

**STRATEGIC MANAGEMENT PRACTICES AND THE EFFECTIVENESS OF  
NGOs DEALING WITH FOOD SECURITY IN SIAYA COUNTY,**

**KENYA**

**BY**

**IRENE AWINO ODERA**

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## **DECLARATION**

I hereby declare that the work contained in this research proposal is my original work and has not been presented in any other university for a degree.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**NAME: IRENE AWINO ODERA**

**REG NO: D61/77494/2015**

This research project is presented for examination with my approval as university supervisor.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**DR. JEREMIAH KAGWE**

**SCHOOL OF BUSINESS**

**UNIVERSITY OF NAIROBI**

## **DEDICATION**

I dedicate this study to my late parents and guardians without whom I would not have attained the level of education I have today. I also dedicate it to my husband and children for their great support and encouragement.

## **ACKNOWLEDGEMENT**

I thank the Almighty God for having given me this opportunity, for his graces and Mercy throughout this period of this research. I also take this opportunity to express my sincere gratitude to my university supervisor, Dr. Jeremiah Kagwe for his guidance throughout the course of this project. My appreciation goes to University of Nairobi in enrolling me to study for a master's degree and to my lecturers for their in depth coverage through the lectures. Many thanks go to all the respondents who dedicated time and honesty responding to the questionnaires. Lastly, I thank my husband for his continuous support and encouragement throughout this course.

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## **LIST OF ABBREVIATIONS**

<b>NGO</b>	Non-Governmental Organization
<b>CBO</b>	Community Based Organization
<b>TOC</b>	Theory of Change
<b>HIV</b>	Human Immunodeficiency Virus
<b>NACC</b>	National AIDS Control Council
<b>AIDS</b>	Acquired Immunodeficiency Syndrome
<b>SWOT</b>	strengths weaknesses opportunities threats
<b>CFS</b>	Committee on World Food Security
<b>GSF</b>	Global Strategic Framework
<b>FAO</b>	Food and Agriculture Organization
<b>WFP</b>	World Food Programme
<b>UN</b>	United Nations
<b>MoALF</b>	Ministry of Agriculture, Livestock and Fisheries
<b>HR</b>	Human Resource
<b>VAM</b>	Vulnerability Analysis and Mapping



## ABSTRACT

Organizations that formulate and implement strategy have a competitive advantage over their competitors in the same industry. The firm that has competitive advantage offers extraordinary values to its customers at a price that is competitive or a value that is worthy at a lower price. This is important as time has proven that strategic management practices are paramount in any organization. Strategic management practices influence the effectiveness of organizations which can be acknowledged by the production of desired outcomes or meeting of set objectives. The purpose of this study was to identify strategic management practices by NGOs addressing the food security challenges in Siaya County and also establish the effectiveness of strategic management practices adopted by the NGOs geared at improving food security situation in Siaya county. Siaya county is one of the counties in the former Nyanza Province in the southwest part of Kenya, it has a total population of 842,304 comprising of Female 443,652 and male 398,652 (KNBS, 2009). The major issues contributing to food insecurity in this county is the issue of extreme poverty and HIV/AIDS epidemic, which has left many poor and vulnerable. The study sought to answer the following research question: What is the effectiveness of strategic management practices applied by NGOs towards improving food security in Siaya county? The study covered 15 NGOs dealing in food security in Siaya County, data was collected through questionnaires and analysed through descriptive analysis. The results of the study indicate that the NGOs have strategic plans and practiced strategic management and that the practice led to effectiveness in the organizations. The research recommends that the NGOs should employ qualified staff who would implement their strategic plans and practice strategic management effectively, it also recommends training of the NGO staff on strategic management practices and their importance. The study concludes that the practice of strategic management plays a crucial role on the effectiveness of NGOs dealing in food security in Siaya County. It was established that NGOs have a strategic plan and practice strategic management practices such as scanning of internal and external environment, formulation of short and long term strategies, setting of specific objectives, implementation of strategies and evaluation and control. The study further established the effectiveness of the strategic management practices as adopted by the NGOs addressing the issue of food security in Siaya, the respondent majorly indicated that the NGOs were benefitting from the application of strategic management practices since it enables them achieve the desired outcomes and meet organization set objectives.

## **CHAPTER ONE: INTRODUCTION**

### **1.1. Background of the Study**

The desire to perform better than competitors has led to the application of strategic management practices. Organizations that formulate and implement strategy have a competitive advantage over their competitors in the same industry. The firm that has competitive advantage offers extraordinary values to its customers at a price that is competitive or a value that is worthy at a lower price (Rothaermel, 2013). This study brings out the importance of strategic management practices and its effectiveness in organizations. The management practices involve scanning the internal and external environment, formulation of short-term and long-term strategies, implementation of strategy, evaluation and control (Wheelen & Hunger 2012, 13.)

