

**EFFECT OF STRATEGIC PLANNING ON PERFORMANCE OF NON-
GOVERNMENTAL ORGANIZATIONS IN SAMBURU COUNTY, KENYA**

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DECLARATION AND RECOMMENDATION

I declare that this thesis is my original work and has not been presented in any other university.

Signature Date

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BUS-3-0402-3/2021

Recommendation

This thesis has been submitted for examination with our approval as the university supervisors.

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DEDICATION

I dedicate this thesis to my family Tom Lalampaa, Grace Lalampaa, Yvonne Lalampaa and Westgate Conservancy Manager Francis Lalampaa for their support.

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ABSTRACT

Effective strategic planning, guided by a clear strategic direction, plays a vital role in helping organizations identify and prioritize their goals and objectives, ultimately leading to improved performance. However, the relationship between strategic planning and performance is not always straightforward, and previous studies have yielded mixed outcomes. The specific objectives were to establish the effect of strategic scanning, strategy formulation, strategic goal setting, and action planning on performance of NGOs in Samburu County, Kenya. The study was guided by resource based-view, institutional and stakeholder theories. Resource-based view theory guided strategic scanning and strategy formulation variables. Institutional goal theory guided goal setting variable while stakeholder theory guided action planning theory. The research adopted a descriptive research design, encompassing all 31 NGOs within the county. Employees within these NGOs were actively involved in the study. The target population was 262 employees within these organizations. A sample size of 158 employees were selected using stratified random sampling, calculated with Yamane's formula. The researchers employed structured questionnaires to gather insights from these employees. Before the main data collection, a pre-testing phase carefully selected a pilot sample of 16 employees from three NGOs in Isiolo County to ensure the questionnaire's clarity and relevance. To assess reliability, the researcher examined the consistency of the responses to the questions through Cronbach's Coefficient Alpha. Content, criterion and construct validities was also examined. For data analysis, SPSS software version 25 was used and various analysis such as descriptive and inferential statistics were done. Descriptive statistics such as frequencies, percentages and mean were analyzed. Pearson Correlation analysis was used to test the hypothesis and in determining the relationship between variables, a multiple regression model was used. The study found out that strategic formulation had the highest influence whereas strategic goal setting had the lowest influence on performance. The conclusions were that strategic scanning was that majority of NGOs wasted a lot of resources on strategies that they would have benchmarked with their competitors. On strategy formulation, there were inefficiencies related to communication barriers and breakdown between the management and the junior employees. On strategic goal setting, there was an increase information leakage within departments and to external stakeholders of the NGOs. On action planning, it was not effectively done due to low availability of resources and increased competing strategies. The recommendation on strategic scanning is that NGOs management should liaise with operations staff for information on what their competitors were doing in regards to strategic plans implementation. The recommendation on strategy formulation is that the senior management should develop communication policies that dictate the timelines of communication, the audience of information and the repercussions of withholding critical information suitable for operations. The recommendation on strategic goal setting is that the management should set up policies that discourage information seepage such as suspensions, demotions and job termination to anyone found guilty of leaking institutional strategies. The recommendation on action planning is that the management should develop a variety of fund-raising campaigns which will allow new donors into the organizations.

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ACRONYMS AND ABBREVIATIONS

AIDS	Acquired Immunodeficiency Syndrome
DNDI	Drugs for Neglected Disease Initiative
HIV	Human Immunodeficiency Virus
KeMU	Kenya Methodist University
KNBS	Kenya National Bureau of Statistics
NADA	Network of Alcohol and other Drug Agencies
NGOs	Non-Governmental Organizations
RBV	Resource-Based View
SPSS	Statistical Package for Social Science
UAE	United Arab Emirates
WFP	World Food Programme

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Non-governmental organizations [NGOs'] are non-profit institutions that do not rely on government support but established to offer humanitarian support to the communities (Maina, 2021). The support offered include distribution of food item, health services, goods in kind, water supply, and infrastructure. Therefore, the contribution of the NGOs in the development of the community is paramount. Kitonga (2017) noted that the non-governmental sector encompasses tens of thousands of organizations that interact with individuals, the business sector, and the government, serving as middlemen in the provision of basic services (Tshiyoyo, 2023).

They basically work together with the community leaders and members to identify and map out areas which have an acute need for support for provision of a project that would sort out this need. This is through engaging in a range of socioeconomic endeavors that impact every aspect of existence. The main sources of funds used during the operations of NGOs are mainly from private donations and sponsorship based on the proposed project (Onyegbula et al., 2023). Therefore, this means that for a successful implementation of a project, there is need to establish effective strategic plans that supports a specific cause of action.

1.1.1 Performance of NGOs

Organizational performance is described as the capability of an organization to creatively use scarce resources with a target of attaining its set objectives (George et al., 2019). The study examined various performance aspects such as number of beneficiaries, projects implemented, level of funding, sustainability of outcomes and

stakeholder satisfaction. The performance of NGOs is critical towards dictating their growth patterns and existence over vast economic cycles (Obaid, 2022). This calls for dept strategic planning by its leadership to attain their vision and mission consistently. However, NGOs have experienced a range of leadership challenges that keep them from realizing their strategic goals leading to poor performance.

This has thus prevented them from taking on a crucial strategic leadership role in offering different programs to the less fortunate members of society (Glaeser, 2019). Rather than predicting and preparing for developments and challenges through well recognized strategic plans, many NGOs find that they spend most of their time responding to them after they occur (Girod & Whittington 2017). This is common trend on global, regional and local perspective.

Globally, there have been challenges related to lack of communication to the lower rank of staff on established strategic plans leading to a lot of speculations on the focus of the organization in states such as Florida (Zorlu & Korkmaz, 2021). There has been poor training on strategic plans causing resistance to adopt to the implemented strategies by NGOs in Canada. In European nations such as Scotland there have been regular leakage of proposed strategies to rival NGOs whereas in London, NGOs are struggling with lack of clear objectives and measuring metrics to ascertain the achievement of the goals (Jayawarna & Dissanayake, 2019).

In Asian nations such as South Korea, there have been reported cases of excessive bureaucracy by the NGOs' management and not providing opportunities to junior employees to contribute to strategic plans (BertelsmannStiftung, 2022). In India, there has been low funding towards the rolled out strategic plans and poor environment scanning techniques to eliminate threats of strategic plans.

Regionally, NGOs in harsh climatic region such as Tunisia have experienced stiff competition from other NGOs (Youssef, 2021). In Chad, there have been cases of inadequate policies that strengthen the strategic plans. NGOs in Cameroon have experienced poor/ unrealistic timeline allocation to the set strategic plans. In South Sudan, there have been lack of motivation on the established strategic plans and shortage of qualified staff that can implement strategic plans (WFP, 2022). This is in terms of experience and academic qualifications, In Somalia, NGOs have been experiencing a disconnect between the established strategic plans and adequate monitoring and evaluation techniques to eliminate the less effective policies (Van Zyl et al., 2019).

Locally in Kenya, there have been unfavorable government policies such as those that increase cost of doing business making established strategic plans unrealistic to be achieved (Maina, 2021). NGOs are also experienced rift between the management and junior staff making it hard for succession training on strategic planning unattainable task to be achieved (Kariuki et al., 2023).

1.1.2 Strategic Planning of NGOs

Strategic planning was defined by Bryson et al. (2018) to a sequence of decisions and actions that culminate to generation and application of strategies to achieve organizational goals. Papke-Shields and Boyer-Wright (2017) added to the definition to indicate that it is a process of setting up a company for a competitive edge over the long run. Further, Desmidt and Meyfrootd (2021) also contributed to the definition to state that it involves a number of fundamental techniques designed to influence or create circumstances in order to improve a company's status.

Pasichnyi et al. (2019) defined strategic planning as a process wherein an organization visualizes its future and determines the necessary goals and protocols to realize that

vision. Therefore, in strategic planning will be taken to mean as the process of establishing desired objectives and cause of action that will materialize their attainment by an organization. Desmidt and Meyfrootd (2021) identified action planning, strategic scanning and strategy formulation as the key elements of strategic planning. Further, Bryson et al. (2018) identified environmental analysis and setting of goals as the key elements of strategic planning. Therefore, the current study examined various strategic planning factors such as strategic scanning, formulation, goals setting and action planning among others.

Strategic scanning involves assessment of the environment to identify the organization's strengths, weaknesses, opportunities, and threats (Kian & Yousefi, 2021). This could be achieved in terms of the formal and informal structure that the organization operates, the economic status of the community at large, the organization culture towards addressing the needs of the society, and the various competitors in the sector (Kigenza & Irechukwu, 2023). When such information is keenly put into perspective, an NGO is able to conduct a concise analysis of how much resources will be used at a specific project to avoid wastages and increase efficiency. Therefore, utilizing and having knowledge of patterns, connections, events, and trends in a company's internal and external environments that affect its current and future strategies is known as strategic scanning (Madume et al., 2024).

Strategy formulation is the process of coming up with a plan that enables an NGO achieve its desired set goals (Al-Balushi et al., 2021). It typically entails identifying alternative strategies, evaluating the feasibility of each strategy, and selecting the best strategy (Desmidt & Meyfrootd, 2021). Therefore, the formation of business, corporate and functional strategies, provides a baseline for any utilization of resources and management of strategic risks. According to Al-Balushi et al. (2021), formulation of

strategies comprises of translating organization's vision or goal into specific, attainable decisions and effective strategic execution.

Strategic goal setting comprises of blending of long-term, precise and quantifiable objectives to attain the organization's visions, mission and values (Bryson et al., 2018). Therefore, this involves stating the strategic objective of the organization and focusing efforts on comprehending the business environment. It also encompasses developing, assessing, and choosing the best course of action on creating leadership frameworks and implementing pertinent policies to help turn selected strategies into workable departmental objectives (Jayawarna & Dissanayake, 2019). Therefore, clarity, feedback, commitment and complexity of tasks indicate the presence of goal setting.

Action planning comprises of the precise designs on implementation of agreed strategies (Bryson & George, 2020). It does not only indicate what needs to be done but extends to how a strategy is to be achieved within a specific timeframe. Therefore, action planning incorporates strategic plans, business plans, decision making routine and available resource management (Gable, 2020). A key of strategic action planning is to promote the process of adaptive thinking or thinking about how to attain and maintain high performance levels (Sadq et al., 2020).

Organizations, profit more since they can obtain significant advantages from integration and control in addition to adaptive thinking of strategic planning. While small businesses can profit greatly from adaptive thinking, they most likely stand to lose out on the integration and control parts of strategic planning compared to larger businesses (Cherotich, 2022). Strategic planning among the NGOs have undergone a series of development from global, regional and local perspective.

Globally, there have been recruitment of strategic managers by NGOs in American states such as New York (Desmidt & Meyfrootd, 2021). In European nations such as England, NGOs have been increasing funding on strategic management departments to foster adequate decision making (Bryson & George, 2020). In Asian nations such as China, NGOs have been investing in technology to enhance dissemination of information on strategic plans. In Japan, NGOs have been purchasing different strategic management software models that can be used to provide different simulations of different suggested strategies to examine the cost, benefit and risks (Mäkinen & Varis, 2023).

Regional nations such as South Africa, NGOs have put more emphasis on development of timelines under which a strategic plan needs to be achieved (Tshiyoyo, 2023). Additionally, Nigerian NGOs have incorporated in-job training to groom future junior staff on becoming strategic planners (Madume et al., 2024). In Morrocco, NGOs have been encouraging employee feedback on suitability of the implemented strategic plans. In East African nations such as Rwanda, NGOs have been providing a rewarding structure on the staff who have well achieved the set strategic objectives (Hasselskog, 2023). In Uganda, NGOs have established disciplining system to employees that fail to adopt to rolled-out strategic plans.

Locally in Kenya, there have been establishment of NGOs conferences and seminars to incorporate knowledge on the relevance of strategic plans towards boosting performance (Lotoot & Sije, 2022). NGOs are also taking advantage of benchmarking opportunities provided by other international NGOs with plans that have worked before. Additionally, NGOs have also provided check and balances to monitor and evaluate the progress of the implemented strategies (Nyaboga & Mutua, 2023). On the

same note, others have instigated the development of policies that will enable adherence to the strategic plans.

1.1.3 Growth of NGOs in Kenya

Kenya has a vibrant NGO sector, which operates in various fields such as health, education, environment, and human rights. According to the Kenya National Bureau of Statistics (KNBS), there were 11,431 registered NGOs in Kenya in 2019, up from 10,823 in 2018 (Kenya National Bureau of Statistics [KNBS], 2019). These organizations are established to aid communities that are marginalized, vulnerable, or living in poverty. NGOs in Kenya are primarily funded by donor agencies, governments, and private individuals.

Non-governmental organizations (NGOs) are important players in the development sector in Kenya. NGOs operate in various sectors such as health, education, water and sanitation, agriculture, and environment, among others (Odhiambo & Njuguna, 2021). These organizations are primarily established to help communities that are marginalized, vulnerable, or living in poverty. In recent years, the number of NGOs in Kenya has increased significantly, which has led to increased competition for resources and donor funding. This has necessitated the need for strategic planning as a means of enhancing performance of NGOs in Kenya.

Despite the important role played by NGOs in Kenya, there are concerns about their performance levels (Mutole, 2019). Many NGOs in Kenya have shown low donor funding levels, reduction in community projects, and poor delivery of services to the communities they serve (Odhiambo & Njuguna, 2021). This is mainly attributed to lack of well-established and experienced management team that can make strategic plans that will turn around the profitability of the NGOs.

1.1.4 Samburu County

Samburu County in Kenya is home to a number of non-governmental organizations (NGOs) that are dedicated to improving the lives of local communities (USAID, 2022). These NGOs focus on a variety of issues such as health, education, environmental conservation, and social development. They work closely with community leaders and members to identify their needs and provide appropriate solutions. Many NGOs in Samburu County are involved in providing healthcare services such as immunizations, maternal and child health, and HIV/AIDS prevention and treatment (Ali et al., 2023). Others focus on education and offer programs to promote literacy and skills development.

Environmental conservation is also a priority for some NGOs, who work to protect natural resources and promote sustainable livelihoods. Additionally, NGOs in Samburu County are involved in social development initiatives such as promoting gender equality, addressing issues of poverty and social inequality, and supporting youth empowerment programs (USAID, 2022). Overall, NGOs in Samburu County play a vital role in improving the quality of life for local communities and contribute to sustainable development in the region.

1.2 Statement of the Problem

Strategic planning is a key influencer of organizational performance (Foster et al., 2019). Strategic planning leads to improved performance by enhancing organizational ability to deliver services and programs efficiently and effectively. Furthermore, organizations with a well-developed strategic plan are more likely to have a reasonable comprehension of their institutional mission and reason which thus lead to further enhanced performance levels (Tapp & Warren, 2019). Further, strategic planning enables organizations to be better equipped to grasp the needs and priorities of the

customers they serve making them come up with informed decisions aligned with their strategic goals and objectives (Foster et al., 2019), which in turn lead to better performance outcomes. The NGOs in Samburu County has adopted various strategic planning processes. These include strategic direction, Strategic scanning, strategic direction as well as action plan. These are geared towards improved strategic planning among the NGOs.

