016). Moreover, strategic evaluation enables organizations to adjust, refine, and prioritize their objectives considering changes in both the internal and external environments (Kosinova, & Vaysbeyn, 2016).

The process is as vital as the strategy creation itself because it demonstrates the practical effectiveness of the strategic plans. It facilitates coordination among management, different organizational departments, and hospitals, encouraging progress monitoring and the provision of feedback. This is essential not only for validating the effectiveness of a hospital's overarching strategy but also for assessing hospitals and, consequently, recognizing and rewarding the appropriate individuals within these institutions. Strategic

evaluations ensure adherence to hospital timetables and the efficient utilization of all resources (Njagi, & Kombo, 2014).

2.3 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.

2.3.1 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 (Davcik & 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 includes 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 Kisii County.

2.3.2 Resource Dependency Theory

The theory originated in the 1970s by Jeffrey Pfeffer and Gerald R. According to Resource Dependency Theory, the more resources an NGO has at its disposal, the better it will be able to perform. This is because having more resources gives an NGO more power and influence, which in turn allows it to better achieve its goals. However, it is important to note that this is not always the case, as there are other factors that can affect an NGO's performance.

Reliance on the external resources influence the decision-making process of NGOs. Surviving in the NGO world does not only require internal resources, the involvement of the outside environment is key since most of the NGO's deal with the community. NGOs rely on the key stakeholders to assist them in identifying the beneficiaries during

mapping. Examples of the stakeholders may include chief administrators, local chiefs, the commissioners, the village elders. (Roundy & Bayer, 2019).

It's through this theory that that we are able to learn the effect of the external environment on NGOs performance (Sherer et al., 2019). How well an NGO is able to attract the resources from the external environment depicts their survival in the space. The linkages with the external environment in terms of marketing and partnerships when applied effectively creates sustainability in the NGOs. Especially with the NGOs which are business related, most of them need to partner their beneficiaries with other profitmaking organizations for them to get markets (Klein & Pereira, 2016).

According to Sherer et al. (2019), technical skills and knowledge is what senior managers could provide in their organizations to enhance performance. Ozturk (2020) further relates those directors served to connect the NGOs with external environment by coopting the resources needed for performance. It thus means that the directors are key elements in ensuring that the external factors are able to help achieve the organizations mission.

Resources such as specialized skills or expertise, technology, integration of programs is what enhanced performance of NGOs (Ozturk, 2020). Therefore, this theory supported the relevance of the directors in terms of information sourcing and coming up with networks for the success of the organization. In the same sense it was noted by Wang, Chen, Fang and Tian (2018) that both non-executive directors and executive directors were motivated in their roles as they see the community change and the impact, they bring to the entire society at large. This theory supports variable, influence of influence of Strategy evaluation and control on organizational performance of NGOs in Kisii County.

2.3.3 Strategic Fit Theory

According to this theory, there are no specific strategic management practices that are specific to all NGOs. Each practice depends on the nature of the NGO as cited in (Majukwa, & Haddud, 2016). The proper integration and application of the strategic management practices depicts their effectiveness. This theory emphasizes on the fitness of strategic management practices to an NGO. These include the core values, policies and procedures. These practices must be able to ensure that the interests of both the staff and the beneficiaries are taken care of.

NGOs should always come up with strategic practices that best suit their needs in terms of how they operate (Eva et al. 2018). Several observations from researchers explain that the changes in the environment always force organizations to change their systems. In such cases, the objectives of the organization may also change based on the environment. Situational leadership was seen to take place in such cases. Decisions were made based on the situation at hand (Shankar & Shepherd, 2019).

This theory is in line with this proposition that decisions were best made basing on the event. Other NGOs came up with modified structures in order to enhance performance in their NGOs especially in uncertainty (Lux, 2016). The application of this theory assisted strategic managers to manage their scarce resources effectively to lower overhead costs and respond to the changing environment. Strategic managers were flexible in their roles (Prajogo, 2016). The adaptability in the external environment played a huge role on how their performance would be. It is with this reason that those managers and directors who failed to adopt to the changing environment led to the shut down of many NGOs. NGOs should be able to integrate change in their strategic plans (Prajogo, 2016). The theory supports a variable on the influence of Strategy implementation on organizational performance of NGOs in Kisii County.

2.3.4 Ansoff Strategic Success Theory

The Ansoff Strategic Success Theory is a framework for strategic planning that helps businesses choose which products and services to focus on. The Ansoff Matrix can help NGOs determine which growth strategy or combination of strategies is best suited for their current situation and their desired future situation. For example, an NGO that is looking to increase its impact in its existing markets may want to focus on market penetration or product development. An NGO that is looking to expand its reach to new markets may want to focus on market development or diversification. The Ansoff Matrix can also help NGOs assess the risks associated with each growth strategy. For example, market penetration is typically (Güven, 2020).

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.

2.4 Conceptual Framework

In this study the dependent variable is organizational performance of NGOs while the independent variables are strategic planning, Strategy Formulation Practice, Strategy Implementation Practice and Strategy Evaluation and Control Practice. A conceptual framework presents the relationship between the dependent variable and the independent variables as shown in Figure 1.