This study is founded on three theories: Resource-Based Theory, Theory of Social Protection and Theory of Change (ToC). Resource-Based Theory states that an organization is a bank of capabilities and resources, which are human resources, financial resources, physical and intangible assets (Penrose, 1959). By applying strategic management practices in managing an organization's resource, an organization is able to plan, organize, direct and mobilize resources in a way that it can achieve a sustainable competitive advantage. Similarly, the Theory of social protection's main aim is to protect poor people from the various hazards they face such as drought, conflict, natural hazards and therefore preventing households from descending into poverty because of shock (Barrientos & Hulme 2008). This theory was chosen for this study since it suggests that with well laid out protection systems or strategies the NGOs, CBOs , religious organizations ,County and central government can actually pool resources together to

protect the poor and vulnerable in the society. Finally, the Theory of Change (ToC) focuses on organizations long-term goals it also spells out the essential prerequisites to achieve these goals (Taplin, Clark, Collins, & Colby, 2013). The theory is concerned with social change, which is a base in this study.

Siaya County is one of the counties in the former Nyanza Province in the southwest part of Kenya, it has a total population of 842,304 comprising of Female 443,652 and male 398,652 (KNBS, 2009). The major issues contributing to food insecurity in this county is the issue of extreme poverty and HIV/AIDS epidemic, which has left many poor and vulnerable. The National AIDS Control Council (NACC)'s Strategic Framework 2014/2015- 2018/2019 has revealed that Siaya County is among counties with the highest HIV prevalence rates. The report indicated that in 2013, HomaBay registered 12,279 new HIV infections, Kisumu recorded 10,349 cases whereas Siaya ranked third with 9,869 fresh infections. Several NGOs have come up to try and tackle the issues of food insecurity. This study brings out the strategic management practices adopted by the different NGOs its effectiveness towards improving food security. The research findings and recommendations will be a source of knowledge to the County Government of Siaya, the Central government of Kenya, CBOs and local and international NGO's, concerned with eliminating food insecurity.

### **1.1.1 Strategic Management Practices**

Strategy refers to goal-oriented actions that an organization aims to adopt in its bid to gain and sustain competitive advantage; it is the intended and achieved set of actions adopted by an organization to meet its target (Rothaermel, 2013). Strategy could also be described as planned direction of an organization during a certain period of time which

makes it possible to have advantage in a dynamic environment through aligning of functions with skills with a view of meeting expectations of stakeholders (Johnson, Scholes & Whittington 2008). Strategy is the formulation of more immediate objectives, and the selection of specific actions required in the application of resources to achieve objectives (Steiss, 2003). Strategic management is a systematic approach that is anchored on fundamental rules and processes of management to identify the goals and mission of business. It identifies existing opportunities and threats in the environment and develops a reasonable, accurate, process to achieve company goals. It also describes administrative practices and methods to help administration to become used to the current business surroundings through the use of goals and methods (Rothaermel, 2013).

Strategic management is concerned with deciding in advance what an organization should do in future, also referred to as strategic planning. It involves determining how the objectives of the strategic plan will be achieved and who will be responsible for carrying them out, monitoring and enhancing ongoing activities and operations to ensure that the strategic plan remains on (Steiss 2003). Strategic management is a channel of choices and actions, which lead to the development of workable strategies that help attain an organization's objective.

Strategic management practices involve strategically positioning of an organization, strategic decisions and implementation and control of strategy in action. Strategic positioning entails identifying the effect on strategy from the external environment this include political, economic, social and technological environment, and organization's strategic capability (resources and competences). This entails doing a SWOT analysis of the organization. Strategic choice involves formulation of strategy in terms of directions

and the methods by which strategy will be implemented. Once the management has a strategic plan in place they now move to the next stage which is strategy in action, this is the stage where the management concerns itself with ensuring that chosen strategies are implemented. At this stage, management is involved with structuring of the organization to support successful performance, and resources such as people, information, finance and technology in order to support overall strategies. One last step is change management whereby management looks into the details of their operations in terms of activities, people involved and the activities assigned to them and methodologies used in carrying out the activities (Johnson, Scholes & Whittington, 2008)

The identification and implementation of strategic management practices has become the main focus of hunger eradication, with some organizations coming up with formal strategic management procedures to ensuring a food secure world. Strategic management practices in the field of food security is the utilization of strategic concepts to managing food security. With the world being faced with fragmented governance for food security and rising hunger, the Member States of the Committee on World Food Security (CFS) met and agreed on reforms and strategies which redefine their roles and vision with the aim of constituting an all-encompassing international and intergovernmental forum for stakeholders to work together in a more synchronized way towards supporting the countries to eradicate hunger and enable food security for all human beings (GSF, 2015).