The NGOs in Samburu County have shown deteriorating performance in the recent years. For example, in the recent years NGOs in Samburu have shown reduction in the donations and donors towards funding their projects (NGO Board, 2021). The number of donors reduced by 10% in 2023 compared to 2022 with the donations reducing by 7.5% within the same period (NGO Board, 2021). The NGOs have also shown increased stakeholder dissatisfaction as well as the number of beneficiaries benefiting from the projects implemented by the NGOs. For example, more than 30% of the projects implemented by the NGOs in Samburu have not provided the services as they targeted within communities (NGO Board, 2021).

The connection that exists between planning of strategies and resultant performance is not straightforward and studies have shown mixed outcomes. George et al. (2019) found a positive relationship between the two. Achmad and Grace (2019); Ahmad and Ahmad (2019) found an insignificant connection between planned strategies and resultant performance. Further, local studies have shown that conceptual, contextual and methodological research gaps exist in the area. In Kenya, Kaburu and Simba (2020) evaluated how government organization's performance was affected by factors that were related to strategic planning in Mombasa. Mutunga and Wainaina (2019) studied how KWS' performance related with the implementation of strategies while Odhiambo and Njuguna (2021) examined how health NGOs' performance was influenced by

practices related to management of strategies in Nairobi. The studies have shown that conceptual, contextual and methodological research gaps exist. Therefore, this study investigated the effect of strategic planning on performance of NGOs in Samburu County, Kenya.

1.3 Purpose of the Study

The purpose of this study was to establish the effect of strategic planning on performance of NGOs in Samburu County, Kenya.

1.4 Specific Objectives

- i. To establish the effect of strategic scanning on performance of NGOs in Samburu County, Kenya.
- ii. To assess the effect of strategy formulation on performance of NGOs in Samburu County, Kenya.
- iii. To determine the effect of strategic goal setting on performance of NGOs in Samburu County, Kenya.
- iv. To investigate the effect of action planning on performance of NGOs in Samburu County, Kenya.

1.5 Research Hypothesis

- i. H₀1: There is no significant effect of strategic scanning on performance of NGOs in Samburu County, Kenya.
- ii. H₀2: There is no significant effect of strategy formulation on performance of NGOs in Samburu County, Kenya
- iii. H₀3: There is no significant effect of strategic goal on performance of NGOs in Samburu County, Kenya.

- iv. H₀₄: There is no significant effect of action planning on performance of NGOs in Samburu County, Kenya.

1.6 Significance of the Study

Conducting this study was vital for informing strategic decision-making, enhancing capacity, fostering accountability, and ultimately improving the performance and impact of NGOs in Samburu County, Kenya. However, the absence of such a study would result in missed opportunities for improvement, inefficient resource allocation, and a lack of innovation within NGOs. It could also diminish trust and support from donors, partners, and the communities they serve, thereby hindering the NGO's ability to secure essential funding and resources necessary for their operations. The study would be important to different stakeholders including:

1.6.1 Management of NGOs in Samburu

The finding would be relevant to the management of NGOs since they could get an opportunity to share information on the various issues, they have been undergoing in improving the performance and how strategic planning has been affected. Through their participation, they will provide various unique strategic plans that have been working in Samburu County, which could be adopted by other harsh climatic counties. This is because the support accorded by the government cannot be enough to cater for every person hence requires other NGOs to contribute towards improving the livelihoods of the community members. Therefore, other NGOs that have been struggling with tough economic periods could get additional knowledge of various strategic plans that work to implement them as well.

Further, NGOs operating in Samburu County could also gain insights on how the effectiveness of strategic planning can empower these organizations to enhance their

performance. By identifying best practices and potential areas for improvement, the management of NGOs can adopt evidence-based strategies, achieving their objectives more efficiently and effectively. As a result, they can have a more significant impact on the communities they serve.

1.6.2 Community Members

The primary beneficiaries of NGOs' work are, undoubtedly, the community members and beneficiaries. Effective strategic planning can lead to more targeted and sustainable development interventions. With a better alignment of NGO activities with the actual needs and priorities of the communities, people would experience improved access to essential services, such as education, healthcare, water, and livelihood opportunities. The study's findings can pave the way for NGOs to truly make a positive and lasting impact in the lives of those they serve.

Additionally, community members in Samburu County would also get foundational knowledge of the various NGOs operational in their area. They could also learn what the NGOs are involved in hence have the zeal to donate their resources such as money, goods in kind, food material and services to enable the NGOs reach out to more underprivileged people in the community. It has always been a notion that for NGOs to operate, there must be donations from internal community members hence failure of having reliable donors has affected the performance of many NGOs. Therefore, the study intends to break this notion that providing information to the community members that the little they provide through donations could help someone in need.

1.6.3 Policy Makers

The local and national government would highly benefit from the findings of the study in policymaking. They would gain understanding on how the performance of NGO is affected and related to strategic planning. This could help in crafting supportive policies that encourage NGOs to adopt strategic approaches. This, in turn, could lead to better collaboration between the government and NGOs, resulting in more efficient resource allocation and coordinated efforts to address societal challenges in Samburu County.

The policy makers would get a glimpse of what has been working and what has not. Through this information, they could use the findings of the study as the basis to improve strategic management policy framework or eliminate the ineffective policies. Additionally, the policy makers could also get direct data on the impact that various NGOs have had on local community members. This would form the basis of various encouragement incentives to the NGOs such as lower taxation measures and more collaboration with government projects. This is to ensure that the community members have experienced high benefits which changes their lives in terms of food provision, eradication of poverty, illiteracy, sicknesses, and accessible to standard infrastructural development.

1.6.4 Donors, NGO Networks and Associations

Donors and funding agencies play a pivotal role in supporting NGOs' work. Therefore, the research findings would be crucial to them since they could be instrumental in making informed decisions about funding allocations. NGOs equipped with strong strategic planning practices are more likely to attract funding, as donors would have greater confidence in their ability to achieve meaningful and measurable results. Consequently, this can lead to a more strategic and impactful distribution of funds, optimizing the resources available for development initiatives.

The donors would get a chance of understanding the various performance issues that NGOs have been undergoing. Therefore, the NGOs representatives could use the findings to convince the donors on the need to incorporate their friends, relatives and acquaintances towards the noble cause. The reason being that, the greater number of donors are convince to come on board through their contribution, the easier it would be for the NGOs to reach out to more needy families in the community. Notably, the donors would also note strategic planning mistakes that the NGOs have been making hence plunging them into financial turmoil. This would give them more authority to ask the tough questions in regards to strategic management practices employed by the NGOs for an improvement.

Furthermore, NGO networks and associations could also benefit from the study's findings. Disseminating the best practices and recommendations to their member organizations could lead to improved capacities and effectiveness across the NGO sector. This knowledge-sharing fosters a collaborative approach to development efforts, creating a collective positive impact on the communities they serve. Additionally, when various NGOs get to learn of collective strategic planning challenges they encounter, they will be in a position to create conference and seminars. This would foster more insightful managerial skills through various industrial experts such as those in the field of effective strategic planning decisions at a more collective bargain.

The NGOs could also use the study's findings to demand more from the various county and national government leadership. The demands could relate to more favorable leeway to deliver their noble task of helping the community. Additionally, they could also liaise with the government in place to reduce discrimination in work places hence reducing the expenses incurred through fines.

1.6.5 Researchers and Academicians

The research also has significant value for researchers and academia. By contributing to the existing body of knowledge on NGO performance and strategic planning, particularly in the context of Kenya and Samburu County, it enriches the field of nonprofit management and development studies. The findings can serve as a reference for future studies on similar topics or as a basis for further research and exploration.

1.7 Limitations of the Study

The main limitation was poor accessibility towards reaching to the NGOs located in local set-up of Samburu County. Samburu county is harsh climatic region which experiences high temperatures that could have health complication to the researcher and as well as poor road terrain due to underdevelopment. To ensure this did not happen, the study's research agents used more friendly means of transport such as motorbikes to access the interior NGOs. Further, the failure of the study to include other NGOs in other counties which carry out similar role limited the generalizability of the study. To ensure that this limitation is subsidized, the study conducted a pre-test study in selected Isiolo County's NGOs.

1.8 Scope of the Study

The study was conducted in Samburu County whereby strategic planning was measured in terms of strategic scanning, strategy formulation, strategic goal setting and action planning. Performance of NGOs was represented by number of beneficiaries, projects implemented and level of funding. The target population was 31 NGOs in Samburu County, Kenya representing various sectors such as healthcare, education, agriculture, gender empowerment, and environmental conservation.

The study involved 158 employees in the 31 NGOs in Kenya. These included project managers, project finance officers and liaison officers in both International and local NGOs. The study was carried for a period of two to three months. Data collection was done using questionnaires enabling an in-depth analysis of strategic planning and effect on organizational performance within the NGO sector in Samburu County.

1.9 Assumptions of the Study

The study assumed that NGOs in Samburu County had adopted strategic planning practices. The study also assumed that the NGOs in Samburu had been experiencing performance challenges in recent years. Further, the study made an assumption that strategic planning was a key factor influencing organizational performance through strategic scanning, strategy formulation, strategic direction and action planning. Furthermore, the study operated under the assumption of consistency in strategic planning implementation across various NGOs in Samburu County. This allowed for attributing performance changes to differences in strategic planning approaches rather than inconsistencies in implementation.

1.10 Operational Definition of Terms

Action Planning

Action planning comprises of the precise designs on implementation of agreed strategies (Bryson & George, 2020; Gable, 2020).

Community Members

They are people who reside at a specific place whereby the NGOs operations are located. They are directly or indirectly affected by these operations (Ali et al., 2023).

Donors

They are individual or organizations that have shared interest as the NGOs and provide funds willingly to support various projects periodically (Foster et al., 2019).

Management

These are people bestowed the authority to offer administration of resources and also supervise other staff (Isibor et al., 2022).

NGOs

NGOs are non-profit institutions that do not rely on government support but established to offer humanitarian support to the communities (Lotoot & Sije, 2022).

NGO Networks

NGO networks are a group of organizations which are not funded by the government but provide humanitarian services to the community (Maina & Murimi, 2023).

Organizational Performance

Organizational performance is described as the capability of an organization to creatively use scarce resources with a target of attaining its set objectives (George et al., 2019).

Policy Makers

Policy makers are people whose role includes but not limited to formulation, implementations, review and abolishment of established guidelines (Islam, 2022).

Strategy Formulation

Strategy formulation involves is the process of coming up with a plan that enables an NGO achieve its desired set goals (Desmidt & Meyfrootd, 2021). Strategy formulation typically involves identifying alternative strategies, evaluating the feasibility of each strategy, and selecting the best strategy.

Strategic Goal Setting

Strategic goal setting comprises of blending of long-term, precise and quantifiable objectives to attain the organization's visions, mission and values (Bryson et al., 2018).

Strategic Scanning

Strategic scanning involves assessment of the environment to identify the organization's strengths, weaknesses, opportunities, and threats (Kian & Yousefi, 2021).

Strategic Planning

Strategic planning is process of establishing desired objectives and cause of action that will materialize their attainment by an organization (Bryson et al., 2018).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter provides insights into the impact of business level strategies on competitive advantage, as explored by other researchers in the field. Through this chapter, a deeper understanding of the existing literature in this area is achieved, enabling the identification of potential research gaps that warrant further investigation. Moreover, the chapter aims to address these gaps left by previous researchers and build upon the knowledge available. Comprehensive data from various past research studies and relevant literature are meticulously gathered and analyzed to enrich the content of this chapter.

2.2 Theoretical Review

The study was guided by three theories which were resource-based view, institutional theory and stakeholder theory. Resource-based view theory guided strategic scanning and strategy formulation variables. Institutional goal theory guided goal setting variable while stakeholder theory guided action planning theory, as discussed in this subsection 2.1.1 to 2.1.3.

2.2.1 Resource-Based View

The Resource-Based View (RBV) was developed by Penrose (1959) and it guided strategic scanning and strategy formulation. The theory stated that organizations possess diverse and valuable resources and capabilities that are not readily transferable or imitable by competitors. These resources took various forms, such as tangible assets (physical infrastructure, financial capital), intangible assets (brand reputation, intellectual property), and organizational capabilities (efficient processes, skilled

workforce). The RBV posited that the possession of these unique resources was what led to a sustained competitive advantage (Bhandari et al., 2022). While the RBV had been influential in understanding the role of resources in shaping competitive advantage, it has faced some criticism. Scholars argued that the theory may not fully consider the role of external factors and the dynamic nature of the business environment (Solesvik, 2018). Additionally, the RBV was challenged for not providing explicit guidance on how firms can acquire or develop valuable resources (Bhandari et al., 2022).

This theory informed strategic scanning on the basis that NGOs had a responsibility to assess their strengths, weaknesses, opportunities, and threats. Therefore, considering their internal resources, an NGO was able to get a clear picture on its economic status, policy structure, and organization culture to be in a position of providing quality humanitarian services (Aborass, 2021). Further, through examination of external resources such as their good will, they were able to analyze their competitors to have an upper hand in donor seeking for extensive periods of humanitarian services. The application of the RBV was in guiding strategic decision-making processes (Bhandari et al., 2022). This was whereby the organizations analyzed their internal resources to identify strengths and weaknesses. By conducting a thorough resource audit, NGOs could identify valuable, rare, and difficult-to-imitate resources (Hasselskog, 2023).

These resources served as sources of competitive advantage, enabling organizations to develop strategies that capitalized on their unique strengths (Desmidt & Meyfrootd, 2021). Moreover, the RBV provided insights into resource allocation decisions, helping NGOs prioritize investments in resources and capabilities that offer the greatest potential for sustainable competitive advantage. This entailed directing resources

towards activities that enhance the firm's resource base and reinforce its strategic position (Enzama, 2020).

This theory informed strategic formulation on the basis that NGOs were able to identify and leverage their unique resources and capabilities (Kebede, 2020). By aligning their strategic plans with their distinctive assets, NGOs could enhance their performance and impact in the region, thus contributing to a sustainable competitive advantage over other NGOs (Maina & Murimi, 2023). Therefore, a strategy formulation ought to take into consideration the resources available and diversifying funding sources to ensure financial sustainability of the projects.

D'Oria et al. (2021) critiqued the theory that as long as the competitors have similar resources as an organization, it would not have leverage over them. However, this weakness did not affect the current study since the planning of strategy is mainly customized depending on the board of management of the organization.

2.2.2 Institutional Theory

Institutional theory was developed by Meyer and Rowan (1987) and it guided strategic goal setting. This theory stated that organizations seek legitimacy by aligning their structures, practices, and behaviors with prevailing institutional norms and values for attainment of set objectives. Institutional theory operated under the assumption that organizations exist within a broader institutional structure comprising formal and informal rules, norms, and values. These institutions exerted pressure on organizations, leading them to conform to prevailing practices and structures for consistent achievement of set objectives (Nwachukwu & Chladkova, 2019).

Institutional theory informed strategic goal setting on the basis that NGOs exposure to external pressures from donors, government regulations, and societal expectations,

enables them set clear, specific and measurable objectives that are time bound (Odhiambo & Njuguna, 2021). Additionally, to obtain their legitimacy as humanitarian organizations, NGOs were able to show commitment towards a task and obtain feedback from the stakeholders on how well the objective had been achieved (Ojogiwa, 2021). Therefore, the theory was applied in understanding organizational responses to institutional pressures to adopt to a strategic goal setting as a way to gain legitimacy and attract resources from external stakeholders.