Independent Variables

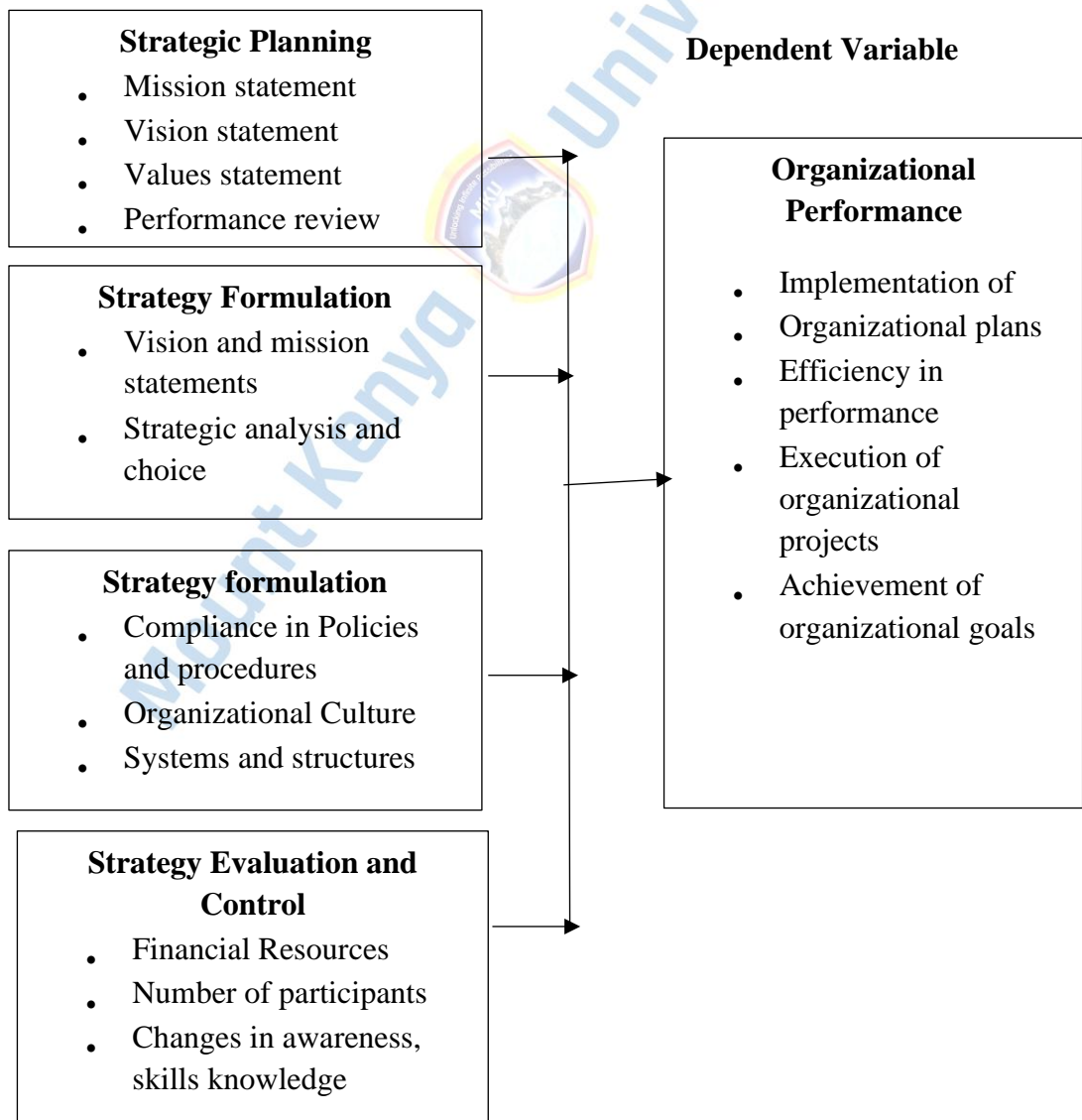


Figure 1: Conceptual Framework

Source: Researcher (2024)

2.5 Recap of Literature Review

The discussion highlighted deficiencies in non-governmental organizations (NGOs) working within Kisii County in Kenya, specifically their lack of impactful results. The review pointed out a scarcity in concrete research, with a marked tendency for studies to overlook Kenya as a context. This observation emphasizes the importance of focusing research efforts on the Kenyan scenario, particularly assessing the effectiveness of NGOs in Kisii County.

Building on the research by Clarke et al., (2015), which established a connection between strategic management practices and organizational success rates not just limited to NGOs, it's insightful to draw a parallel with a more recent study that examined a similar premise within a different context. Just as Clarke and colleagues highlighted the broad applicability of strategic management techniques across various types of organizations, a study conducted by Hernandez and Fernandez (2020) delves into the impact of strategic management on the growth and sustainability of small and medium enterprises (SMEs). This study echoes the sentiment that strategic management components are universally beneficial. By focusing specifically on SMEs, Hernandez and Fernandez extend the conversation by demonstrating how strategic planning, much like in large corporations and NGOs, is pivotal to navigating the challenges of growth and competition.

Furthermore, in line with Njagi and Kombo's (2014) exploration of strategic management's influence on state corporations, the findings of Hernandez and Fernandez

also underscore the importance of strategic planning, but with an added emphasis on adaptability and innovation. Where Njagi and Kombo illustrated the necessity for a structured approach to strategic planning for enhancing state corporation performance, the newer research posits that SMEs benefit significantly from integrating flexibility into their strategic management practices to quickly respond to market changes and opportunities.

This parallel analysis showcases how, despite the diversity in organization types and sizes—from NGOs and state corporations to SMEs—the core principles of strategic management maintain their relevance. It underscores the universal applicability of strategies like planning and adaptability across different organizational contexts. By comparing these studies, it becomes evident that successful management and organizational success hinge not merely on the adoption of strategic management practices but also on how these strategies are tailored and executed to fit the unique needs and challenges of each organization, whether it be in the non-profit sector, governmentled corporations, or the competitive world of SMEs.

Agwu's (2018) investigation into strategic management within health-related NGOs in Southern Sudan revealed that these organizations do employ strategic management to various extents. Despite having robust strategic frameworks, a lack of commitment at the senior management level often undermines the potential advantages of adopting effective strategies. The study pointed out significant gaps in previous research, mainly the failure to adequately address how rapidly changing, complex, and unpredictable operational environments affect organizations. It stressed the essential role of strategic management in bridging organizations with their environments to thrive under such conditions.

Consequently, this research aimed to determine the impact of strategic management practices on the performance of NGOs in Kisii County.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the methods that was employed to compile the study's findings is discussed. The research methodology, demographic, sample size, validity and reliability tests, data gathering techniques, and analysis techniques is all be summarized.

3.2 Research Design

According to Lewis (2015), a research design serves as a structured plan for conducting research, encompassing details such as participant description, research environment, data collection methods, and data analysis procedures. This study employed a descriptive cross-sectional survey method. Kothari (2008) defines research design as the arrangement of conditions for data collection, aiming to balance relevance to the study objectives with methodological efficiency. This approach is preferred due to its capacity to handle large sample sizes, ensuring statistically significant results when examining multiple variables. Surveys prove particularly useful in characterizing sizable groups.

3.3 Target Population

The target population in research refered to the specific group of individuals the researcher aims to investigate (Mugenda & Mugenda, 2003). According to Draugalis and Plaza (2019), as cited in Howe and Robinson (2018), the researcher's target population is the group of individuals whom the researcher intends to generalize about. Stuart,

Ackerman, and Westreich (2018) define population as "the complete collection of components sharing common observable characteristics from which certain conclusions can be drawn." In this study, the population consisted of strategic managers from 281 employees of the registered NGOs, comprising both international and national NGOs in Kisii County (NGO Coordination Board, 2022). As reported by the NGO Coordination Board in 2022.

Table 1: Target Population

	Target Population	Percent
International NGO	198	70.5
National NGO	83	29.5
Total	281	100.0

NGO Coordination Board Nyanza region 2022

3.4 Sampling Procedures and Sample Size

The sampling frame represents a comprehensive listing of all potential sources from which a sample can be drawn. As per West (2016), it serves as a directory of the intended population for a study, from which a subset is selected. Therefore, a sampling frame necessitates a thorough and up-to-date roster of individuals constituting the population under investigation. Elfil and Negida (2017) assert that the reliability of a sample frame depends on the accuracy of the included individuals' list. Mooney and Garber (2019) define a sampling frame as a compilation of elements from which the sample is derived, and which accurately mirrors the population. In the present study, the sampling frame was derived from both International and National NGOs operating in Kisii County. The researcher employed stratified random sampling to select a sample of employees within the selected NGO programs (both International and Local NGOs) within Kisii County. The study targeted employees of the NGOs in Kisii county, particularly managing

directors and project managers. The random sampling technique utilized due to its affordability in the administration of the research instruments and its applicability in obtaining a representative sample. The following Yamane formula was used in the calculation of the sample size; n =sample size,