### **1.1.2 The Concept of Effectiveness**

Carton and Hofer (2006) found out that Barnard (1938) defined effectiveness as the accomplishment of an organization's purpose, Barnard also argued that an organization's

effectiveness can only be determined by its capacity to survive. A research by Šuklev and Debarliev (2012) emphasized that Organization effectiveness is the extent to which organizations meet set targets or their ability to produce favourable outcomes. They also indicated that the effectiveness of strategic management is associated with the achievement of organization objectives. They concluded their study on strategic planning effectiveness by saying that strategic management practices such as strategic planning can contribute to organizational effectiveness. We can therefore say effectiveness is the degree to which objectives and set goals are achieved and the desired results are produced.

As determined by Šuklev and Debarliev (2012), there are many ways of measuring an organization's effectiveness. In the study they pointed out Digman (2006) highlighting the new methods that have come up to aid strategic managers measure the effectiveness of strategic management practices in organizations. These are mainly value based management, the balanced score card, customer relationship management and lastly activity based management. They also highlighted the variables of measuring effectiveness as production of desired results, a level of customer and employee satisfaction, shareholder satisfaction with the results, reduced uncertainty in the organization due to proper planning, organization performance, improved communication and better coordination of activities in the organization, improved innovative and productivity performance and financial performance (profitability, liquidity and cash flow.)

Different authors have also come up with different ways of measuring effectiveness of strategic management practices, (Elbanna,2008) came up with several indicators which could be used to measure workability of strategic management practices by using a five point Likert scale: is there effectiveness in achieving organization objective due to strategic planning, has the organization gained a sustainable strategic position, are the line managers more committed, is there a good working relationship between internal and external environment capabilities and finally are the managers able to understand the future implication of decisions made currently. It is therefore advisable to apply different approaches to measuring effectiveness in an organization.

### **1.1.3 Non- Governmental Organizations (NGOs) in Kenya**

Non-governmental organizations are referred to as non-profit making organizations, mostly known as Social welfare groups, charity groups, voluntary or public associations. They may be made up of religious organizations, Women groups, cooperatives, trade unions, community groups, environmental groups, foundations, or peasant groups amongst others this is according to a study carried out by Ewoh (2002). The Republic of Kenya NGO Co-ordination act (2012) refers to Non-Governmental Organization as the private and voluntary groups of people or associations operating for not for profit nor for commercial purposes.

The NGOs operate as either local or international with the sole purpose of benefitting the public, they promote charity and social welfare in the areas of education, health, agriculture, relief and supply of services and amenities.

A study carried out by Lewis (2016) reveals the history of NGOs going back to the late 18th century. The NGO activities originated from the church by the spread of Christianity faith in 1795, it intern encouraged people to volunteer leading to the development of voluntary associations. Apart from the religious groups, anti-slavery groups also influenced the establishment of NGOs in many fields. The growth of NGOs in Kenya has been slow this is according to a study done by Mwasi (2014) on NGOs, it revealed that the growth of NGOs in Kenya has really been staggering. There were only 125 NGOs in Kenya in 1974; this number went up to 400 registered NGOs in 1990, 3000 in 2004 and 4200 by 2007.

The birth of NGOs has been of positive impact in the world at large, since they work towards reducing human suffering and increased development. Over the years they have impacted positively on public policies which has paved way for improved government accountability and responsiveness. They have also enhanced the capacity of civil societies that mediate between the citizens and its government (Mwasi, 2014).

#### **1.1.4 Food Security NGOs in Kenya**

The role of NGOs in combating food insecurity in rural areas of Kenya cannot be ignored, they help alleviate food insecurity by giving relief food during crises and also by supporting farmers with raw materials and capacity building. This helps alleviate many deaths from hunger related diseases. This study seeks to answer the question as to how the NGOs initiatives aim at achieving a sustainable food secure world (Wangong'u, 2001). Muoko (2010) highlights the NGOs as becoming major players in eradication of hunger and how they are the cornerstone of emergency feeding programs in the world.