When the set goals had not been achieved, the external pressures as described by the institutional theory informed organizational change efforts by highlighting the role of stakeholders in challenging and reshaping institutional structures and norms (Owino & Omwenga, 2022). These stakeholders actively sought to introduce new practices or challenge existing norms to promote performance.

2.1.3 Stakeholder Theory

Stakeholder theory was developed by Freeman (1984) and guided action planning variable. This theory stated that organizations did not solely prioritize the interests of internal shareholders but considered all the needs and expectations of all stakeholders, including customers, communities, and the government. Therefore, action planning became a tool to identify and prioritize the interests of diverse stakeholders. It enabled the identification and mobilization of resources to implement organizational strategies and achieve desired outcomes.

Stakeholder theory therefore informed action planning variable on the perspective of how NGOs took into account though effective action on the interests of various stakeholders (Freeman et al., 2020). By incorporating stakeholder perspectives into their strategic plans, NGOs were able to develop on the best causes of action that were

used to manage expectations and build better relationships, thus contributing to improved performance and social impact (Valentinov, 2023).

Incorporating this theory provided a rich and multifaceted approach to understanding the importance of engaging diverse stakeholders (Freeman, 2023). This therefore offered a comprehensive lens to analyze the complex interplay between strategic planning and action on the success of NGOs in the region. Stakeholders exerted an influence on an organization's strategic action through various means, such as lobbying, advocacy, funding, or partnerships (Freeman et al., 2018). NGOs therefore considered the input (action) and feedback of stakeholders when setting organizational goals, defining priorities, and determining the focus of their programs and services.

The stakeholder theory was criticized based on its assumptions. Some studies like Valentinov (2023) argued that giving equal consideration to all stakeholders led to conflicting demands and make decision-making more complex for organizations. However, this criticism did not affect the current study since the stakeholders in perspective included donors, community members and government whose demands added direct value to the NGOs.

2.3 Empirical Review

Strategic planning plays a vital role in guiding the operations of organizations and is crucial for achieving their objectives effectively. This empirical literature review aimed to explore recent studies on the subject of the study's variables.

2.3.1 Strategic Scanning and Organization Performance

Strategic scanning involves assessment of the environment to identify the organization's strengths, weaknesses, opportunities, and threats (Kian & Yousefi, 2021). The study measured strategic scanning through organization structure, economic status,

organization culture, and competitor analysis. The past studies conducted to determine how strategic scanning affected the performance of organization are described on the basis of global, regional and local point of view.

Globally, a report by NADA (2023) addressed how scanning of environment enabled the achievement of strategic plans in Australia. The study revealed that the seven-step method as adopted from Wilburn's approach was used. The main reason for conducting the environmental scan was to determine the various resources and staff in the organization, donors, the needs of the members, cost attribute and risk, goals and institutional values, the climate of the organization, and uncertainties and trends in general. NADA (2023) conducted a series of interviews which took the approach of focus group discussion among the staff and external stakeholders.

Additionally, an online survey and several documents were reviewed as ways of enhancing data collection process. The findings revealed on the urgency of addressing the availability of employees to provide the much-needed services. In this regard, the institution noted that the staff were few due to poor pay and lack of adequate training. There was a decline in funding to NADA especially after the Australian political period and cyber insecurity concerns. The report also noted that there was poor relationship of NADA with government institutions, stigmatization of people that abuse drugs. Regrettably, NADA (2023) used the Wilburn's approach in strategic scanning and no other methods. Additionally, the organization did not provide other humanitarian support it provided to the community members that had reformed from abuse of drugs apart from rehabilitation.

Alosani and Yusoff (2020) evaluated how Dubai Police institutional performance was affected by planning of strategies and innovation applied to its operations. One hundred and fifty survey questionnaires were used with a response rate of 95(63%) returned

questionnaires. The results pointed out that the performance was positively affected when the implementation of strategic plans and innovation was made a reality. Therefore, in relation to strategic scanning, there was clear synopsis of various aspects considered before the strategic plans that support innovation were implemented.

This included, the availability of finances to support an agreed innovation. The senior management had to establish whether indeed the police department had the financial muscle to fund the purchasing of innovative equipment, patent and training of the staff. Additionally, the culture of the organization also played a critical role in adopting the suggested innovations. This was in the perspective of Dubai being an Islamic region, the strategic plans adopted to incorporate innovation had to be legal and acceptable within the society. Regrettably, Alosani and Yusoff (2020) did not address other aspects such as the threat of competitor analysis from international security firms in Dubai nor did they assess the various methods of strategic scanning adopted by NGOs in Dubai.

Regionally, Madume et al. (2024) espoused on how Nigeria's manufacturing firm's performance was affected by the strategic planning mechanisms. A cross-sectional analysis was done to assess various aspect of strategic planning with a concentration of environmental scanning, among others. The various theories adopted were the strategic fit theory and competitive theory. Three hundred and seventy-four staff were included and sampled through stratified random and convenience methods. They were issued with questionnaires whereby they revealed that performance was positively affected by the strategic plans that an organization adopted, however a thorough scan of the environment was paramount.

This was because it enabled the organization to get additional information that can provide insight on the direction to be adopted and as well as the opportunities exposed to them. In the long-run internal restructuring would only be made a reality through

reorganization of internal competencies such as considering training needs, hiring of more experienced staff, and exposure of the staff to strategic planning process. That notwithstanding, Madume et al. (2024) did not mention the various steps taken to ensure that economic status of the organization was considered. Additionally, the study failed to incorporate the aspect about the organization culture and structure on strategic scanning.

In another study, Okwuise (2023) studied how Nigeria's health establishments' performance was affected by the planning of strategies. Using a descriptive survey design, the investigation included 300 randomly picked health care providers from three senatorial districts in Delta State. Questionnaires acted as the main data gathering tool. The study conducted both the descriptive and inferential analysis while hypothesis testing done through OLS regression method. The findings noted that the performance of organization was significantly affected by the scanning method of strategies used.

Nkemchor and Ezeanolue (2021) examined how Nigeria's tertiary institutions' performance was influenced by the strategic management. The population of interest consisted of employees from 187 State Companies, and 128 supervisors were selected as a representative group. Primary data was collected through the use of questionnaires. Descriptive statistics were employed in the initial assessment of the information, and inferential statistics were applied to develop a predicting the model. Environmental scanning had the greatest positive effect on performance.

Locally, Enzama (2020) examined how AMREF Kenya's performance was affected by practices aimed at strategic management. A case study research design was used where interviews were done on directors, program specialist and implementing partners. It was established that environmental scanning phenomenon by AMREF was common. This was to ensure that as it embarked on specific projects, they were suitable in

addressing the actual needs the target group of people were undergoing. The various projects that they have used environment scanning included Afya timiza, and partnership with Mastercard foundation to deal with covid-19 issues and provide healthcare needs.

Therefore, AMREF strategic scanning also enabled a thorough assessment of funding availability to ensure that a health challenge has been addressed amicably. Additionally, the organization structure was also part of strategic scanning since AMREF mainly dealt with health challenges in Arid and Semi-arid [ASAL] regions. Enzama (2020) revealed that there was annual review of the strategies to check on their suitability in addressing the intended need. However, Enzama (2020) failed to incorporate other data collection methods such as questionnaires which were most effective in addressing huge populated studies. Additionally, the study did not provide the competitor analysis methods adopted by the AMREF to ensure they collaborated with them for effective humanitarian assistance on health issues.

Lotoot and Sije (2022) discussed on how NGOs' performance was affected by their strategic plans with a concentration of Save the Children. Forty-six staff who included officers of various programs, communication, administration and community workers were included through descriptive research design. They were selected through census method and issued with questionnaire which had 37(80%) return rate which was considered to be high. Among the results provided, environmental scanning analysis was mainly done to ensure that the safety of work environment was ensured, employee motivation was enhanced and the competitors in the area of jurisdiction were keenly noted.

Lotoot and Sije (2022) discovered that strategic scanning of environment enabled the performance of the NGO to improve. However, this was also negatively affected by

unconducive work environment, low employee motivation and cultural unacceptability of the operations. Notably, Lotoot and Sije (2022) did not address the methods used to scan the economic status or the culture of the organization. Further the study could have also incorporated the input of various managers since they were directly involved in strategic scanning process. They should have been incorporated through interview method to ascertain their opinion.

In Samburu County, Kenya, Nyaboga and Mutua (2023) studied strategic scanning and organizational resilience of NGOs. This study focused on the importance of strategic scanning for NGOs in Samburu County to enhance their organizational resilience. Through qualitative case studies, the research revealed that NGOs that actively engaged in strategic scanning were better equipped to identify and adapt to emerging opportunities and threats. These organizations demonstrated a higher level of flexibility and responsiveness, leading to improved overall performance and sustainability.

2.3.2 Strategy Formulation and Organization Performance

Strategic formulation involves is the process of coming up with a plan that enables an NGO achieve its desired set goals (Desmidt & Meyfloodt, 2021). The study measured strategy formulation through business strategy, corporate strategy, and functional strategy. The past studies conducted to determine how strategy formulation affected the performance of organization were described on the basis of global, regional and local point of view.

Globally, AIDhaheri et al. (2020) evaluated how the operations of organization were affected by the formulation of strategies related to the vision, mission and objectives in United Arab Emirates [UAE]. The questionnaires were issued to four hundred and three staff working at justice ministry through a cross-sectional method. The results revealed

that when there was the formulation of strategies related to human capital and structure of the organization, the performance increased significantly. However, AlDhaheeri et al. (2020) did not consider NGOs hence the current study will explore how strategy formulation affected the NGOs performance in the context of Samburu County. Further the study could have used longitudinal to assess the performance of formulated strategies at least over one economic cycle.

Strategic planning's impact on organizational performance was examined by Kebede (2020) in the context of Newcastle Industrial Benefits (NIB) insurance sharing company. The study addresses managers and staff members from several departments using a descriptive research design. A total of 123 participants were chosen from Head Office to take part in this survey using a stratified sample technique. Using standardized questionnaires, primary data was gathered from NIB Insurance SC managers and staff. Of the 123 questionnaires that were provided, 49 were completed by managers, 44 were completed, and 30 were not completed and returned by the employee. With the use of descriptive statistics, data was examined. The results were that the performance of the concerned organization was negatively affected by the formulated strategies.

Regionally, Onyegbula et al. (2023) examined how Nigeria's financial regulatory and supervisory agencies' performance was affected by the implemented strategies. Through a descriptive research design, three hundred and forty-two managerial employees were selected and issued with questionnaires from various agencies. The outcome indicated that when there was strategic leadership, communication and provision of resources, the performance of the agencies improved. It was further noted that when technology was embraced at the strategy formulation stage to develop performance models, there was unlikelihood of deviating from the results. This brought forth efficiency in resource allocation, monitoring and evaluation of the formulated

strategies. Therefore, the study suggested that the staff ought to be trained to gain relevant skills on how accurate strategies are formulated. However, Onyegbula et al. (2023) did not include junior staffers to ascertain on whether they were given learning opportunities towards strategy formulation.

Locally, Kariuki et al. (2023) evaluated how Kenya's catholic parishes' performance was influenced through formulation of strategies. A mixed method approach was adopted in conjunction with convergent design. Survey questionnaires and interviews were used as data collection methods from 90 council members of pastoral circuit and 9 priests at the parish respectively. It was discovered that when there was a strategic plan that was formulated, it provided direction on where the ministry was headed and as well as enabled blending with lay Christians who were regular attendees of the masses. That notwithstanding, Kariuki et al. (2023) concentrated only on Catholic church but failed to ascertain the various strategy formulation mechanisms used on the NGOs that the catholic church manages.

Onyoni (2022) conducted a study to determine how Nairobi's NGOs' performance was influenced by strategic management operations. One hundred staffers in NGOs were included whereby various respondents were issued with questionnaires. Eight-one of them responded positively by returning filled in questionnaires. The study discovered that various strategy formulation strategies such as the analysis of a situation, statements on vision and mission affected positively the performance. Therefore, it was the study recommended on the effort of the management into developing a culture that is anchored on the vision, teamwork and empowerment of the stakeholders. Regardless, the study noted that there was a disconnect on how strategies were formatted and the accepted methods of strategic management. However, Onyoni (2022) did not specify

the job responsibility inclusivity of the sampled staff. Therefore, it became a hard task to know how many managers and officers took part in the study.

Cherotich (2022) assessed how Drugs for Neglected Disease Initiative [DNDI] performance was influenced by strategic management activities. The study conducted a case study while including 7 managers at the DNDI through an interview method. The various strategy formulation aspects assessed were taking a strategic position, plan and choices. The results revealed that formulation of strategies positively affected performance but without the consideration of funding and other constraints from the external environment. However, Cherotich (2022) used a very low population of only 7 managers' sample to justify the results hence negatively affecting the replicability of the findings to other NGOs.

On the impact of strategy formulation on NGO performance, Karimi and Ouma (2021) undertook their study in Kenya. This longitudinal study examined the relationship between strategy formulation and NGO performance over a five-year period in Samburu County. The research utilized financial and impact data from multiple NGOs to assess the effectiveness of their strategy formulation processes. The findings highlighted that NGOs with more robust and inclusive strategy formulation approaches demonstrated consistent improvement in their performance indicators over time.

A study by Chebii et al. (2019) assessed how Kenya's NGOs' performance was affected by the implementation of strategies. Quantitative research design was the choice that was adopted to enable the study collect data from one hundred NGOs in Kenya. The survey instrument was a questionnaire that was developed and validated. The study found out that strategy implementation had a significant positive relationship with performance, and that the most important factors in successful strategy implementation were formulation, organizational structure, and culture.

2.3.3 Strategic Goal Setting and Organization Performance

Strategic goal setting comprises of blending of long-term, precise and quantifiable objectives to attain the organization's visions, mission and values (Bryson et al., 2018). The study measured strategic goal setting through clarity of goals, feedback, commitment and tasks complexity. The past studies conducted to determine how strategic goal setting affects the performance of organization were described on the basis of global, regional and local point of view.

At a global level, NGOs play a vital role in addressing various social, economic, and environmental challenges (Al-Balushi, et al., 2021). They contribute to humanitarian aid, disaster relief, healthcare, education, human rights advocacy, environmental conservation, and more. NGOs often fill gaps left by governments or international organizations, leveraging their agility, grassroots connections, and community-based approaches to deliver services and advocate for marginalized populations. However, challenges such as funding constraints, regulatory hurdles, accountability issues, and competition for resources also impact NGO performance globally (Aborass, 2021).

Aborass (2021) reviewed how NGOs performance in the current era was affected by the strategic plans they established. The main method of data collection was through literature review whereby past publications, reports, and relevant strategic plan document were reviewed. The study established that most NGOs assessed performance differently without an agreed common method that would dictate the performance rate. This was mainly due to the fact that NGOs had set different goals that were completely different from each other. Therefore, since they did not rely on government funding, they basically customized different goals to the satisfaction of stakeholders that they directly dealt with. Notably, there common trait about goal setting was that they needed

to be commitment to the vision and mission of the organization. However, Aborass (2021) failed to consider deeper details of goal setting such as clarity of goals and tasks complexity.