N = population size (The 281 employees of NGOs in Kisii County)

e =level of precision (a p-value of 0.05)

$$n=N/1+N(e)^2$$

$$n=281/1+(281) (0.05)^2$$

$$n=281/1.7025=165$$

The sample participants for the research was 165 respondents

3.5 Sample Size

Table 2: Sample size

	Target Population	Sample Size
International NGO	198	116
National NGO	83	49
Total	281	65

Source: Researcher (2024)

3.6 Data collection Instruments

The term "data collection instrument" encompasses any tool utilized to gather information (Dagnino & Cinici, 2015). In this investigation, a questionnaire served as the primary method for collecting information. An inherent advantage of using a questionnaire is its capability to obtain a vast amount of data from a large number of individuals within a short timeframe. This efficiency is particularly advantageous when examining topics such as public opinion or customer satisfaction, which require extensive information. Consistency was maintained by presenting the same set of questions to each

respondent. Alongside the questionnaires, researcher cover letters were provided, elaborating on the study's significance and purpose. Respondents were assured that their responses would remain confidential and anonymous, and that the data would be presented in a manner ensuring individual anonymity.

3.7 Data Collection Methods

After obtaining an introduction letter from the university, the researcher used the drop-and-pick-later methodology to gather data by delivering questionnaires to respondents and collecting them after they are completed. Questionnaires were used to gather the primary data for this study. A questionnaire is an approach to eliciting, capturing, and collecting information, as defined by Solymosi and Bowers (2018). According to Kothari (2003), referenced in Blumenberg and Barros (2018), surveys are highly methodical and structured in their data generation. The use of Likert scale questions was also used since the answers to such questions may be quickly tallied and categorized based on the respondents' reported levels of agreement (Ivey, 2017). After confirming that the NGOs were ready, willing, and able to reply to the various sections of the questionnaires, the researcher personally distributed the questionnaires to the relevant stakeholders. For the questions that were not easily grasped, the researcher offered explanations.

3.8.1 Pilot study

The questionnaires to be used for collecting data was pilot-tested to make sure the questions and instructions are easy to follow and that the respondents understand what is expected of them (Lowe, 2019). Thus, the researcher was able to fine-tune the

questionnaire's neutrality and efficacy. Because the researcher anticipates that Kisii County contained many NGOs performing activities analogous to those of the NGOs officially registered in Kisii County, pilot tests were carried out there. By conducting pilot tests, we were able to gauge whether or not respondents had the knowledge and motivation to provide the required data. Adjustments to the study's research instrument were made based on the results of the pilot test (Lowe, 2019).

3.8.2 Validity of the Research Instrument

Validity is the extent to which a research instrument accurately measures what it is supposed to measure (Taherdoost, 2016). In a similar vein, it refers to how well a research instrument measures the variables it sets out to examine. Validity is also employed to determine how well a study's data represents a particular construct (Taherdoost, 2016). Face validity, content validity, and construct validity were the main areas of focus during the validation testing. To ensure the survey's credibility, the researcher consulted with strategic management faculty and other professionals. Extensive evaluation of theoretical and empirical literature pertinent to the set of research variables in this study ensured content and construct validity. This allowed for the research instrument to be refined and improved upon, ultimately increasing its reliability.

3.8.3 Reliability of the Research Instrument

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). Values of the alpha coefficient that were higher were

generally accepted as being more reliable than those that were lower. Cypress (2017) recommends that acceptable alpha should be at least 0.70 or above.

3.9 Data Analysis and Presentation

data presentation served the purpose of aiding individuals in making informed decisions by visually illustrating the relationship between two or more sets of data. Through data analysis, conclusions can be drawn or research questions can be addressed. Before proceeding with processing, the returned questionnaires did undergo proofreading to ensure accuracy and consistency. The data coded to facilitate classification into distinct categories. Quantitative data was collected and examined using descriptive statistics. The researcher was utilized descriptive statistical tools such as SPSS and Microsoft Excel to explain and quantify the data. The findings of the study was presented in tables to provide a clear overview. Responses was summarized in tables and charts to facilitate analysis and comparison. The researcher employed a model to quantify the strength of the relationship between the variables.

3.10 Ethical Considerations

Before the study commences, the researcher obtained permission and consent from the appropriate authorities. Approval was sought from the National Commission for Science, Technology, and Innovation (NACOSTI) and the county's ministry of education prior to commencing data collection. The researcher ensured the confidentiality of respondents' answers. To maintain anonymity and prevent any suspicion or victimization, personally identifying information was not included in the data obtained from completed questionnaires. Respondents were informed that the study is conducted solely for academic purposes.



CHAPTER FOUR

RESEARCH FINDINGS, ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter presented the results of the data analysis. The chapter was divided into the response rate obtained, the participants' background information, the descriptive results, correlation, and inferential results.

4.2 Response Rate

The study involved a sample of 165 employees sourced from the managing director and project managers of NGOs within Kisii County. Data collection was conducted using a combination of drop-off and pick-up methods as well as electronic forms via Google Forms. A total of 126 employees responded, representing a response rate of 76.4%, while

39 participants, or 23.6%, did not take part in the research. According to Cooper and Schindler (2014), a response rate of 60% or higher in quantitative surveys is deemed sufficient for generalizing results to the entire population, making the responses obtained adequate for this study.

The outcomes are in Table 3.

Table 3: Response rate

		Frequency	Percent
Valid	Response	126	76.4
	Non response	39	23.6
	Total	165	100.0

Source: Researcher (2024)

4.3 Respondents Demographic Information

The study explored various background information from the managing director and the project managers of NGOs within Kisii County. The study specifically sought to determine the participant's gender, education level, position in the firm, number of staff members, and service length within the NGO sector.

4.3.1 Gender demographics

The study sought to find out the gender of the respondents. The findings are presented in

Table 4.

Table 4: Gender Demographics

		Frequency	Percent
Valid	Male	75	59.5
	Female	51	40.5
	Total	126	100.0

Source: Researcher (2024)

From the findings, the study revealed that 75(59.5%) of the respondents were male and 51(40.5%) were female. This indicates more males in NGOs in Kisii County than females.

4.3.2 Age Bracket

Since individuals of varying ages are believed to have different perspectives on life's complex challenges, this survey required participants to indicate their age group before submitting their responses. The results are shown in Figure 2.