Wangong'u (2001) highlighted some of the challenges being faced by NGOs dealing in food security such as cultural practices by the local communities, for instance local communities living around Lake Turkana prefer eating red meat instead of fish which is healthier. The NGOs are forced to learn the cultural beliefs of the different communities so as to understand them and help them change their attitude. This may slow down their activities in the area.

### **1.1.5 Food Security NGOs in Siaya County, Kenya**

According to the Ministry of Agriculture in Siaya County there are both local and international NGOs working in the area of food security in the county they include: Kenya Red Cross, Orphans And Vulnerable Children (OVC), Rafiki ya Maendeleo, RAMCO-Funds to Farmers and Kitchen Garden, German Agency for international Cooperation, World Vision, ACE Africa, Plan international, Care International, Welthungerhilfe, Food and Agriculture Organization of the United Nations (FAO), World Food Programme (WFP), One Acre Fund and AGRA International.

### **1.2. Research Problem**

Strategic management is one of the primary contributors to organization effectiveness. Strategic management practices respond to either changing environment or the anticipated changes in the environment that could bring positive or negative change. These practices help organizations to come up with designed structures and processes, which determine how well a strategy is implemented and eventually lead to its effectiveness (Lawler & Worley, 2006). Strategic management decision making is a key to the development of successful organizational effectiveness, this could be measured by determining how close the organization comes to achieving its goals and objectives.

Therefore, the effectiveness of such a strategy depends on the type of communication and leadership available in the organization. One of the ways of improving an organization's strategy is by remaining proactive and by having a formal analysis of the organization strategic plan (Alkhafaji, 2003).

A report by Republic of Kenya MoALF (2016) indicated that Siaya County is characterised by high poverty levels (47.56%) and food insecurity, with 80.7% of the households in Siaya as being food insecure. It also mentioned that Farmers in Siaya County employ a host of on-farm strategies to cope with climate risks and shocks such as planting of drought-resistant crop varieties, diversification and value addition strategies.

Researchers have carried out various studies with regards to the concept of strategic management practices and its effectiveness. Zhiping (2016) noted that the core competencies and resources of an organization influence their choice of strategic approaches adopted; each organization therefore sought their best strategic-matching. Ongonge (2013) noted the existence of a relationship between strategic management practices such as effective strategic planning; and organization performance, the researcher noted the influence that strategic planning had on organizational performance. The study presented by Penbeka, Zaptçioğlu and Günerergerin (2011) shows the important role played by strategic management practices in bringing about strategic change, it also highlights how problems can be resolved because of strategic change process.

Brass, (2010) clearly brings out the role of NGOs in Kenya, the writer emphasizes the positive impact that NGOs have in the state of Kenya. She notes that NGOs have supplemented the presence of government within some territories where they have

provided services in the fields of agriculture, healthcare, education and water. A study carried out by Wangong'u, (2001) observes that NGOs are actively involved in food security activities, and that many beneficiaries interviewed confirmed that most of their resources were given to them by NGOs this include: vehicles, money, and agricultural inputs.

It is important for this study to be carried out as it addresses the issue of food insecurity and also point out strategic management practices that would be adopted by NGOs to come up with sustainable programs and policies that would ensure a food secure world for the poor and vulnerable. A number of studies were carried out so as to determine the actual needs and requirements of the people of Siaya, with respect to food security the studies revealed that there is a major shortage of food for a majority of residents in the County and therefore strategic decisions were arrived at on how to curb this shortage (Siaya CIDP, 2013-17). To my knowledge there is no known studies carried out on strategic management practices and the effectiveness of NGOs dealing in food security in Siaya County. This research serves to fill a gap in strategic management practices and effectiveness with respect to NGOs that are handling the issue of food security in Siaya County. What is the effectiveness of strategic management practices applied by NGOs towards improving food security in Siaya County?

### **1.3. Research Objectives**

The specific objectives of the study were to:

- i. Identify strategic management practices by NGOs to address food security challenges in Siaya County.

- ii. To establish the effectiveness of strategic management practices adopted by NGOs to address challenges of food security situation in Siaya County.

#### **1.4. Value of the Study**

The study would assist other researchers in identifying the effectiveness of strategic management practices especially in the area of food security and use it as a reference material when carrying out research in a similar area or other related fields. It is hoped that the research findings and recommendations will also provide benchmarks for planning for food security and similar future interventions. The findings will also add to the body of knowledge and could be a source of future reference for other scholars who might need to dwell on similar or related issues.

The outcomes of the study would enable policy makers to formulate policies, design them and implement them leading to the creation of an enabling environment for food security and especially for the poor and vulnerable.