In Africa, NGOs are instrumental in addressing the continent's diverse and complex development needs. They operate in areas such as poverty alleviation, healthcare provision, education, women's empowerment, and infrastructure development. African NGOs face unique challenges including limited funding sources, political instability, inadequate infrastructure, and socio-cultural barriers (Madume et al., 2024). Despite these challenges, many African NGOs demonstrate resilience and innovation in pursuing their missions, often through partnerships with governments, international donors, and local communities (NADA, 2023).

Locally, Kenya boasts a vibrant NGO sector with organizations operating across a wide range of sectors including healthcare, education, agriculture, human rights, and environmental conservation (Obaid, 2022). NGOs in Kenya have made significant contributions to development efforts, particularly in marginalized regions and vulnerable populations (Ng'ang'a et al., 2020). However, the sector also faces challenges such as regulatory constraints, funding fluctuations, governance issues, and competition for donor support. Additionally, NGOs in Kenya grapple with concerns regarding transparency, accountability, and sustainability, which impact their overall performance and effectiveness in achieving their goals (Odero, 2023).

Kanogu (2022) assessed how NGOs in Nyeri were able to perform on the basis of established strategies that gave them competitive advantage. The study included one hundred participants who were directors, coordinators of projects, officers of projects, and assistant officers in ten NGOs. They were issued with questionnaires whereby they indicated that when goals were set, performance was easily achieved on the grounds of

seriousness in the venture. In as much as the achievement of set goals were different with different staff, they all has a common goal of ensuring that they offer humanitarian support to the communities through supply of goods and services. The main emphasis was on the need of being focused on the goals to realize them with the required speed. However, Kanogu (2022) failed to assess how institutional policies affected goal setting objective of the strategic plans.

Obaid (2022) studied impact of strategic planning on organizational performance in private university in Nangarhar, Afghanistan. Employees of universities provided information. A total of 172 surveys were distributed to those participating. The OLS approach involving its pertinent premises was verified and SPSS was utilized. Strategic direction, SWOT analysis, cooperative contracts, research and development, and the presence of records were all factors in strategic planning. Investigators utilized embraced inquiries to obtain the responses for all of the organizational performance parameters. They also wanted to determine if formal and informal education existed with regard to these aspects. The research's conclusion showed that organizational performance is significantly improved by strategic direction. However, Obaid (2022) did not assess goal setting mechanism such as feedback and complexity of goals towards reliability of strategic plans.

Odero (2023) concentrated on how Kenya's SACCOs' performance was influenced by the planning of strategies. Descriptive and correlational research designs were used. The study was carried out at SACCOs where senior management and CEOs of SACCOs were contacted to get primary data through a closed-ended questionnaire. The study employed content analysis, inferential statistics, and descriptive statistics for analyzing the data. The investigation found that setting a strategic direction has significant effects on SACCO performance. However, Odero (2023) did not include other management

teams such as supervisors and provide their involvement towards the contribution in setting goals.

2.3.4 Action Planning and Organizational Performance

Action planning comprises of the precise designs on implementation of agreed strategies (Bryson & George, 2020; Gable, 2020). The study measured strategic plans, business plans, decision making routine, and resources available. The past studies conducted to determine how action planning affected the performance of organization were described on the basis of global, regional and local point of view.

Globally, Islam (2022) conducted research on how strategic management techniques affected both small and large businesses' performance in the United Arab Emirates. The present investigation employs a quantitative research approach to generate a trustworthy study. Because of this, a survey was created to find out what respondents believed about how strategy formulation impacts corporate performance in the United Arab Emirates. The results of the research show a favorable and significant relationship between performance and strategic management techniques.

Regionally, Kigenza and Irechukwu (2023) evaluated how Rwanda's NGOs' performance was affected by strategic plans established. Three hundred people were targeted with a sample size of one hundred and seventy-one calculated using the formula by Yamane. Being descriptive in nature, questionnaires and interview guides were issued to World Vision staff. The findings revealed that strategic planning aspects such as resource allocation and risk planning were established to cause a spur in performance. The study thus encouraged more stakeholder engagement if the strategic plan were to work effectively. However, Kigenza and Irechukwu (2023) failed to address the decision-making routine as part of ensuring that action planning was

implemented. Additionally, the study did not distinguish the job cadre of the respondents to ascertain a balanced involvement of senior and junior employees.

Isibor et al. (2022) evaluated how Nigeria's health NGOs performance was affected by methods applied on budgetary control. Questionnaires were administered on one hundred and fifty whereby one hundred and thirty-four were returned. The findings indicated that it did not only satisfy to have budget plans but also ensuring that it was followed through monitoring and evaluation of the expenditure. Regrettably, Isibor et al. (2022) also found out that the NGO staff had insufficient training on budgetary controls and achieving the set objectives. However, since Isibor et al. (2022) concentrated on NGOs in health sector, there is need to include other NGOs dealing with non-health concerns to determine the action planning they implemented on budgetary control.

Locally, Orwa and Odollo (2022) examined how Nairobi's NGOs performance was influenced by commitment to the organizational goals. Descriptive research design that was adopted made it possible for collection of data using questionnaires. The study had targeted three managers in each of fifty-three NGOs who were sampled to result to one hundred and twelve managers. It was established that when the organization staff were committed, they were able to attain the set objectives for improved performance. In regards to commitment, it was found out that involvement of staff in operations, reasonable organizational culture, and setting of realistic goals provided a platform for improved performance. That notwithstanding, Orwa and Odollo (2022) did not expound on the measures implemented to ensure resource provision was consistent for action plan actualization.

Owino and Omwenga (2022) assessed how Kenya's NGOs performance was affected by practices of project management. There were 152 respondents who were selected

and issued with the questionnaires. The findings revealed that for effective management of a project, there was need to implement causes of action such as communication, planning, engaging various stakeholders and monitoring techniques of a project. However, since the study by Owino and Omwenga (2022) was done in Migori county, there is need to extend it to Samburu and consider the various action planning done when developing various projects.

Kariega (2020) evaluated how Ujama Africa' performance of the implemented projects was influenced by several factors. Descriptive research design was used to encompass eighty participants selected through census. They were issued with the questionnaires to reveal that when a project was planned, its performance increased significantly. This was ensured when the project team capacity and society members were involved. Therefore, the study encouraged the development of policy structure that will ensure that strategic plans were actualized through involving the community members at a closer perspective. Notwithstanding, Kariega (2020) conducted a pilot test on five staff in Ujamaa Africa which was the same institution where the main study took place hence contradicting the results.

2.4 Summary of Gaps

2.4.1 Gaps on Strategic Scanning

The study identified gaps after reviewing studies on strategic scanning. The gaps include: NADA (2023) used the Wilburn's approach in strategic scanning and no other methods. Additionally, the organization did not provide other humanitarian support it provided to the community members that had reformed from abuse of drugs apart from rehabilitation. Alosani and Yusoff (2020) did not address other aspects such as the

threat of competitor analysis from international security firms in Dubai nor did they assess the various methods of strategic scanning adopted by NGOs in Dubai.

Madume et al. (2024) did not mention the various steps taken to ensure that economic status of the organization was considered. Additionally, the study failed to incorporate the aspect about the organization culture and structure on strategic scanning. Enzama (2020) failed to incorporate other data collection methods such as questionnaires which were most effective in addressing huge populated studies. Additionally, the study did not provide the competitor analysis methods adopted by the AMREF to ensure they collaborated with them for effective humanitarian assistance on health issues. Lotoot and Sije (2022) did not address the methods used to scan the economic status or the culture of the organization. Further the study could have also incorporated the input of various managers since they were directly involved in strategic scanning process. They should have been incorporated through interview method to ascertain their opinion.

2.4.2 Gaps on Strategy Formulation

The study identified gaps after reviewing studies on strategy formulation. The gaps include: AlDhaheri et al. (2020) did not consider NGOs hence the current study will explore how strategy formulation affected the NGOs performance in the context of Samburu County. Further the study could have used longitudinal to assess the performance of formulated strategies at least over one economic cycle. Onyegbula et al. (2023) did not include junior staffers to ascertain on whether they were given learning opportunities towards strategy formulation.

Kariuki et al. (2023) concentrated only on Catholic church but failed to ascertain the various strategy formulation mechanisms used on the NGOs that the catholic church manages. Onyoni (2022) did not specify the job responsibility inclusivity of the

sampled staff. Therefore, it became a hard task to know how many managers and officers took part in the study. Cherotich (2022) used a very low population of only 7 managers' sample to justify the results hence negatively affecting the replicability of the findings to other NGOs.

2.4.3 Gaps on Strategic Goal Setting

The study identified gaps after reviewing studies on strategic goal setting. Aborass (2021) failed to consider deeper details of goal setting such as clarity of goals and tasks complexity. Kanogu (2022) failed to assess how institutional policies affected goal setting objective of the strategic plans. Obaid (2022) did not assess goal setting mechanism such as feedback and complexity of goals towards reliability of strategic plans. Odero (2023) did not include other management teams such as supervisors and provide their involvement towards the contribution in setting goals.

2.4.4 Gaps on Action Planning

The study identified gaps after reviewing studies on action planning. Kigenza and Irechukwu (2023) failed to address the decision-making routine as part of ensuring that action planning was implemented. Additionally, the study did not distinguish the job cadre of the respondents to ascertain a balanced involvement of senior and junior employees. Kariega (2020) conducted a pilot test on five staff in Ujamaa Africa which was the same institution where the main study took place hence contradicting the results. Isibor et al. (2022) concentrated on NGOs in health sector, there is need to include other NGOs dealing with non-health concerns to determine the action planning they implemented on budgetary control. Orwa and Odollo (2022) did not expound on the measures implemented to ensure resource provision was consistent for action plan actualization. Owino and Omwenga (2022) was done in Migori county hence the is

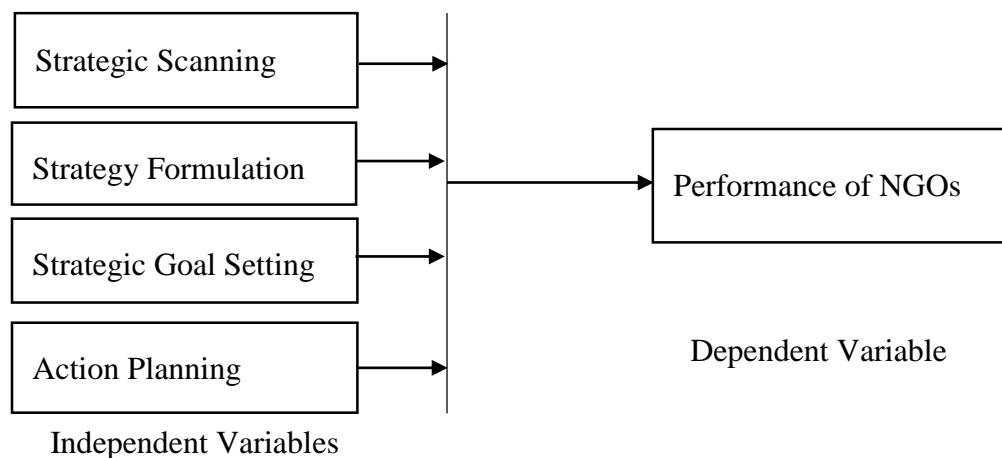
need to extend it to Samburu and consider the various action planning done when developing various projects.

2.5 Conceptual Framework

The conceptual framework of the study indicated that the dependent variable was the performance of NGOs. It had indicators such as number of beneficiaries, projects implemented and level of funding (Zyl et al., 2019). The independent variables were strategic scanning, strategy formulation, strategic goal setting and action planning (Bryson, 2018). Strategic scanning had indicators such as organization structure, economic status, organization culture and competitor analysis (Nwachukwu & Chladkova, 2019). Strategy formulation, had indicators such as strategy formation, business strategy, corporate strategy and functional strategy (Köseoglu et al, 2020). However, strategic goal setting had indicators such as clarity of goals, feedback, commitment and tasks complexity (Ojogiwa, 2021). Finally, action planning had indicators such as strategic plans, business plans, decision making routine and resources available (Kabeyi, 2019).

Figure 2.1

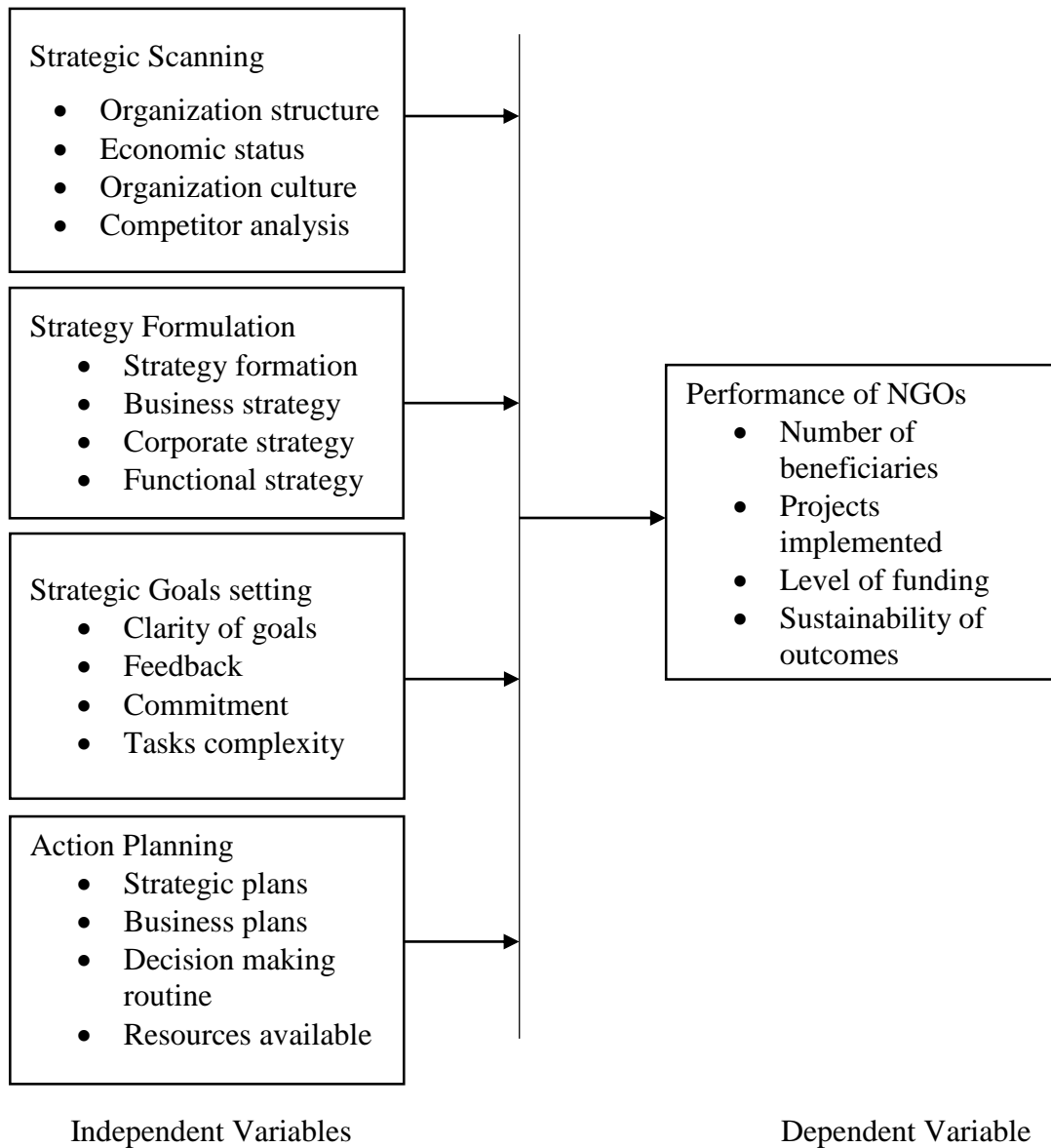
Conceptual Framework



2.6 Operational Framework

Figure 2.2

Operational Framework



2.6.1 Performance of NGOs

The performance of an NGO measured its ability to deliver the intended goals using limited resources that were mostly donated through good will and partnership (USAID, 2022). An NGO's performance could be viewed in terms of number of humanitarian projects implemented at a specific locality within a known timeframe (Zyl et al., 2019). Additionally, also the actual number of needy people that had benefitted from a project enabled the NGO assess its performance since its sole purpose was to improve the livelihoods of people in regards to areas such as health, education, poverty eradication and others ways (Ojogiwa, 2021). Notably, for any project to be implemented, funding had to be present hence the level of funding enabled an NGO ascertain that it was either growing or subsidizing.