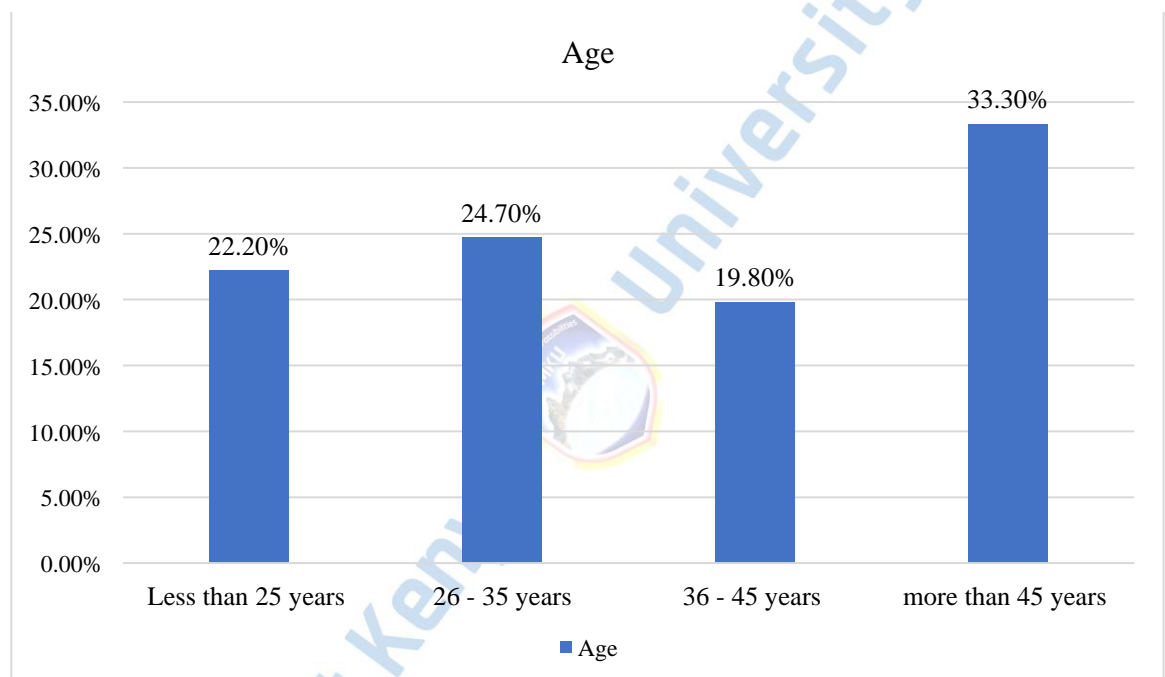


Figure 2: Age Bracket

Source: Researcher (2024)

The findings revealed that the majority of respondents, specifically 33.3%, were over 45 years old. Additionally, 24.7% of respondents were between the ages of 26 and 35. Fewer than 25% of the respondents were aged 22.2%, while only 19.8% of respondents fell within the 36 to 45 age range. These results indicate that the respondents from NGOs in Kisii County represented a diverse range of age groups, suggesting they possessed the maturity needed to perform their duties effectively.

4.3.3 Participants Education Level

An individual's education level greatly influences their ability to understand and engage with various topics. Each participant was asked to specify their highest level of education to assess their readiness to respond to the survey questions. The results are presented in Table 5.

Table 5: Education level

		Frequency	Percent
Valid	Diploma	63	38.3
	Degree	82	49.7
	Masters	19	11.5
	PhD	1	0.5
	Total	165	100.0

Source: Researcher (2024)

The research findings presented in Table 5 indicate that the majority of respondents, specifically 82 individuals (49.7%), possess an undergraduate degree. Additionally, 63 respondents (38.3%) hold a college diploma, while 19 respondents (11.5%) have a master's degree. Only one respondent has achieved a doctorate (PhD). These variations in educational attainment reflect the respondents' levels of competence in their work.

4.3.4 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 6.

Table 6: Length of Work Experience

		Frequency	Percent
Valid	Below 5 years	0	0
	5 - 10 years	123	75
	10 - 15 years	25	15
	15 – 20 years	15	9

Above 20 years	2	1
Total	165	100.0

Source: Researcher (2024)

The findings presented in Table 6 indicate that most respondents, 123 individuals or 75%, have worked in NGOs for a period of 5 to 10 years. Additionally, 15% have been employed at NGOs in the county for 10 to 15 years, 9% for 15 to 20 years, and 1% for more than 20 years. These results suggest that there is a considerable amount of experience among NGO staff in Kisii County.

4.4 Descriptive Analysis

This study utilized a quantitative research instrument to gather data. The research tool was designed using a 5-point Likert scale. Data analysis included calculating the mean, sum, and standard deviation. The interpretation key is as follows: a mean greater than 4.20 indicates strong agreement; a mean between 3.50 and 4.19 indicates agreement; a mean between 2.50 and 3.49 indicates disagreement; a mean between 1.50 and 2.49 indicates strong disagreement; and a mean of less than 1.49 indicates neither agreement nor disagreement.

4.4.1 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 7.

Table 7: Results for Organization Performance of NGOs

Statements	N	Min	Max	Mean	Std. Deviation
The institution has successfully achieved favorable results in implementing its programs.	165	1.00	5.00	3.92	0.774
There is increased efficiency in carrying out the institution's projects.	165	1.00	5.00	4.16	0.816

It has also established long-lasting partnerships with stakeholders in the NGO sector.	165	1.00	5.00	4.18	0.740
The institution has enhanced service delivery to its beneficiaries	165	1.00	5.00	3.88	0.796
The quality of project execution has improved	165	1.00	5.00	3.88	1.058
The institution has sustained financial stability in managing its projects.	165	1.00	4.00	4.10	0.943
Valid N (listwise)	165				

Source: Researcher (2024)

The analysis indicated a general agreement among respondents that the institution has established sustainable partnerships with stakeholders in the NGO sector, as reflected by a mean score of 4.18 and a moderate standard deviation of 0.740. Additionally, the study found consensus on the improved efficiency of the institution's project execution, indicated by a mean of 4.16, with a moderate standard deviation of 0.816. Participants also agreed that there has been an improvement in the quality of project execution (mean = 3.88), although responses showed a strong deviation, noted by a standard deviation of 1.058. Furthermore, the results revealed that the institution has achieved better service delivery to beneficiaries, also shown by a mean score of 3.88. Further respondents agreed that the institutions have sustained financial stability in managing its projects with a mean of 4.10 and a standard deviation of 0.943.

4.4.2 Strategic Planning of NGOs

The first variable examined the strategic planning conducted within NGOs; the collected responses is shown in Table 8.

Table 8: Results for Strategic Planning of NGOs

Statement	N	Min	Max	Mean	Std. Deviation
The organization mission and vision are crucial elements of strategic management	165	1.00	4.00	3.95	0.900
The organization vision and growth are reinforced by a strategic focus on the attainment of better performance	165	1.00	4.00	4.00	0.812
Strategic planning has helped establish benchmarks that show whether the organization is meeting my goals and objectives	165	1.00	5.00	3.95	0.63
Strategic planning improves the organization processes and ultimately reduces internal costs of operations	165	1.00	5.00	3.95	0.863
The organization has a feedback system in place that influences the development of new capabilities and organizational learning	165	1.00	5.00	4.21	0.874
Target setting allows the organization to reconfigure existing business capabilities and also build new capabilities	165	1.00	4.00	3.92	0.904
Valid N (listwise)	165				
Average				4.00	0.870

Source: Researcher (2024)

The respondents strongly agreed that the organization has a feedback system that significantly influences the development of new capabilities and enhances organizational learning, with a mean score of 4.21 (standard deviation = .874). The study found that participants concurred that the organization's vision and growth are supported by a strategic focus on achieving better performance, as indicated by a mean score of 4.00. Additionally, participants expressed agreement (mean = 3.95, standard deviation = 0.863) that strategic planning enhances the organization's processes, ultimately leading

to a reduction in internal operational costs. Similarly, they agreed that target setting enables the organization to reconfigure existing business capabilities and develop new ones (mean = 3.92, standard deviation = .904). Overall, the results indicated that senior employees within the NGOs perceive strategic planning as essential to the organization's operations, reflected in a mean score of 4.00 and a standard deviation of 0.870.

The findings indicate that effective communication has a positive impact on organizational outcomes. Khoshtaria (2018) revealed that it is possible to develop comprehensive strategic plans by identifying key goals and integrating communication systems to enhance interdepartmental communication. Similarly, Azahari, Mustafa, and Yusoff (2017) established a strong positive relationship between strategic planning and improved financial management.

4.4.3 Strategy Formulation of NGOs

The second variable reviewed the strategy formulation conducted within NGOs, and the outcomes are as shown in table 9.

Table 9: Results for Strategy Formulation of NGOs

Statements	N	Min	Max	Mean	Std. Deviation
The organization has developed clear longterm objectives	165	1.00	5.00	4.07	0.904
The organization undertakes strategic alternative development processes	165	1.00	4.00	3.92	0.744
The organization routinely relies on consultants in undertaking strategy development	165	1.00	5.00	3.81	0.769
The organization regularly participates in stakeholder assessment to ensure attainment of synergy	165	1.00	5.00	4.08	0.807
The organization has developed clear communication and engagement channels with stakeholder	165	1.00	5.00	4.13	0.759
Valid N (listwise)	165				

Average	4.00	0.797
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Source: Researcher (2024)

The research revealed that respondents agreed the organization had established clear communication and engagement channels with stakeholders, reflected by a mean score of 4.1304. Participants indicated that the organization regularly conducts stakeholder assessments to ensure alignment, with a mean score of 4.08 (standard deviation = 807). Additionally, respondents agreed that the organization engages in strategic alternative development processes, achieving a mean score of 3.92 (standard deviation = 744). The findings also indicated that the organization regularly relies on consultants to develop its strategies, with a mean score of 3.81 (standard deviation = 0.769). Overall, the results showed that strategy formulation is viewed positively by senior managers within the NGOs, with a mean score of 4.00 (standard deviation = 0.797). The results in general showed agreement that strategy formulation was viewed favorably by the senior managers within the NGOs (mean = 4.00, Std. dev = 0.797). The study's findings align with those of Malhotra et al. (2017), who emphasized the importance of NGOs having a clear understanding of their mission and goals. This clarity helps guide the organization's activities and ensures alignment with its overall objectives. Similarly, Satyro et al. (2017) found that the strategies and programs implemented by NGOs are designed to fulfill their mission and goals. They recommended that NGOs adopt innovative approaches and develop relevant, impactful programs. Additionally, the political environment significantly affects NGOs, so it is crucial for them to monitor the political climate and adapt their strategies accordingly.

4.4.4 Strategy Implementation of NGOs

The study further reviewed the strategy implementation within NGOs, and the participants were presented with 6-key statements, outcomes are in Table 10.

Table 10: Results for Strategy Implementation of NGOs

Statements	N	Min	Max	Mean	Std. Deviation
The institution has developed clear rules and procedures to guide internal operations	165	1.00	4.00	4.19	0.714
The institution has developed clear and attainable short-term objectives	165	1.00	4.00	4.08	0.705
The organization has put in place clear structures to enhance leadership support in firm operations	165	1.00	5.00	3.97	0.889
The institution has put in place mechanisms for resource allocation	165	1.00	5.00	3.90	0.826
The institution has developed shared norms and values to support the attainment of firm objectives	165	1.00	5.00	4.07	0.879
The institution has developed clear structures to guide the operationalization of firm goals	165	1.00	4.00	3.96	0.857
Valid N (listwise)	165				
Average				4.03	0.812

Source: Researcher (2024)

The research results indicated a general agreement (mean = 4.19) with a moderate deviation (0.714) that the institution has established clear rules and procedures to guide its internal operations. Additionally, the study showed agreement that the institution has set clear and attainable short-term objectives (mean = 4.08, Std deviation = 0.705). The findings highlighted that respondent agreed the institution has developed clear structures to facilitate the operationalization of its goals (mean = 3.96, Std deviation = 0.857).

Furthermore, responses indicated that participants believed the institution has implemented effective mechanisms for resource allocation (Mean = 3.90). Overall, the results demonstrated that respondents agreed the strategy implementation had been effectively institutionalized within the firm, as reflected in an aggregate mean of 4.03 and a Std deviation of 0.812.

The study findings concur Kipkorir and Daniel (2017) revealed that a well-implemented strategy helped most NGOs achieve their goals more effectively and efficiently and better meet their beneficiaries' needs. Additionally, implementation can help to build organizational capacity and improve staff morale.

4.4.5 Strategy Evaluation and control of NGOs

The study reviewed the strategy evaluation and control of NGOs among the study participants using 5-key statements, and the findings are presented in Table 11.

Table 11: Results for Strategy Evaluation and Control of NGOs

Statements	N	Min	Max	Mean	Std. Deviation
The organization has developed monitoring systems to support the review of firm operations	165	1.00	5.00	3.90	0.852
The organization has developed clear strategic plans for monitoring firm service operations	165	1.00	5.00	3.97	0.825
The organization continuously reviews projects outcomes to guide future operations	165	1.00	5.00	4.00	0.864
The organization constantly identifies new performance measures and standards to guide firm activities	165	1.00	5.00	4.05	0.816
The organization has developed clear evaluation techniques to gauge attainment of organization objectives	165	1.00	5.00	4.09	0.877
Valid N (listwise)	165				

Average	4.00	0.847
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Source: Researcher (2024)

The analysis revealed that participants agreed the organization has established precise evaluation techniques to measure the achievement of its objectives, with a mean score of 4.0978. Additionally, there was consensus (Mean = 4.05, Std. dev = 0.816) that the organization continuously identifies new performance measures and standards to guide its athletic activities. The study also indicated agreement that the organization has developed clear strategic plans to monitor its service operations (Mean = 3.97, Std. dev = 0.825). Furthermore, the findings highlighted that the organization has created monitoring systems to support the review of its operations (Mean = 3.90, Std. dev = 0.852). Overall, the findings demonstrated that strategy evaluation and monitoring are effectively implemented within health NGOs, reflected by a mean score of 4.00 and a deviation of 0.847.

This study aligns with Piacenza et al. (2019), who demonstrated that strategic evaluation directly influences NGO performance by offering information that organizations can use to enhance the effectiveness of their strategies. For instance, if an assessment indicates that a specific NGO's approach is not yielding the desired outcomes, the NGO can adjust its strategy accordingly. Furthermore, the study highlights that strategy evaluation has contributed to building the capacity of NGOs by equipping them with tools and knowledge to improve their performance.