2.6.2 Strategic Scanning

An NGO also ensured that strategic planning initiative such as scanning of environment was consistently done (Nyaboga & Mutua, 2023). The environment at the perspective included the structure and systems established by the organization, economic status, culture of the workplace in the NGO and the analysis of the competition in place (Nwachukwu & Chladkova, 2019). The main concentration about strategic scanning was ascertaining whether indeed an NGO had the financial muscle, human capital, resources, and adept policy structure to support a noble cause of humanitarian assistance.

2.6.3 Strategy Formulation

Strategy formulation was also a function of strategic planning whereby focus was concentrated on the ability of different approaches towards enabling the organization achieve its goals at a more efficient manner. The various strategies related to business, corporate and functional approaches (Köseoglu et al, 2020). Strategy formulation gave

particular corporate units like financial priorities, projects, human resources, and marketing overall focus. When there was agreement on the purpose and when most work procedures relied on technology or technical concerns, strategy formulation helped increase productivity (Okwuise, 2023).

2.6.4 Strategic Goal Setting

Goal setting was a component that make up the strategic planning process, according to Al-Balushi et al. (2021). It aided in translating an organization's vision or goal into specific, clear, and attainable goals that require commitment and consistent feedback to strategically execute an action that enables task completion (Ojogiwa, 2021). Therefore, utilizing and having knowledge of patterns, connections, events, and trends affected an NGOs' current and future strategies necessitating the need for goal setting.

2.6.5 Action Planning

Action planning was a crucial step in the actualizing the performance of an NGO. It basically provided the framework for the organization, especially when it had to deal with business, decision making routine and provision of resources (Owino & Omwenga, 2022). Action plans detailed on how to activated the plans into existence so as to improve the performance. Therefore, consistent internal and external communication, engagement of various stakeholders and monitoring techniques of a project are paramount in implementing an action plan (Mäkinen & Varis, 2023).

2.7 Chapter Summary

This chapter showed that the theoretical and empirical literature on strategic planning and performance was deep for this study. The theories that supported the study included resource based, institutional and stakeholder theories. The empirical literature showed that strategic planning was a key factor influencing organizational performance. This

was based on strategic scanning, strategy formulation, strategic goal setting and action planning as the key indicators of strategic planning. Organizational performance had been operationalized in terms of number of beneficiaries, projects implemented and level of funding.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter provides the methodology to be used in carrying out this research. It will have the research design, target population, sample size, and sampling procedures, research instruments, data collection procedures, methods of data analysis and ethical considerations.

3.2 Research Design

The study adopted descriptive research design (Siedlecki, 2020). This was to enable provide a validation of how strategic scanning affects performance, what strategic goals are established to spur performance, when strategy formulation positively affected performance and where action plans were implemented to improve performance. This research design allowed the researcher to dig deep and gain comprehensive insights into the topic, giving a real understanding of what's happening on the ground. Descriptive research design enabled a study collect data without necessarily interfering with the daily activities of the participants (Ng'ang'a et al., 2020).

Therefore, the respondents under consideration were only included in the study when free so as not to interfere with their daily activities. To this extent, the researcher conducted a survey, directly engaging with NGOs in Samburu County to gather practical and relevant data (USAID, 2022). With this design, the researcher could stay focused on the main objective of understanding the effect of strategic planning on NGO performance. Through this study, valuable evidence-based recommendations were provided to empower NGOs and foster positive change in Samburu County.

3.3 Location of the Study

The study was conducted in Samburu County in Kenya which is a region in former Rift Valley. The county is known well for tourist attraction due to huge number of wild-animals. However, it is categorized as Arid and Semi-Arid [ASAL] region since due to harsh climatic conditions it experiences (USAID, 2022). The residents of Samburu County are mostly pastoralists who rely on cattle keeping for economic livelihood. Therefore, the harsh climatic conditions which are mainly hot and dry compels them to move from one region to the other in search of water and pasture for their livestock (Ali, et al., 2023).

Therefore, apart from livestock keeping, the county has been categorized to contain high poverty rates among the locals. The situation has been made worse due to previous harsh climatic conditions such as prolonged drought which drastically affected them due to unimaginable loss of livestock to drought (ASAL Humanitarian Network, 2022). This has exposed them to extremely poor state that requires active support from both government and NGOs. Therefore, the county is home to many NGOs as indicated by thirty-one of them as in in appendix III.

3.4 Target Population

Researcher focused on a specific target population comprising individuals and organizations from whom valuable information was sought. As per Taherdoost, (2021) the population represented a well-defined set, encompassing people, services, elements, events, groups, or households that are under investigation. Mugenda and Mugenda (2003) emphasize the importance of observable characteristics within the target population, as the researcher generalized the study's findings based on these traits.

The population under study encompassed all 31 NGOs within Samburu County. The researcher involved the employees within the NGOs. According to the NGO board (2021), there were 262 employees within the NGOs in Samburu County. These involved the employees who understand strategic planning like project managers, project officers, and head of departments. To obtain the required list of potential participants, the researcher referred to the data from the NGO Board as of December 2021. By focusing on this target population, the researcher aimed to gain meaningful insights into the effect of strategic planning on the performance of NGOs in Samburu County, Kenya.

Table 3.1

Target Population

Type	Number of NGOs	Number of Employees	Proportion
International	9	108	41.2
Local	22	154	58.8
Total	31	262	100.0

Source: Author (2024)

3.5 Sampling Design

A sample size of 158 employees were involved from the total population. The study employed stratified random sampling in which the NGOs were stratified according to their type (international or local). The size of the sample extracted from each stratum will be determined by the use of Yamane (1967) formula. The sample size was one hundred and fifty-eight (158) employees in NGOs within Samburu County. The number of members from each stratum was arrived at based on the Yamane formula:

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

where;

N = population

n = sample

e = margin of error (5%)

$$=262 / (1+262*0.05^2)$$

=158 respondents

Table 3.2

Samples Size

Type	Number of Employees	Proportion	Sample
International	108	41.2	65
Local	154	58.8	93
Total	262	100.0	158

Source: Author (2024)

3.6 Data Collection Instruments

The researcher used structured questionnaires to gather insights from the employees within the NGOs (appendix II). These structured questionnaires addressed aspects such as strategic planning practices and perceived performance indicators (Taherdoost, 2021). The questionnaires had three sections. The first section gathered general information about the NGO and the respondent. The second section investigated strategic planning practices, addressing topics like strategic scanning, strategy formulation, strategic goal setting and action planning. The third section focused on perceived performance indicators, exploring aspects like number of beneficiaries, projects implemented and level of funding. The structured questionnaires were

carefully designed to ensure that valuable insights are captured, enabling the researchers to analyze the correlation between strategic planning practices and NGO performance.

3.7 Pilot Study

During the pre-testing phase as advised by Wadood et al. (2021) the researchers meticulously chose a pilot sample consisting of 16 employees from three NGOs in Isiolo County, Kenya. This thoughtful selection ensured representation from various organizations and employee roles, providing valuable feedback on the questionnaires' effectiveness. Pilot study refines the questionnaires for clarity and relevance, guaranteeing that they are free of errors and appropriately aligned with the research objectives (Wadood et al., 2021). The researchers carefully reviewed the questionnaires to assess if the questions were easy to comprehend and if they accurately captured the intended information related to strategic planning and NGO performance.

3.7.1 Validity

In addition to refining the questionnaires, the researchers also evaluated validity of the instruments (Surusu et al., 2020). For validity, the researchers checked if the questions effectively measured the constructs under investigation, ensuring that they were valid indicators of the concepts being studied. Therefore, content, criterion and construct types of validities were measured (Surusu et al., 2020).

3.7.2 Reliability

To assess reliability, the researchers examined the consistency of the responses to the questions (Nikmard et al., 2023). They used techniques like Cronbach's Coefficient Alpha to measure internal consistency and ensure that the questions produce reliable and consistent results (Ullah et al., 2023). The Cronbach alpha coefficient has a range

from 0 to 1 whereby 0.7 to 1 marks reliability whereas anything less than 0.7 signifies unreliability.

3.8 Data Collection Procedure

The study obtained authorization from KeMU to conduct the study whereby an introduction letter was issued. This letter was used to apply for NACOSTI research permit to authenticate the entire data collection process. Considerably, the researcher consulted the services of two research agents to facilitate the data collection process. On the day of data collection, the researcher accompanied the agents to various NGOs as indicated in appendix III. They met with representatives of the NGO for authorization to collect data from the research respondents.

After authorization, the researcher and research agents sought informed consent from participants, clearly explaining the study's purpose and their rights as participants. The researchers distributed them in person to the employees within the NGOs. The distribution provided an opportunity to address any queries and encourage higher response rates. Follow-up reminders were politely sent to those who had not completed the questionnaire to enhance participation. The drop-and-pick methodology was adopted in the administration of the questionnaires. After data collection exercise ended, the researcher thanked the respondents and stored the returned questionnaires in a safe place awaiting further analysis.

3.9 Data Analysis and Presentation

The quantitative data was analyzed by descriptive and inferential statistics. The Statistical Package for Social Science (SPSS version 25) was used to aid in the analysis, as it allowed easy and quick performance of various statistical calculations. Descriptive statistics such as frequencies, percentages and mean were analyzed. Pearson

Correlation analysis was used to test the hypothesis and in determining the relationship between variables, a multiple regression model was used. This model enabled the researchers to understand how the different strategic planning factors influence the performance. The multiple regression model took the form of;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \mu$$

Where, Y = Performance of NGO

X₁ = Strategic scanning

X₂ = Strategy formulation

X₃ = Strategic goal setting

X₄ = Action planning

β₀ = constant

β₁₋₄ = Beta

μ = error term representing other predictors of NGO performance

Results were presented using tables, figures and explanations according to the results. The study also conducted diagnostic tests such as normality, linearity, multicollinearity, and autocorrelation. The aim of these tests was to satisfy various regression assumptions required before conducting an analysis.

3.10 Ethical Considerations

In contemporary social research, researchers prioritized ethical protections to safeguard the rights of research participants. A fundamental principle that was observed was voluntary participation, ensuring that individuals were not coerced into joining a study. The researcher also sought consent from the respondents. Here, the respondents were given questionnaires after they agreed to be involved in the research.

Furthermore, ethical standards required researchers not to expose participants to situations where they might have faced physical or psychological harm. The researchers ensured that the well-being and safety of the participants was paramount throughout the study. Confidentiality and anonymity were guaranteed for all participants, meaning that their identities remained undisclosed throughout the research. This safeguard ensured that their personal information remained protected and confidential. The information provided by the researcher was stored safely to ensure that the data cannot be accessed by unauthorized persons.

To facilitate the research process, an introductory letter was obtained from KEMU, adding credibility and legitimacy to the study. This was strengthened by a research permit from NACOSTI which was attached to the questionnaire. Additionally, lists of all NGOs within Samburu County was acquired from the NGO board. This step eased the identification of relevant participants and streamlined the data collection process, ensuring a comprehensive and accurate census. By upholding these ethical standards, the research aimed to foster trust and respect among the participants while maintaining the integrity of the study's findings.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter provides the results on the effect of strategic planning on performance of non-governmental organizations in Samburu County, Kenya. It includes the reliability findings, response rate, background information, diagnostic tests, descriptive statistics, correlation and multiple regression results.

4.2 Response Rate

The study sampled 65 employees working in International NGOs and 93 employees working in local NGOs making a total of 158 employees who were proficient in strategic planning. Project managers, project officers and head of departments were issued with questionnaires and their response rate is provided in Table 4.1.

Table 4.1

Response Rate

Respondents	Sampled	Response	Percentage
Employees working in International NGOs	65	45	69%
Employees working in Local NGOs	93	88	95%
Total	158	133	84%

Table 4.1 indicates that there were 45(69%) employees working in the international NGOs and 88(95%) employees were working in local NGOs in Samburu. They comprised of the population that returned the fully filled questionnaires. According to

Mugenda & Mugenda (2003), a response rate of more than 70% implies a highly positive outcome of a study. Thus, the current study's response rate was satisfactory.

4.3 Reliability Results

The study carried out a pilot test in the nearby Isiolo County. Table 4.2 provides the results.

Table 4.2

Reliability Results

Instrument	Cronbach's Alpha	N of Items
Strategic Scanning	0.796	5
Strategy Formulation	0.845	9
Strategic Goal Setting	0.914	8
Action Planning	0.936	8
Performance of NGOs	0.874	6
Average	0.873	7

Table 4.2 shows that the average Cronbach Alpha coefficient was 0.870, which exceeded 0.7. According to Ullah et al. (2023), a coefficient between 0.7 and 1 suggests that the instruments are reliable, whilst a value less than 0.7 indicates that they are unreliable. As a result, the questionnaires utilized in this study had a coefficient of 0.873, indicating their reliability. This means that the questionnaires had the ability to be used more than once and any clarifications/further elaboration of the questions were done, to improve the reliability even more.

4.4 Background Information

The study asked general information from the respondents which involved their age, gender, level of education, number of years their organizations had been in operation and their individual work experience. Table 4.3 provides the results.

Table 4.3

Demographic Information of Employees

Age	Frequency	Percent	Cumulative Percent
More than 55 years	6	5	5
46 to 55 years	11	8	13
36 to 45 years	68	51	64
25 to 35 years	26	19	83
Below 25 years	22	17	100
Total	133		

Level of Education	Frequency	Percent	Cumulative Percent
Secondary	6	5	5
College	85	64	69
University	42	31	100
Total	133		

Operation of NGOs	Frequency	Percentage	Cumulative Percent
Above 20 years	28	21	21
16 to 20 years	18	14	35
11 to 15 years	20	15	50
5 to 10 years	34	26	76
Less than 5 years	33	24	100
Total	133		

Work Experience in the NGO	Frequency	Percent	Cumulative Percent
More than 15 years	5	4	4
11 to 15 years	10	8	12
6 to 10 years	18	14	26
1 to 5 years	62	46	72
Less than 5 years	38	28	100
Total	133		

According to Table 4.3, the majority of employees 68(55%) working in both international and local NGOs were between the ages of 36 and 45 years, with 26(19%) with 25-35 years. Nevertheless, there were 6(5%), who were more than 55 years.