4.5 Correlation Analysis

The study sought to establish how the variables are associated. The research employed the Pearson Correlation at a 95% confidence interval, and the findings are presented in Table 12 below.

Table 12: Correlation Results

		Strategic Planning	Strategy Formulation	Strategy formulation	Strategy Evaluation and Control	Organizational Performance
Strategic Planning	Pearson Correlation	1				
	Sig. (2tailed)					
	N	165				
Strategy Formulation	Pearson Correlation	-.449**	1			
	Sig. (2tailed)	0.000				
	N	165	165			
Strategy formulation	Pearson Correlation	0.131	0.092	1		
	Sig. (2tailed)	0.001	0.459			
	N	165	165	165		
Strategy Evaluation and Control	Pearson Correlation	-.272*	0.143	-0.0165	1	
	Sig. (2tailed)	0.002	0.007	0.0001		
	N	165	165	165	165	
Organizational Performance	Pearson Correlation	0.643**	0.410**	0.574**	0.705**	1
	Sig. (2tailed)	0.000	0.000	0.000	0.000	
	N	165	165	165	165	165

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Researcher (2024)

The first objective examined the effect of strategic planning on the organizational performance of NGOs. The findings demonstrated a strong positive and significant

relationship ($P=0.643$, $Sig=0.000$, $p<0.05$). These results align with Khoshtaria (2018), who noted that effective strategic planning is crucial for the performance of Georgian firms. Azahari, Mustafa, and Yusoff (2017) found that strategic planning plays a central role in enhancing productivity. This sentiment was echoed by Innocent and Levi (2017). Akinyele and Fasogbon (2010) established that strategic planning has improved outcomes among Nigerian manufacturing companies as well. Additionally, Sophia and Owuor (2015) reported that implementing effective strategic plans can lead to greater organizational effectiveness and growth.

The second objective investigated the relationship between strategy formulation and NGO performance. A moderate positive and significant relationship was observed ($P=0.410$, $Sig=0.000$, $p<0.05$). These findings are consistent with Nnamani, Ejim, and Ozomu (2015), who indicated that a well-perceived and formulated strategy enhances a firm's productivity. Poister et al. (2013) also concluded that strategic formulation positively influences firm productivity. Augustine and Agu (2013) showed a similar positive impact of strategy formulation on firm performance. Furthermore, Khan, Tahir, and Zafar (2016) highlighted the positive effects of logical planning and strategy content on firm outcomes. In their research on public organizations, Santura, Muema, and Nkaabu (2017) indicated that strategic formulation significantly and positively influences performance.

The third objective aimed to establish how strategy implementation affects NGO performance. The analysis revealed a moderate positive and significant relationship ($P=0.574$, $Sig=0.000$, $p<0.05$). Throughout the research, Mwanthi (2018) noted that drivers of strategy implementation significantly enhance results. Additionally, Mailu, Ntale, and Ngui (2018) found that strategy implementation is crucial for organizational performance. Ogunmokun, Hopper, and McClymont (2005) similarly regarded strategy

implementation as a significant predictor of enhanced organizational productivity. Chaimankong and Prasertsakul (2012) identified strategy implementation as a key predictor of firm performance within Thai organizations. However, findings from Andrews, Beynon, and Genc (2017) indicated that the style of strategy implementation does not influence organizational performance.

The final objective reviewed the impact of strategy evaluation and control on NGOs' organizational performance. The analysis revealed a strong positive relationship ($P=0.705$, $\text{Sig}=0.000$, $p<0.05$). These findings align with Hieu and Nwachukwu (2019), who showed that the strategy evaluation approach positively affects performance in telecommunications firms. Chepkwony (2016) found that strategy evaluation and control are significant predictors of organizational performance in local contexts. In a study of Kenyan firms, Abdalla (2015) indicated that effective strategic evaluation is central to enhancing organizational performance.

4.6 Regression Analysis

The research aimed to determine the relationship between strategic management practices and NGOs' results in Kisii County, Kenya. The study adopted a multiple linear regression analysis, and the results are as indicated below.

Table 13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.442 ^a	0.595	0.572	0.50980

a. Predictors: (Constant), Strategic Planning, Strategy Formulation, Strategy Implementation, Strategy Evaluation & control

Source: Research Data (2021)

The coefficient of determination for this research was $R^2 = 0.595$. This indicates that 59.5% of the performance of NGOs can be attributed to the strategies employed in their strategic management practices, including strategy evaluation and control, strategy formulation, strategy implementation, and strategic planning. Consequently, 40.5% of the organization's performance is influenced by factors not examined in this study.

Table 14: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	0.454	4	0.113	25.311	.000 ^b
Residual	16.113	161	0.260		
Total	16.567	165			

a. Dependent Variable: Organization Performance

b. Predictors: (Constant), Strategic Planning, Strategy Formulation, Strategy Implementation, Strategy Evaluation & control

Source: Research Data (2024)

ANOVA analysis assesses the statistical significance of the interaction between the dependent and independent variables in a regression model. The results showed an $F_{\text{calculated}}$ value of 25.311, which is greater than the critical F value of 1.162. Additionally, the significance level was found to be 0.000, which is less than the 0.05 threshold. Therefore, the research demonstrated a statistically significant and positive relationship between strategic management practices and NGO performance.

Table 15: Regression Coefficients

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

	B	Std. Error	Beta		
1 (Constant)	2.802	0.733		1.230	0.205
Strategic Planning	0.208	0.078	0.071	0.509	0.004
Strategy Formulation	-0.158	0.085	0.119	0.848	0.198
Strategy formulation	0.087	0.061	0.052	0.362	0.002
Strategy Evaluation and Control	0.484	0.095	0.093	0.641	0.001

a. Dependent Variable: Organization Performance

Source: Research Data (2024)

$$OP = 2.802 + .208SP + -.158SF + .087SI + .484SME + 2.196$$

The study yielded a coefficient (β_0) of 2.802, which was not statistically significant ($0.205 > 0.05$). Meanwhile, the coefficient (β_1) was 0.208 with a significance level of 0.004 ($0.004 < 0.05$). This indicates that strategic planning has a positive and significant impact on firm outcomes, suggesting that a change in strategic planning would result in a 0.208 change in NGO outcomes. These results align with the findings of Akinyele and Fasogbon (2010), who emphasized that strategic planning is crucial for improving firm performance. Additionally, Sophia and Owuor (2015) demonstrated that wellimplemented strategic plans lead to growth and effectiveness within organizations.

The study also found a coefficient (β_2) of -0.152, with a significance level of 0.198 ($0.198 > 0.05$), indicating that strategy formulation does not significantly influence the performance of the organization's NGOs. This finding is inconsistent with the work of Santura, Muema, and Nkaabu (2017), who reported a significant and positive effect of strategy formulation on productivity.

Furthermore, the results revealed a coefficient (β_3) of 0.087, which was statistically significant ($0.002 < 0.05$). This suggests that a change in strategy implementation is expected to yield a 0.087 change in NGO performance. Chaimankong and Prasertsakul

(2012) noted that strategic implementation significantly influences firm performance, and this is further supported by Mailu, Ntale, and Ngui (2018), who found that strategy implementation has a statistically significant effect on performance.

Lastly, the findings indicated a coefficient (β_4) of 0.484, which is also statistically significant ($0.001 < 0.05$). This implies that a unit change in strategy evaluation and control would lead to a 0.484 change in NGOs' performance. This conclusion is supported by Chepkwony (2016), who demonstrated that strategy evaluation and control significantly influence 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 plays a crucial role in promoting societal development locally. However, the industry needs to improve its performance and attainment of project goals. Evidence has shown that almost all NGOs in Kenya still need to meet their estimated timelines, quality and budgetary estimates in project execution. The current research sought to determine if strategic management practices influence the performance of NGOs in Kisii county, Kenya. The study adopted a quantitative research approach, with 165 employees from NGOs as a sample. The research pretested the study instrument among 17 employees from NGOs in Migori county. The research obtained a 76.4% response rate, which was deemed adequate for quantitative analysis. The responses showed that NGOs had achieved better program implementation, efficiency in executing projects, developing sustainable partnerships, better service delivery, quality in project execution and fostering financial sustainability.

The participants agreed that NGOs have integrated the organization's mission and vision into their strategic planning. The study also exhibited that strategic planning is vital to meeting the firm goals and objectives and reducing internal costs. The results also showed that the organization had developed transparent feedback systems that improved

learning and firm capabilities. The participants also agreed that the target setting is critical to reconfiguring and building new firm capabilities. The findings demonstrated that communication positively influences organizational outcomes.

The respondents concurred 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.

The respondents agreed that the NGOs have developed clear long-term objectives and continuously undertake alternative strategic development processes. The findings showed a consensus that NGOs also rely on consultants to support strategy development and enhance strategies. The participants also indicated that NGOs had created clear communication and engagement channels with all stakeholders. The results determined a moderate positive and significant relationship between strategy formulation and firm outcomes.

The analysis showed participants agree that NGOs have formulated clear rules and procedures and have developed clear and attainable short-term objectives. The findings revealed that NGOs have clear structures and mechanisms for supporting leadership support and resource allocation. The results demonstrated that NGOs have also developed shared norms and values and have structures to guide firm goals' operationalization. The analysis revealed a moderate positive and significant effect of strategy implementation on organization performance.

The participants agreed that the NGOs have developed monitoring systems and have clear strategic plans for tracking the institution's operations. The study also agreed that organizations continuously review project outcomes to guide future undertakings and identify new measures and standards for future activities. The results also showed that

organizations have implemented precise evaluation techniques to enhance organizational objectives. The findings revealed a strong positive and significant relationship between strategy evaluation & control of organizational results.

5.3 Conclusions

Conclusions showed that strategic management practices have a positive and significant relationship with NGOs' performance in 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 reviewed effect of strategic planning on organization outcomes and results showed a positive and significant effect on NGOs' performance. The study found that having a clear mission statement, vision and values statement, and robust performance review is vital to organization performance.

The second objective assessed environmental scanning and its impacts on firm outcomes with findings showing that environmental scanning has a positive and significant influence on organization performance. The study established that reviewing external threats and opportunities, internal weaknesses and strengths, conducting needs and environmental factor analysis are significant predictors of organization performance. The third objective reviewed effect of strategy formulation on organization performance, and the research concluded that there is no significant influence on NGOs' performance in Kenya. Based on the results the longterm objectives establishment, reliance of consultants in strategy development, participation of internal stakeholders and communication of strategies to stakeholders undertaken within NGOs as part of strategic management practices did not significantly impact the performance of the organizations.

The fourth 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 fifth 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

Policy-wise, the study recommends that the NGO sector support individual organizations in developing their strategic management guidelines. This will ensure that firms in the industry have uniformity in their execution of strategic management practices which can be vital to enhancing the firm's performance. The study also recommends that for policy improvement all the managers within the NGOs should be involved in strategic issue management which assures them of decision-making authority to implement the particular agreed-upon strategies.

5.4.2 Practical Recommendations

Concerning strategic planning, the study recommends that the companies continuously review their firm's mission and vision statement to ensure consistency in operating environment changes. This will ensure that organizations are at the forefront of developing new capacities and adopting capabilities and measures to foster the

attainment of the organization objectives. 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. Concerning the formulation of strategies within the NGO, the research recommends that developing a clear communication and feedback system will ensure collaboration with stakeholders and employees' involvement in the strategy formulation. This will help in creating a participatory environment which is key to the attainment of firm strategies. The study also recommends that NGOs develop clear policies to guide strategic choices within the firms, which can be key in evaluating strategic alternatives available to the organization. The research also recommends that to foster the implementation of strategies, the organization should develop a robust structure, enhance the organization culture, and improve management support, ultimately fostering firm goals. The study further recommends that enhancing fund mobilization and allocation can improve strategy execution, yielding better performance. The research recommends that concerning evaluation and monitoring the NGOs should constantly review the best practices being adopted globally to ensure those activities are guided accordingly. Further, NGOs can develop clear manuals and plans to guide effective implementation of monitoring and evaluation activities that can be ideal for attaining organizational objectives.

5.4.3 Theoretical Recommendations

The study findings concurred with the theoretical foundations of resource-based view theory which argued that unique competencies of the firm are vital to firm performance. The study was able to establish the strategy implementation was key to improved organization performance within NGOs. Further, the study recommends that NGOs should rely on the Ansoff strategic success theory in formulating and developing the right growth strategy based on the choices available to the management.

This is supported by study results that showed that strategic management practices are vital to improved organization performance. Lastly, the study affirms that balance scorecard model is applicable in conceptualization and measurement of organization performance as the adopted measures in this study were able to effectively analyze the performance of NGOs.

5.5 Area for Further Research

The research was focussed only on NGOs in Kenya. To foster the study results' replicability, more comprehensive research should be conducted to review the influence of strategic management practices on the NGO sector performances in Kenya. The study advocates for more exploration into the influence of internal organization environment on NGOs' performance in Kenya. This will help in covering other factors that were not incorporated in the current study.

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APPENDICES

Appendix I: Informed Consent

Dear Participant,

You are welcome to take part in a study "Effects of Strategic Management Practices on Organizational Performance of Non-Governmental Organizations in Kisii County, Kenya." I am a master's student from Mount Kenya University pursuing a Master's in Business Administration degree, and as part of my course I am carrying out a research project. Joining this study project is completely voluntarily and there is no benefit of whatever kind is promised or given to the participant. For whatever reason, you can choose not to take part or leave any questions open. Participants don't face any risks that aren't normal in everyday life. Your answers will stay private and secret. The study data will be kept safely and only be shared as an overall total.

If you're willing to take part in this project, please fill out the linked form as completely as you can. It should take about 10 minutes to fill out the form. To help me finish the project report, please send it back as soon as possible.