Notably, majority of the respondents were female employees 80(60%) and male 53(40%). The results mean that most staff working in Samburu County's NGOs comprised of middle-aged personnel (25 to 45 years old) and were accorded the responsibility of developing strategic plans. Therefore, they were mature and mentally stable to make informed strategic decisions and ensure accountability on the plans they developed.

According to Enzama (2020), performance improved when practices established as a result of mutual and mature understanding were implemented. Further, this category of people had lived before technological age and after technological age. This means they had the capability to make strategic plans both from peer consultation and employment of technological software. Considerably, the blending of the two methods provides an ample platform for solid decisions that can withstand test of time and improve the performance of the NGOs. Comparatively, Aborass (2021) also noted that NGOs performance improved as a result of incorporation of hybrid strategic plans, resulting from computerized decision-making software and consultation with professionals.

Further, 85(64%) of the participants said they had attended college, followed by 42(32%) who had attended university. In addition, when asked how long the NGOs they work for had been in operation, 34(26%) employees responded that their NGOs had been operating for 5-10 years, followed by 33(24%) who had been operating for less than 5 years. Nevertheless, 18(14%) of them has been operating for less than 16-20 years. The result mean that majority of the senior management had acquired the required education threshold to make concurrent and adept strategic plans. As also established by Isibor et al. (2022) college qualifications were necessary to perform basic strategic planning operations such as budgetary control methods to sustain performance

of NGOs. Additionally, the current study's result noted that majority of NGOs had operated more than 5 years indicating their impact in the Samburu County. However, there was still room for improvement since handful of them had operated for extensive period of time such over 15 years. Comparatively, Kariega (2020) also noted that the excellence in the implementation of projects by Kenya's NGOs such as Ujamaa Africa boosted the existence for long.

Additionally, the respondents who had highest working experience were 62(46%) with 1 to 5 years of work experience. This was followed by 38(28%) who had worked for less than 5 years. The respondents who had worked for more than 15 years were 5(4%). The results imply that due to the limitation of funding of various strategic plans, staff were employed on contract basis. On the one hand, it facilitated consistence in performance among the staff especially towards the implementation of strategic plans. On the other hand, there were various factors that prevented employees not to work in the organizations for many years. This could be as a result of employees being given work on contact basis and not being retained after their contract ended. Karimi (2021) also found out that the kind of impact that strategy formulation had, was based on the availability of funds and the length of the contracts issued to the staff.

4.5 Diagnostic Test

The study conducted various diagnostic tests such as normality, linearity and multicollinearity.

4.5.1 Normality Test

The study conducted normality test to assess the accuracy of data as provided in Table 4.4.

Table 4.4*Normality Test*

		Performanc e of NGOs	Strategic Scanning	Strategy Formulation	Strategic Goal Setting	Action Planning
N		133	133	133	133	133
Normal Parameters ^{a,b}	Mean	16.9248	14.2105	26.1429	22.5789	22.6992
	Std. Devia tion	3.19949	3.00266	4.13438	4.63225	4.06572
Most Extreme Differences	Absol ute	.088	.100	.110	.088	.078
	Positi ve	.060	.100	.085	.065	.074
	Negat ive	-.088	-.085	-.110	-.088	-.078
Kolmogorov-Smirnov Z		1.019	1.153	1.272	1.020	.904
Asymp. Sig. (2-tailed)		.251	.140	.079	.250	.388

a. Test distribution is Normal.

b. Calculated from data.

Table 4.4 indicates that Asymp value/Significance value for strategic scanning was 0.140, strategy formulation was 0.079; strategic goal setting was 0.250; Action planning was 0.388 and performance of NGOs was 0.251. As a result, the data was normal as the significance value was above 0.05. The result mean that the responses given by the respondents were equally distributed such that there were no cases of the responses being overpopulated in agreement of in disagreement.

4.5.2 Linearity Test

The study performed a linearity test to investigate the relationship between strategic planning variables and performance of NGOs. Table 4.5 shows linearity test.

Table 4.5*Linearity Test*

			Sum of Squares	Df	Mean Square	F	Sig.
Performance of NGOs *	Between Groups	(Combined)	141.788	13	10.907	1.073	.389
		Linearity	14.887	1	14.887	1.465	.229
	Within Groups	Deviation from Linearity	126.901	12	10.575	1.040	.417
		Total	1209.460	120	10.164		
Strategic Scanning			1351.248	133			
Strategy Formulation	Between Groups	(Combined)	233.118	18	12.951	1.320	.188
		Linearity	14.589	1	14.589	1.487	.225
	Within Groups	Deviation from Linearity	218.529	17	12.855	1.311	.198
		Total	1118.131	115	9.808		
Strategic Goal Setting			1351.248	133			
Strategic Goal Setting	Between Groups	(Combined)	227.752	21	10.845	1.072	.389
		Linearity	6.899	1	6.899	.682	.411
	Within Groups	Deviation from Linearity	220.853	20	11.043	1.091	.369
		Total	1123.496	112	10.122		
Action Planning			1351.248	133			
Action Planning	Between Groups	(Combined)	126.136	19	6.639	.612	.890
		Linearity	14.686	1	14.686	1.355	.247
	Within Groups	Deviation from Linearity	111.450	18	6.192	.571	.914
		Total	1225.112	114	10.842		
Total			1351.248	133			

Table 4.5 indicates that significance value for strategic scanning was 0.417, strategic formulation was 0.198; Strategic goal setting was 0.369 and action planning was 0.914. Therefore, the results show that there was a linear relationship between strategic planning variables and performance of NGOs. This means that there was a causal relationship between strategic scanning, strategic formulation, strategic goal setting, action planning, and performance of NGOs.

4.5.3 Multicollinearity

The study conducted multicollinearity to ascertain the unique characteristics of strategic planning variables against each other. Table 4.6 provides the results.

Table 4.6

Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
Strategic scanning	.997	1.003
Strategy formulation	.996	1.004
Strategic goal setting	.996	1.004
Action plan	.998	1.002

Table 4.6 shows that strategic scanning had a tolerance value of 0.997 and VIF of 1.003; Strategy formulation had a tolerance value of 0.996 and VIF of 1.004; Strategic goal setting had a tolerance value of 0.996 and VIF of 1.004 and action plan had a tolerance value of 0.998 and VIF of 1.002. Considering that all variables had a tolerance value of more than 0.2 and a VIF value of less than 5, indicated that the strategic planning variables were distinct from one another. This could also mean that their characteristics were different from each other hence strengthening the interaction levels.

4.6 Descriptive Statistics of Performance of NGOs

Performance of NGOs was the dependent variable and it had indicators such as number of beneficiaries, projects implemented and level of funding. The table had an ordinal Likert scale whereby 1 represented strongly disagree; 2- disagree;3-neutral;4-agree and 5-strongly agree. Table 4.7 provides the results.

Table 4.7

Descriptive Statistics of Performance of NGOs

Statements N=133	1	2	3	4	5	Mean
NGO reaches high number of people	9 (7%)	29 (22%)	52 (39%)	30 (23%)	13 (9%)	3.18
NGO's efforts impact a wide range of beneficiaries	15 (11%)	10 (8%)	13 (10%)	52 (39%)	43 (32%)	4.08
NGO executes a diverse range of projects	16 (12%)	15 (11%)	52 (39%)	29 (22%)	21 (16%)	3.26
Projects implemented by NGOs are impactful	13 (10%)	12 (9%)	10 (8%)	58 (44%)	40 (30%)	4.16
NGO secures sufficient funding	53 (40%)	44 (33%)	12 (9%)	15 (11%)	9 (7%)	2.12
Goals are achieved due to adequate funding	36 (27%)	48 (36%)	23 (17%)	16 (12%)	10 (8%)	2.43

Table 4.7 indicates majority of the respondents 40(30%) strongly agreed and 58(44%) agreed on a mean of 4.16 that the projects implemented by NGOs created a positive

and lasting impact on the community. Additionally, 43(32%) strongly agreed and 52(39%) agreed on a mean of 4.08 that the NGO's efforts positively impact a wide range of beneficiaries. The results' implication is that the strategic plans that the NGOs management were making had positively impacted the community members. This is an encouraging move towards sustainability of humanitarian projects and proficient management of donations to improve the performance of NGOs. Comparatively, Kigenza and Irechukwu (2023) noted that Rwanda's NGOs performance towards changing the lives of rural community members improved significantly due to the strategic plans they had instigated. Further, Munene and Nyaga (2021) established that when there were adept leadership practices that supported clear, effective, efficient, and consistent strategic plans, the impact of the NGOs was felt at the grassroots of the society.

However, 53(40%) strongly disagreed and 44(33%) disagreed on a mean of 2.12 that NGOs secured sufficient funding to support their operations and initiatives. The results' implication is that NGOs were undergoing tough times in securing consistent funding that would support their strategic planning processes. This meant that strategic plans were derailed hence negatively affecting the number of projects implemented which had a direct consequence to the beneficiaries reached. According to Sadq et al. (2020), the harder it was for NGOs to secure funding, the tougher it became to widen the scope of their strategic plans. Additionally, Owino and Omwenga, (2022), revealed that when the senior management had less financial motivation, it negatively affected their morale towards establishing long term strategic plans and mainly focused on short term strategic plans.

4.7 Descriptive Statistics of Strategic Scanning

Strategic scanning was the first independent variable and had indicators such as organization structure, economic status, organization culture and competitor analysis.

Table 4.8 provides the results;

Table 4.8

Descriptive Statistics of Strategic Scanning

Statements N=133	1	2	3	4	5	Mean
NGO undertakes strategic scanning of the environment	12 (9%)	15 (12%)	11 (8%)	52 (39%)	43 (32%)	4.25
NGO enjoys an organization structure	5 (4%)	25 (19%)	23 (17%)	33 (25%)	47 (35%)	3.11
NGO frequently scans the economic status of the community and the organization	44 (33%)	25 (19%)	18 (14%)	25 (19%)	21 (15%)	2.65
Organization culture of organization is good	12 (9%)	22 (17%)	24 (18%)	49 (36%)	26 (20%)	3.01
Competitor analysis is frequently done	49 (37%)	43 (32%)	16 (12%)	14 (11%)	11 (8%)	2.35

Table 4.8 indicates that majority of the respondents 43(32%) strongly agreed and 52(39%) agreed on a mean of 4.25 that NGO's regularly undertook strategic scanning of the environment. Additionally, the table also indicates that 47(35%) strongly agreed and 33(25%) agreed on a mean of 3.11 that the NGO enjoyed a structure that fits the strategies adopted by the organization. The results' implication that NGOs were keen in identifying their strengths, reducing their weaknesses, taking advantage of the opportunities around them, and demystifying the threats in their line of business.

This ensured that they were well aware of the environment in terms of what the environment can offer, the risks involved and the strategies that can work in different context of the people they serve in the community. They therefore set organization structures that can work to their advantage while at the same time reducing the overall resource wastage in non-viable projects. According to Odhiambo and Njuguna (2021), adept resource management involves reduction of expenditures and development of strategies that can enable an organization achieve its mission and vision. In the same line of thought Nkemchor and Ezeanolue (2021). revealed that the easier it was scanning for opportunities reducing threats, managing weaknesses and capitalizing on organizational strength improved performance.

However, 49(37%) strongly disagreed and 43(32%) disagreed on a mean of 2.35 that competitor analysis was frequently done within their organization. The implication is that most NGOs underestimate their competitors to a point that they did not take note of the obvious signs of improved strategic plans that their competitors were adopting. This left out a gap on the strategic plans that worked and those that did not work on the applicability of the scope they operated within. Therefore, a lot of resources were wasted as many of the strategic plans adopted had not worked in their competitors institutions leaving a higher chance of the same happening in their organization.

According to Kebede (2020), since most NGOs served similar purposes in the community, their strategic plans were more of the same hence what did not work in one institution had a high chance of not working in the other especially when they were in the same locality.

4.8 Descriptive Statistics of Strategy Formulation

Strategy formulation was the second independent variable and it had indicators such as strategy formation, business strategy, corporate strategy and functional strategy. Table 4.9 provides the results

Table 4.9*Descriptive Statistics of Strategy Formulation*

Statements N=133	1	2	3	4	5	Mean
Formulation process is well-structured and efficient	9 (14%)	12 (9%)	25 (19%)	36 (18%)	51 (31%)	4.25
Systematic identification and assessment of strategic alternatives	17 (13%)	11 (8%)	21 (16%)	44 (33%)	40 (30%)	4.10
Rational and effective selection of strategies	25 (19%)	26 (20%)	32 (24%)	33 (25%)	17 (12%)	3.15
Familiarity with current business strategy	18 (14%)	22 (17%)	46 (34%)	32 (24%)	15 (11%)	3.45
Effective communication of business strategy	43 (32%)	50 (38%)	23 (17%)	7 (5%)	10 (8%)	2.24
Alignment of corporate strategy with mission and vision	19 (14%)	24 (18%)	43 (32%)	30 (22%)	19 (14%)	3.24
Integration of the corporate strategy with business units	20 (15%)	24 (18%)	38 (29%)	34 (25%)	17 (13%)	3.26
Alignment of strategies with functional areas	31 (23%)	34 (26%)	26 (20%)	20 (15%)	22 (16%)	2.98
Functional strategies are cohesive	8 (6%)	14 (11%)	28 (21%)	63 (47%)	20 (15%)	3.41

Table 4.9 shows that majority of the respondents 51(31%) strongly agreed and 36(18%) agreed on a mean of 4.25 that strategy formulation process in their organization is well-structured and efficient. In addition, 40(30%) strongly agreed and 44(33%) agreed on a mean of 4.10 that the identification and assessment of strategic alternatives were systematically conducted in their organization. The results' implication is that NGOs management took seriously the process of formulating strategies through establishing well thought structures that were efficient and acted as guidelines towards achievement of set objectives. Therefore, this made it easier to identify the available alternatives that were at their disposal when formulated strategies did not work. Considerably it became paramount that the art of management and strategic formulation was easier for new managers to adhere to its implementation. According to Alosani, and Yusoff (2020) the reason as to why most NGOs failed to operationalize their activities as a going concern, was due to accurate strategic formulation guidelines in place. Additionally, Bhandari et al. (2022). revealed that a well-structured institution managed effectively its strategies beginning from formulation to implementation.

However, 43(32%) strongly disagreed and 50(38%) disagreed on a mean of 2.24 that the business strategy is effectively communicated and understood by employees at all levels. The result's implication is that there was a drift between the senior management and the employees. This brought about miscommunication of the developed strategic plans to junior employees. It could be in terms of late communication of strategic plans; partial communication on parts of strategic plans; or overall failure communication of the strategic plan. According to AlDhaheri et al. (2020), this could be brought about by insufficient communication structures, employee conflict and unwillingness of the senior management to interact with the junior employees.

4.9 Descriptive Statistics of Strategic Goal Setting

Strategic goal setting was the third variable and it had indicators such as clarity of goals, feedback, commitment and tasks complexity. Table 4.10 provides the results.

Table 4.10

Descriptive Statistics of Strategic Goal Setting

Statements N=133	1	2	3	4	5	Mean
My organization has a strategic goal	11 (8%)	15 (11%)	53 (40%)	38 (29%)	16 (12%)	3.86
Mission statement of my organization clearly defines its purpose	6 (4%)	10 (8%)	18 (14%)	52 (39%)	47 (35%)	4.45
Mission statement guides decision-making and commitment	36 (27%)	40 (30%)	25 (19%)	17 (13%)	15 (11%)	2.74
vision statement outlines a compelling and aspirational future	14 (11%)	18 (14%)	45 (34%)	42 (32%)	14 (11%)	3.15
vision statement is regularly communicated and reinforced by leadership	14 (11%)	16 (12%)	18 (14%)	50 (37%)	35 (26%)	4.08
leadership team in my organization effectively communicates to make tasks less complex	22 (16%)	18 (14%)	36 (27%)	29 (22%)	28 (21%)	3.25
leadership team actively involves employees in the strategic decision-making	48 (35%)	56 (42%)	10 (8%)	9 (7%)	10 (8%)	2.25
My organization sets clear and achievable goals	26 (20%)	14 (10%)	42 (32%)	35 (26%)	16 (12%)	3.26

Table 4.10 indicates that majority of the respondents 47(35%) strongly agreed and 52(39%) agreed on a mean of 4.45 that the mission statement of their organization clearly defined its purpose and reason for existence. Further, 35(26%) strongly agreed and 50(37%) agreed on a mean of 4.08 that the vision statement was regularly communicated and reinforced by leadership. The results indicate that NGOs had vision and mission statement that were actively followed in every undertaking they engaged in. Therefore, the management took time to orient junior employees into submission towards the vision and the mission of the organization.

This involved frequent reminder on the reason of existence of the organization through meetings, in person communication and online platforms. Additionally, the management took time to mentor new employees till they understood the mission and the vision. According to Cherotich (2022), the initiative by the management to take charge on communicating and ensuring employees understand how their roles affect mission and vision was paramount towards long term existence of the institution. Further, Islam (2022) discovered that when senior management worked in tandem with junior employees towards creating awareness on the implication of day-to-day task towards the bigger picture of the institution, there was an increment in performance.

However, 48(35%) of respondents strongly disagreed and 56(42%) disagreed on a mean of 2.25 that the leadership team actively involved employees in the strategic decision-making process. This means that there were management concerns on security and privacy of strategic plans in the process of formulation. According to Ng'ang'a et al. (2020), leakage of strategic plans that are yet to be implemented, to third parties were mainly due to junior employees. Additionally, Odero (2023) revealed that it was economically sound not to involve junior employees in decision making since they had

less exposure to experience and working experience to make sound contribution. Otherwise, most of their opinions were based on hearsay rather than real life experience.

4.10 Descriptive Statistics of Action Planning

Action planning was the fourth independent variable and it had indicators such as strategic plans, business plans, decision making routine and resources available. Table 4.11 provides the results.

Table 4.11*Descriptive Statistics of Action Planning*

Statements N=133	1	2	3	4	5	Mean
The organization has an operational strategic plan	6 (5%)	8 (6%)	15 (11%)	56 (42%)	48 (36%)	4.36
Strategic plans outline clear and specific actions to achieve our long-term objectives	11 (8%)	39 (0%)	32 (24%)	32 (24%)	19 (14%)	3.07
Strategic plans are regularly reviewed and updated	7 (5%)	6 (5%)	20 (15%)	66 (49%)	34 (26%)	4.20
Business plans translate strategic goals into actionable steps	10 (8%)	27 (20%)	37 (28%)	40 (30%)	19 (14%)	3.14
Business plans include measurable targets and timelines for achieving specific outcomes	10 (8%)	18 (14%)	52 (39%)	35 (26%)	18 (13%)	3.68
My organization follows a structured decision-making routine	23 (17%)	19 (14%)	33 (25%)	30 (23%)	28 (21%)	3.14
allocation of adequate resources	33 (25%)	56 (42%)	20 (15%)	13 (10%)	11 (8%)	2.53
The allocation of resources is transparent and based on strategic priorities	6 (5%)	8 (6%)	67 (50%)	32 (24%)	20 (15%)	3.16

Table 4.11 indicates that majority of the respondents strongly agreed 48(36%) and 56(42%) agreed on a mean of 4.36 that their organization had an operational strategic plan. Further, 34(26%) strongly agreed and 66(49%) agreed on a mean of 4.20 that the strategic plans were regularly reviewed and updated to remain relevant and adaptable. The implication is that NGOs had incorporated realistic processes to follow on the basis of day, week, month and yearly timelines. Therefore, the operations were adequately covered to instigate quality measures of serving the community. This was in perspective of resource management, conflict resolution, corrective reasoning and wastage management. In the long run efficiency was guaranteed on the operations living a lasting impact to the concerned society. According to Gable (2020), action planning was considered a manifesto for implementing resolutions in all departments.

However, 33(25%) strongly disagreed and 56(42%) disagreed on a mean of 2.53 that their organization allocates adequate resources to support the implementation of strategic and business plans. The implication is that there was an acute shortage of financial resources limiting the entirety of action planning initiatives. This left out resource allocation to key strategic plans while others that had no much significance were left out. Notably, NGO Board (2021) argued that strategic planning was closely associated with the donation level of an NGO. Nevertheless, Obaid (2022) contradicts this narrative by stating that a well structures strategic plan attracts investments, grants and donations.

4.11 Correlation Analysis

The study had four null research hypothesis which stated that strategic scanning had no significant effect on performance of NGOs; Strategy formulation had no significant effect on performance of NGOs; Strategic goal setting had no significant effect on

performance of NGOs; Action planning had no significant effect on performance of NGOs. Table 4.12 provides the correlation analysis results.

Table 4.12

Correlation Analysis

		Performance of NGOs	Strategic Scanning	Strategy Formulation	Strategic Goal Setting	Action Planning
Performance of NGOs	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	133				
Strategic Scanning	Pearson Correlation	.505	1			
	Sig. (2-tailed)	.009				
	N	133	133			
Strategy Formulation	Pearson Correlation	.704	.045	1		
	Sig. (2-tailed)	.034	.606			
	N	133	133	133		
Strategic Goal Setting	Pearson Correlation	.331	-.023	-.044	1	
	Sig. (2-tailed)	.004	.793	.616		
	N	133	133	133	133	
Action Planning	Pearson Correlation	.440	.005	-.022	.035	1
	Sig. (2-tailed)	.002	.952	.800	.692	
	N	133	133	133	133	133

Table 4.12 indicates that the correlation coefficient $r=0.505$ at $\alpha < 0.009$ and 99% significance level. Therefore, since the correlation coefficient was less than 1 and p-value was less than 0.05, the study rejected the null hypothesis. Therefore, the implication is that strategic scanning had the second highest significant effect on performance of NGOs in this study as compared to other variables. Therefore, most NGOs had ensured that their structures had high quality and supported decision making that was fair, reasonable and well informed. Additionally, it was noted that the organizational culture was accommodative to incorporate competitor analysis and

improved the economic status. Comparatively, Aborass (2021) also established a positive correlation between NGOs performance and scanning as part of strategic planning. In Nigeria, Nwachukwu and Chladkova (2019) assessed how the firm's performance aspects related to strategic management, analysis and resources worked together while moderated by the structure of the organization. In order to gather information from 105 managers at the four international companies that operate in Nigeria's mobile telecommunications market, the study uses a survey approach. The outcomes imply a strong and positive correlation between strategic performance and financial resources, human resources, and strategic scanning.

Table 4.12 shows that the correlation coefficient $r=0.704$ at $\alpha < 0.034$ and 99% significance level. Therefore, since the correlation coefficient was less than 1 and p-value was less than 0.05, the study rejected the null hypothesis. Therefore, the implication is that strategy formulation had the highest significant effect on performance of NGOs in this study as compared to other variables. The result mean that the formulation of business, corporate and functional strategies contributed significantly towards establishment of reliable, efficient and profitable structures that could propel the ultimate performance of the NGOs. George et al. (2019) answered the question on whether strategic planning improves organizational performance. The question of whether strategic planning enhances organizational performance is posed, which conducted a systematic review of 87 relationships from 31 empirical research. Strategic planning had a favorable effect on organizational performance, according to a random-effects meta-analysis. The results of a meta-regression analysis indicate that strategic formulation improves organizational performance. In another study, Mutole (2019) evaluated how health NGOs' performance was affected by management of strategies in Nairobi. A quantitative research design was utilized. The data was

collected via a survey of 131 employees and the survey instrument was a questionnaire that was developed and validated by the researcher. Analysis was done via descriptive statistics, correlation analysis and regression analysis. Outcomes showed strategic formulation had a significant positive relationship with performance.

Table 4.12 shows that the correlation coefficient $r=0.331$ at $\alpha < 0.004$ and 99% significance level. Therefore, since the correlation coefficient was less than 1 and p-value was less than 0.05, the study rejected the null hypothesis. Therefore, the implication is that strategic goal setting had the least significant effect on performance of NGOs in this study as compared to other variables. The result means that when the management provided clarity to NGOs goals, it promoted commitment and effective completion of tasks to satisfaction. Additionally, the support to employees such as accepting their feedback encouraged them to be part of the institutions. Comparatively, Munene and Nyaga (2021) also noted that when goals were effectively set everyone in the institution knew what they were supposed to do towards improving employee productivity.

In tourism government agencies in Kenya, Ng'ang'a et al. (2020) did a study on the influence of strategic planning on performance of organizations. This research used qualitative as well as quantitative info in a cross-sectional research approach. The purpose of the data collection process was to obtain comprehensive insights into the impact of strategic planning on organizational performance, gathered from both management and non-management personnel. With a 78% response rate and an overall sample numbering 420, the research's data was gathered by questionnaires. Both descriptive and inferential analysis were performed. Strategic planning had a big impact on how well tourism agencies operate organizationally.

Table 4.12 indicates that the correlation coefficient $r=0.440$ at $\alpha < 0.002$ and 99% significance level. Therefore, since the correlation coefficient value was less than 1 and p- value was less than 0.05, the study rejected the null hypothesis. Therefore, the implication is that action planning had second lowest significant effect on performance of NGOs in this study as compared to other variables. The results reveal that as a result of adequate strategic and business plans, the routine of decision making was efficient leading to proper utilization of resources. According to Abdi (2020), availability of resources increased when there were measures of action planning in an institution.

For action planning, Kimathi (2022) conducted a study on the impact of strategic planning on the organizational performance of agricultural trading companies in Mombasa, Kenya. The research utilized a descriptive design, which guaranteed a thorough description of the situation. The population that was the subject of concern consisted of event planning organizations in Nairobi CBD, and the sample size was chosen from among these firms, aiming for a sample size of 60 (30%). The investigation employed a purposive sampling method to identify the engaging event planning businesses and data was gathered employing a questionnaire that was structured to achieve the research's goals. Descriptive statistics were utilized to analyze data. The findings strongly acknowledged that strategic planning through action plans improves the business processes and ultimately improves organization performance.

4.12 Multiple Regression Analysis

The study conducted multiple regression analysis to examine the influence of strategic planning on performance of NGO's. The analysis involved, model summary, ANOVA and regression coefficient.

4.12.1 Model Summary

The study conducted a model summary to ascertain the percentage influence of strategic planning on performance of NGOs, as in Table 4.13.

Table 4.13

Model Summary of the Effect of Strategic Planning on Performance of NGO's

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.559 ^a	.313	.310	2.21471

a. Predictors: (Constant), Action Planning, strategic Scanning, Strategic Goal Setting, Strategy Formulation

b. Dependent Variable: Performance of NGOs

Table 4.13 indicates that R is 0.559 while R square is 0.313. This means strategic planning had a 31.3 percent influence on NGOs performance. The other 68.7 percent was due to other factors not considered in this study. The results' implication is that strategic planning had a meaningful contribution towards performance. Therefore, aspects like strategic scanning, strategy formulation, strategic goal setting and action planning were part and parcel of decisions made in an organization as long as they were performance focused. According to Tapp and Warren (2019), strategic plans signified a high influence on performance.

4.12.2 ANOVA Analysis

The study also provided ANOVA analysis to ascertain and answer the general objective which examined the effect of strategic planning on performance of NGOs in Samburu County. Table 4.14 provides the results.

Table 4.14

ANOVA Results of the Effect of Strategic Planning on Performance of NGOs

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	423.247	4	931.724	284.124	0.00 ^b
	Residual	928.001	128	5.214		
	Total	1351.248	132			

a. Dependent Variable: Performance of NGOs

b. Predictors: (Constant), Action Planning, Strategic Scanning, Strategic Goal Setting, Strategy Formulation

Table 4.14 indicates the significance is 0.00 at an F-Statistics of 284.124. This means that the Sig was below 0.05 hence a positive effect of strategic planning on NGOs performance. Therefore, this is an implication that strategic planning contributed immensely on performance. In comparison Odhiambo and Njuguna (2021) also discovered that strategic management practices such as planning had a significant effect on performance of Health NGOs.

4.12.3 Regression Coefficient Analysis

The study had a model which indicated that: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$;

Where, Y = Performance of NGO

X_1 = Strategic scanning

X_2 = Strategy formulation

X_3 = Strategic goal setting

X_4 = Action planning

β_0 = constant

β_{1-4} = Beta

μ = error term representing other predictors of NGO performance

The study conducted a regression coefficient analysis to determine the values as in Table 4.15.

Table 4.15

Regression Coefficient of the Effect of Strategic Planning on Performance of NGOs

Variable	β	Std. Error	t	p-value
(Constant)	.204	.102	2.000	.001
Strategic Scanning	.294	.099	2.970	.001
Strategy Formulation	.154	.058	2.655	.002
Strategic Goal Setting	.081	.031	2.613	.001
Action Planning	.282	.097	2.907	.018

a. Dependent Variable: Performance of NGOs

Strategic scanning is a significant indicator of performance as shown by p-value of 0.001 which is less than 0.05. The results are to be expected since the ability to assess the environment to identify the organization's strengths, weaknesses, opportunities, and threats requires critical elements such as identifying the organization structure, culture, analyzing the strength of competitors and general economic status. This enables an organization have increased performance. The results agree with Jayawarna and Dissanayake (2019) who expounded on how the performance of organization was affected through planning and scanning of strategies from the perspective of practical and conceptual angle. This work adopts a logical approach because it was backed up by actual data. The study found that empirical studies showed that strategic scanning positively influenced and was a vital element in enabling organizational performance.

Strategic formulation is a significant indicator of performance as shown by p-value of 0.002 which is less than 0.05. The results are to be expected because in the process of

coming up with a plan that enables an NGO achieve its desired set requires identifying alternative strategies, evaluating the feasibility of each strategy, and selecting the best strategy. This is to serve business, corporate or functional roles in the organization to enhance performance. The results agree with Madume et al. (2024) who indicated that whether it was a business or cooperate, there was the need to have functional strategies formulated to minimize risks and maximize shareholders wealth in Nigeria's manufacturing firms.