If you have any questions about this project, feel free to contact the primary investigator, Peter Ndubi, at 0726810947. For questions regarding your rights as a research participant, you may contact the Chairman of the Mount Kenya University Ethical Review Committee at P.O. Box 342-01000, Thika.

Thank you for your assistance in this important endeavor.

Consent

I have read the information given to me and understand it. I have also had the chance to ask questions. I am aware that my engagement is optional and that I can quit at any time, without having to give a reason, and at no cost to me. I know that a copy of this agreement form will be sent to me. I agree to take part in this study on my own.

Participant's signature _____ Date _____

Investigator's signature _____ Date _____

Appendix II: Research Questionnaire

Please answer all questions as honestly as you can. The information you provide will be treated with a lot of confidentiality. It will only be used for academic purposes.

SECTION A: BACKGROUND INFORMATION

1. Name of the organization (Optional)
.....

2. Gender

Male [] Female []

3. What is your age range in years?

Less than 25 years []

26-35 years []

36-45 years []

More than 45years []

4. What is your highest level of education?

Diploma []

Degree []

Master []

PhD []

5. Number of years worked at the organization?

Less than 5 year []

5-10 year []

10-15 year []

15-20 year []

More than 20 years []

SECTION B: STRATEGIC MANAGEMENT PRACTICES

Part A: strategic planning

4. Please use the point scale below to indicate your level of agreement by ticking each one of the given statements. 1= Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree,

	Opinion	1	2	3	4	5
1	The analysis allows us to build a foundation of knowledge about the context in which a plan is implemented.					
2	The analysis gives us a better understanding of the project's risks and benefits.					
3	Owing to the lack of public trust and confidence and a lack of understanding of the situation on the ground, the project may be jeopardized.					
4	Before the communication plan is prepared to execute the plan, the analysis helps discover strengths of an organization in terms of meeting the needs of the communication plan.					
5	The aim of the analysis is to identify areas in the plan that may require adjustments in order to reflect the present or evolving scenario.					
6	The major objective and goals of the strategy must be identified and understood during strategy creation.					

7	The organization's internal resources, competencies, and capabilities also influence strategy.					
8	An institution's strengths and weaknesses about external opportunities and dangers can be identified through analysis.					

Part B: Strategy Formulation Practice

4. Please use the point scale below to indicate your level of agreement by ticking each one of the given statements.

	Opinion	1	2	3	4	5
1	Through its vision statement, mission statement, and core principles, the firm has purposefully determined its strategic direction					
2	To comprehend the implications of its external environment, the organization examines or acquires information about it.					
3	The firm's strategic management planning is officially entrusted to the chief executive officer.					
4	At our company, developing strategic plans is a primary focus.					
5	During the course of constructing a strategy formulation process, a firm employs the services of a consultant.					
6	Before the strategic management plan is implemented, members of staff are briefed and guided through it.					

7	Our company has a planning department or panel which is in charge of policy development.					
8	our company's resources are always analyzed during strategy formulation.					

Part C: Strategic Implementation Practice

6. Please use the point scale below to indicate your level of agreement by ticking each one of the given statements.

	Opinion	1	2	3	4	5
1	The organization has strategy implementation plan					
2	The organization has implementation timelines					
3	The organization avails sufficient resources to meet strategy implementation					
4	The organization has capacity development for the employees and other stakeholders					
5	The strategy implementation is aligned to the resources and capabilities of the organization					
6	There is an elaborate communication system to enhance the success of the strategy implementation					
7	Adequate numbers of personnel are pooled to ensure strategy implementation is enhanced					

Part D: Strategy Evaluation and Control Practice

7. Please use the point scale below to indicate your level of agreement by ticking each one of the given statements.

	Opinion	1	2	3	4	5

1	The organization has established methods and systems for assessing the effectiveness of its strategy					
2	The organization collects environmental data to inform strategy assessment efforts					
3	Policies have been implemented by the organization to direct corrective actions in the formulation of strategies.					
4	The company has strong control measures in place to ensure adherence to the strategy					
5	Strategy evaluation allows the organization to identify major threats to its performance					
6	The results of the strategy evaluation serve as a reference point for setting standards for future strategies.					
7	Improved control mechanisms have led to better use of resources within the organization.					

Part E: Organizational Performance of NGOs

7. Please use the point scale below to indicate your level of agreement by ticking each one of the given statements.

	Opinion	1	2	3	4	5
1	The company has successfully realized its goals with favorable outcomes.					
2	The effectiveness of the projects led by the company has seen enhancement.					
3	The company has established enduring partnerships with NGOs.					

4	Thanks to the company's hard work, beneficiaries have enjoyed high-quality services.					
5	The quality of the company's project implementation has seen betterment.					
6	The company has maintained financial health in its project execution.					
7	The company's objectives and strategies are clear, quantifiable, and achievable					

Thank you for your assistance



Appendix III: Ethical Clearance Certificate


Mount Kenya University

REF: MKU/ISERC/4335
TO: PETER NDUBI
REG: MBA/2013/50539

Date: 30 August 2024

Dear Sir/Madam,

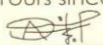
RE: EFFECTS OF STRATEGIC MANAGEMENT PRACTICES ON ORGANIZATIONAL PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS IN KISII COUNTY, KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3055**. The approval period is **30/08/2024 - 29/08/2025**.

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.

Yours sincerely,

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


MOUNT KENYA UNIVERSITY
ETHICS REVIEW COMMITTEE
P. O. Box 342 - 01000,
THIKA

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 | +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke

Appendix IV: Postgraduate Introduction Letter



DIRECTORATE OF GRADUATE STUDIES

MBA/2013/50539

2nd September, 2024

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

Dear Sir/Madam,

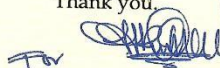
RE: PETER NDUBI - REGISTRATION NO. MBA/2013/50539

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

The title of the research is "**Effect of Strategic Management Practices on Organizational Performance of Non-Governmental Organizations in Kisii 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 **September, 2024 and November, 2024**.

Any assistance accorded to the student will be highly appreciated.

Thank you.





Dr. Samuel M. Karenga, PhD
Director, Graduate Studies
Enc.

Mount Kenya University
P.O. Box 342 - 01000, THIKA
Office of the Director
Graduate Studies

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 / +254 709 153 200
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Appendix VI: Research Permit


REPUBLIC OF KENYA
National Commission for Science, Technology and Innovation


NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **950472** Date of Issue: **13/September/2024**


RESEARCH LICENSE




This is to Certify that Mr. PETER ONDIEKI NDUBI 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 Kisii on the topic: EFFECTS OF STRATEGIC MANAGEMENT PRACTICES ON ORGANIZATIONAL PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS IN KISII COUNTY, KENYA for the period ending: 13/September/2025.

License No: **NACOSTI/P/24/39917**

Applicant Identification Number: **950472**


Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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Mount Kenya



Appendix V: similarity index

PETER NDUBI

EFFECTS OF STRATEGIC MANAGEMENT PRACTICES ON ORGANIZATIONAL PERFORMANCE OF NON-GOVERNMENTAL...

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 Mount Kenya University

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