Strategic goal setting is a significant indicator of performance as shown by p-value of 0.001 which is less than 0.05. The results to be expected because as an organization was blending long-term, precise and quantifiable objectives, commitment and constructive feedback was enhance to enable the organization attain its vision, mission and values. The results agree with Maina and Murimi (2023) who revealed that NGOs with well-communicated strategic goal directions had stronger stakeholder support, leading to improved resource mobilization and enhanced performance.

Action planning is a significant indicator of performance as shown by p-value of 0.018 which is less than 0.05. The results are to be expected because in action planning, it does not only provide what is needed but also the strategy that can be achieved within a known spectrum of time. Therefore, action planning incorporates strategic plans, business plans, decision making routine and available resource management to enhance performance. The results agree with Munene and Nyaga (2021) who focused on leadership practices and performance of non-governmental organizations in Nairobi County, Kenya. They noted that action planning significantly and positively affected performance of NGOs. According to Gable (2020), action plans that an institution had established were critical towards enhancing quality, efficiency and effectiveness.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This study investigated the impact of strategic planning on the performance of NGOs in Samburu County, Kenya. The specific objectives were to establish the effect of strategic scanning, strategy formulation, strategic goal setting, and action planning on performance of NGOs in Samburu County, Kenya. The study was guided by resource based-view, institutional and stakeholder theories.

The research adopted a descriptive research design, encompassing all 31 NGOs within the county. Employees within these NGOs were actively involved in the study. There were 262 employees within these organizations. A sample size of 158 employees were selected using stratified random sampling, calculated with Yamane's formula. The researchers employed structured questionnaires to gather insights from these employees. Before the main data collection, a pre-testing phase carefully selected a pilot sample of 16 employees from three NGOs in Isiolo County to ensure the questionnaire's clarity and relevance.

5.1 Summary of Results

A summary of the findings is provided in section 5.11 to 5.15 based on each objective.

5.1.1 Performance of NGOs

The findings of the questionnaire indicated that majority of the respondents agreed that the projects implemented by non-governmental organizations create a positive and lasting impact on the community. However, disagreed that non-governmental organizations secure sufficient funding to support their operations and initiatives.

5.1.2 Strategic Scanning and Performance of NGOs

The findings of the questionnaire revealed that majority of the respondents agreed that NGOs regularly undertakes strategic scanning of the environment. Additionally, the table also indicates that others agreed that the NGO enjoyed a structure that fits the strategies adopted by the organization. However, a significant number of respondents disagreed that competitor analysis was frequently done within their organization.

5.1.3 Strategy Formulation and Performance of NGOs

The findings of the questionnaire indicated that majority of the respondents agreed on that strategy formulation process in their organization is well-structured and efficient. In addition, agreed that the identification and assessment of strategic alternatives were systematically conducted in their organization. However, disagreed that the business strategy is effectively communicated and understood by employees at all levels.

5.1.4 Strategic Goal Setting and Performance of NGOs

The findings of the questionnaire that majority of the respondents agreed that the mission statement of their organization clearly defines its purpose and reason for existence. Further, other respondents agreed that the vision statement was regularly communicated and reinforced by leadership. However, other respondents disagreed that the leadership team actively involves employees in the strategic decision-making process.

5.1.5 Action Planning and Performance of NGOs

The findings of the questionnaire majority of the respondents agreed that their organization had an operational strategic plan. Further, others agreed that the strategic plans were regularly reviewed and updated to remain relevant and adaptable. However,

other respondents disagreed that their organization allocates adequate resources to support the implementation of strategic and business plans.

5.2 Conclusions of the Study

The conclusion on strategic scanning is that majority of NGOs wasted a lot of resources on strategies that they would have benchmarked with their competitors. This was attributed by poor strategic scanning of the environment to note what was working and what was not among different stakeholders such as their competitors. A continued non-benchmarked strategy would be a recipe for failure and reduced performance.

The conclusion on strategy formulation is that there were inefficiencies related to communication barriers and breakdown between the management and the junior employees. This led to a lag in formulating strategies and making decisions on the applicability and implementation of policies at different business cycles. A consistency in this line of precedents, reduced the flow of critical information needed to spur growth, increased procrastination and speculation of intended strategies among different staff of the NGOs.

The conclusion on strategic goal setting was that in as much as there were goals set and strategies established on how to achieve the goals, there was an increase information leakage within departments and to external stakeholders of the NGOs. Therefore, this led to a replication of strategies and goal plans spanning across several NGOs in a particular context. The resultant impact to the society was low since most NGOs served similar purposes and left out others.

The conclusion on action planning was that it was not effectively done due to low availability of resources and increased competing strategies. Therefore, the management had to make biased decisions on strategies that had more impact on the

society hence considered as an avenue for attracting future donations. At times this worked but most times it did not work meaning resources were spent at non-profitable ventures.

5.3 Recommendations of the Study

The recommendation on strategic scanning is that NGOs management should liaise with operations staff for information on what their competitors were doing in regards to strategic plans implementation. In the same line of thought the management should set policies that allow flexibility on strategy changes to facilitate benchmarking practices. This would improve resonance of established strategic plans that were impactful, time bound and realistic in implantation stage.

The recommendation on strategy formulation is that the senior management should develop communication policies that dictate the timelines of communication, the audience of information and the repercussions of withholding critical information suitable for operations. Different stakeholders such as donors and sponsors should demand a critical review of decision-making timelines and flow of information across the structure of NGOs. This move would hold the senior management accountable on how they communicate and interact with their juniors in the NGOs.

The recommendation on strategic goal setting is that the management should set up policies that discourage information seepage such as suspensions, demotions and job termination to anyone found guilty of leaking institutional strategies. Additionally, there should be well thought goals established by the management, that allow efficiency in operations. This will discourage duplication of ideas by individual NGOs in the society.

The recommendation on action planning is that the management should develop a variety of fund-raising campaigns which will allow new donors into the organizations. The NGOs should also conduct thorough awareness the operations to the immediate and international community. The awareness could be in terms of mainstream media, social media and in person communication. Further, there should be a well-structured and planned strategies that allow consistent and reliable decision making by the management.

The recommendation to policy is that the senior management should restructure communication periods needed for a planned strategy to be disbursed to other organizational stakeholders. Additionally, the policy structure should define the key recipients of various strategic plans and the discipline procedures to be followed if a staff withholds information that could be used to spur growth in the organization.

The study agrees with the theory of resource-based view in the sense that when solid corporate, business and functional strategies are formulated, they become internal resources that propel the organization to high performance.

5.4 Suggestion for Future Studies

The study was conducted on NGOs in Samburu County, therefore future studies should consider the impact of strategic scanning in other NGOs in Kenya. Additionally, the main concentration was on strategic management practice such as planning. Future studies should consider other practices such as strategic direction, strategic control and strategic implementation. The study involved senior management as part of employees considered as respondents, hence future studies should include non-management staff to get information on how strategies affected them at the implementation stage.

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APPENDICES

Appendix I: Introduction Letter

Kelvin Saruni Lalampaa
BUS-3-0402-3/2021
Kenya Methodist University
School of Business and Economics

Dear Participant,

Am a student at Kenya Methodist University (KeMU) pursuing a master's degree in Business Administration (Strategic Management). As part of learning, am conducting a study on effect of strategic planning on performance of non-governmental organizations in Samburu County, Kenya. In this regard the study has selected you to take part in answering the questionnaire.

Please note that your participation in this study is completely voluntary. You may decline altogether, or leave blank any questions you don't wish to answer. There are no known risks to participation beyond those encountered in everyday life. Your responses will remain confidential and anonymous. Data from this study will be kept under lock and key and reported only as a collective combined total. No one other than the researchers will know your individual answers to this questionnaire. There are no direct benefits to you for participating in this study. However, you may find it interesting to talk about the issues addressed in the study and it may be beneficial to the field or individuals who have experienced similar concerns.

If you agree to participate in this project, please answer the questions on the questionnaire or take part in the interview process as best you can. It should take approximately 15minutes to complete. Please return the questionnaire as soon as possible to enable me complete the project report.

Yours faithfully,

Kelvin Saruni Lalampaa
BUS-3-0402-3/2021

Appendix II: Questionnaire

Section I: General Information

1. What is your age?
 Below 25 years 25-35 years 36-45 years
 46-55 years More than 55 years
2. What is your gender?
 Male Female
3. What is your highest level of education?
 No formal education Primary Secondary
 College University
4. For how long has your NGO been in operation?
 Less than 5 years 5-10 years 11-15 years
 16-20 years More than 20 years
5. How long have you worked with the current NGO?
 Less than 1 years 1-5 years 6-10 years
 11-15 years More than 15 years

Section II: Strategic Planning

To what extent do you agree on the following statements relating to strategic planning within your NGO (1-strongly disagree, 2-disagree, 3-Neutral, 4-Agree, 5-Strongly Agree)

	1	2	3	4	5
Strategic Scanning					
My NGO regularly undertakes strategic scanning of the environment					
The NGO enjoys an organization structure that fits the strategies adopted by the organization					
The NGO frequently scans the economic status of the community and the organization					
The organization culture of my organization is good					

Competitor analysis is frequently done within my organization					
Strategy Formulation					
The strategy formulation process in my organization is well-structured and efficient					
The identification and assessment of strategic alternatives are systematically conducted in my organization					
The process of selecting specific strategies for implementation is well thought-out and rational					
I am familiar with my organization's current business strategy					
The business strategy is effectively communicated and understood by employees at all levels					
The corporate strategy aligns well with the organization's mission and vision					
The integration of the corporate strategy with business units and subsidiaries is evident					
The strategies of various functional areas are aligned with the overall corporate strategy					
Functional strategies are cohesive and complement each other within my organization					
Strategic Goals Settings					
My organization has a strategic goal it seeks to follow					
The mission statement of my organization clearly defines its purpose and reason for existence					

The mission statement guides decision-making and commitment to actions within the organization					
The vision statement of my organization outlines a compelling and aspirational future while allowing feedback on areas of improvement					
The vision statement is regularly communicated and reinforced by leadership					
The leadership team in my organization effectively communicates to make tasks less complex					
The leadership team actively involves employees in the strategic decision-making process					
My organization sets clear and achievable goals					
Action Planning					
My organization has an operational strategic plan					
The strategic plans in my organization outline clear and specific actions to achieve our long-term objectives					
The strategic plans are regularly reviewed and updated to remain relevant and adaptable					
The business plans in my organization translate strategic goals into actionable steps for each department or unit					
The business plans include measurable targets and timelines for achieving specific outcomes					
My organization follows a structured decision-making routine that considers strategic objectives					
My organization allocates adequate resources to support the implementation of strategic and business plans					

The allocation of resources is transparent and based on strategic priorities					
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Section III: Performance

To what extent do you agree on the following statements relating to performance of your NGO (1-strongly disagree, 2-disagree, 3-Neutral, 4-Agree, 5-Strongly Agree).

	1	2	3	4	5
My NGO effectively reaches a significant number of beneficiaries					
The NGO's efforts positively impact a wide range of beneficiaries					
The NGO consistently executes a diverse range of projects aligned with its mission and objectives					
The projects implemented by my NGO create a positive and lasting impact on the community					
My NGO secures sufficient funding to support its operations and initiatives					
The availability of adequate funding enables the NGO to achieve its goals effectively					

Thank You

Appendix III: List of NGOs in Samburu County

1. International
2. World Vision
3. Save the Children
4. Mercy Corps
5. CARE International
6. ActionAid
7. Oxfam
8. ACTED
9. International Rescue Committee
10. Plan International

Local

1. Samburu Integrated Development Programme (SIDP)
2. Samburu Wings of Mercy (SWOM)
3. Oloip Lenkerai Organization.
4. Samburu Pastoralists Livelihood Improvement Project (SPLIPA)
5. Pastoralists Development Network of Kenya (PDNK)
6. Samburu AID FOR AFRICA
7. Maralal Development Forum (MDF)
8. Samburu Land Rights Network (SLN)
9. Samburu Women for Development (SWFD)
10. Samburu Peace and Development Committee (SPDC)
11. Northern Rangelands Trust (NRT)
12. Samburu Women's Council (SWC)
13. Samburu Youth Development Programme (SYDP)
14. Samburu Education Trust (SET)
15. Samburu Pastoralist Resource Centre (SPRC)
16. Samburu Environment Network (SEN)
17. Samburu Health and Development Initiative (SHDI)
18. Samburu Women's Enterprise Centre (SWEC)
19. Maralal Youth Development Programme (MYDP)
20. Samburu Pastoralist Development Association (SPDA)
21. Samburu Community Development Trust (SCDT)
22. Nomadic Pastoralists Peoples Organization (NOPPO)

Appendix IV: Introduction Letter from KeMU Postgraduate



KENYA METHODIST UNIVERSITY

P. O. Box 267 Meru - 60200, Kenya

Fax: 254-64-30162

Tel. 254-064-30301/31229/30367/31171

Email: deanrd@kemu.ac.ke

DIRECTORATE OF POSTGRADUATE STUDIES

Our Ref: KeMU/NACOSTI/BUS/16/2024

May 13, 2024

Commission Secretary
National Commission for Science, Technology and Innovations
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: KELVIN SARUNI LALAMPAA (REG. NO. BUS-3-0402-3/2021)


This is to confirm that the above named is a bona fide student of Kenya Methodist University, in the Department of Business Administration, undertaking a Master's Degree in Business Administration. He is conducting research on: "Effect of Strategic Planning on Performance of Non-Governmental Organizations in Samburu County, Kenya".

We confirm that his research proposal has been defended and approved by the University.

In this regard, we are requesting your office to issue a research license to enable him collect data.

Any assistance accorded to him will be highly appreciated.

Yours sincerely,


Dr. John M. Muchiri (PhD)
Dean, Postgraduate Studies

Cc: Dean, KeMU
CoD, Business Administration
Postgraduate Coordinator - BA
Supervisors

Appendix V: Ethical Clearance



KENYA METHODIST UNIVERSITY

P. O. BOX 267 MERU - 60200, KENYA
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FAX: 254-64-30362
EMAIL: info@kemu.ac.ke

Our Ref: KeMU/ISERC/BUS/16/2024

May 13, 2024

KELVIN SARUNI LALAMPAA
BUS-3-0402-3/2021

Dear Kelvin,

SUBJECT: EFFECT OF STRATEGIC PLANNING ON PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS IN SAMBURU COUNTY, KENYA.

This is to inform you that Kenya Methodist University Institutional Scientific Ethics and Review Committee has reviewed and approved your research proposal. Your application approval number is KeMU/ISERC/BUS/16/2024. The approval period is 13th May, 2024 - 13th May, 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 Kenya Methodist University Institutional Scientific Ethics and Review Committee.
- 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 KeMU ISERC within 72 hours of notification.
- IV. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to KeMU ISERC 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 KeMU ISERC.

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



Appendix VI: NACOSTI Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 584736	Date of Issue: 17/May/2024
RESEARCH LICENSE	
	
This is to Certify that Mr. KELVIN SARUNI LALAMPAA of Kenya Methodist University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Samburu on the topic: EFFECT OF STRATEGIC PLANNING ON THE PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS IN SAMBURU COUNTY, KENYA for the period ending : 17/May/2025.	
License No: NACOSTI/P/24/35902	
584736	