The research findings and recommendations will be beneficial to, County Governments, NGO's, civil society organizations, the National Government and international organizations concerned with improving the lives of people.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1. Introduction**

This chapter discusses the theoretical foundation of this research, strategic management practices and effectiveness. Also covered in this chapter is the conceptual framework of the study, empirical studies done by other researchers and the research gaps.

### **2.2 Theoretical Foundation**

This research is anchored on three theories, which are: the theory of change, Social protection theory, and Resource based theory. According to Norton, Conway and Foster (2001), projects touching on food security interventions form part of actions taken to respond to socially unacceptable vices such as vulnerability, deprivation and risk.

#### **2.2.1 Theory of Change**

Theory of change (ToC) defines long-term goals and maps out the preconditions necessary to achieve these goals (Taplin, Clark, Collins, & Colby, 2013). It is used by not for profit organizations and by the government sectors to promote social change. The theory best applies to this study as the study is aimed at empowering not for profit organizations with knowledge and social group that are concerned with the issue of food security, as well as the County and the Central government.

The theory is also concerned with social change, which is also a base in this study, the study aims to bring about social change by identifying strategic management practices that would improve food security. By applying this theory stakeholders can make informed decisions on strategies and tactics to use at the initial stages of planning. One limitation of the Theory of Change process is that it interacts with other forces and is

subject to these forces this includes: political, organizational and bureaucratic forces, which can restrain or hinder its transformational goals (Valters, 2014).

### **2.2.2 The Theory of Social Protection**

The principle of this theory is to protect poor people from the various hazards that they face such as drought, conflict, natural hazards and therefore preventing households from descending into poverty because of shock (Barrientos & Hulme 2008). This theory was chosen for this study since it suggests that with well laid out protection systems or strategies the society can actually pool resources together to protect the poor in the society. The society here includes the county government, the central government, the local NGOs, community and religious organizations.

It is the mandate of the government to provide safety nets programs such as food security and livelihood projects to protect its citizens from extreme hunger and poverty. As contained in the constitution of Kenya (2010), every person has a right adequate food and to be free from Hunger. In social protection project a lot of emphasis is put on delivering services or goods but little or no emphasis is put in monitoring of outcomes and therefore not possible to ascertain the success of the project. The projects also suffer a lot of social friction by non- beneficiaries who perceive they deserved support (Ellis, Devereux & White 2009).

### **2.2.3 The Resource-Based Theory**

The Resource-Based Theory which states that a firm is a bundle of capabilities and resources, which are basically human resources, financial resources, physical and intangible assets. These resources and capabilities are rare and limited and therefore firms can translate them into strategic advantage and exploit them (Penrose, 1959). In Kenya

and across the world we have witnessed many organizations coming up with the core purpose of supporting the welfare of people , unfortunately most of them do not survive for long due to poor management of resource and lack of a strategic plan.

By applying strategic management practices in managing an organization's resource, an organization is able to plan, organize, direct and mobilize resources in a way that it can achieve a sustainable and competitive advantage. According to Nothnagel (2008) one limiting factor of this theory is that it focuses on the internal factors of an organization and pays no attention to the external factors i.e. the market demand. Therefore, though an organization has capabilities and resources to gain a competitive advantage, it might not make profits, due to lack of demand, since model has failed to pay attention to the external factors.

### **2.3 Strategic Management and Organization**

Organizations are required to continuously transform due to the rate of change in the technical, political, social and economic environment. The management practices has been made difficult and requires improved better skills so as to guide the future of the organization, these better skills is what is referred to as strategic management (Steiss, 2003). Strategic management helps an organization remain true to its mission by picking a suitable environmental path (Lawler & Worley, 2006).

The concept of strategic management has a lot of value in organizations, it determines the relationship between an organization and its environment in the quest of achieving its objective. Strategic management is the means by which organization achieves its objectives. Strategic management in the organization are patterns of actions that provide

unity and direction to the organization and at the same time enable it achieve its objectives. It acts as an interface between the organization capacity, its opportunities and the challenges in the environment, while its main aim is to provide a base on which decisions are arrived at (Steiss, 2003)

#### **2.4 Effectiveness of Organization**

Organization effectiveness is the degree to it attains desired goals, it may also be described as the extent to which an organization provides sustainable value. (Martz, 2008). An organizations should not only focus on how well it is performing today but should also be concerned with how well it is responding to changes in the environment (Lawler & Worley, 2006). The effectiveness of an organization refers to its ability to function with optimal levels of inputs and output (Tahsildari & Shahnaei, 2015).

#### **2.5. Strategic Management Practices and Effectiveness**

Effective strategic management transforms the performance of an organization and make profits for shareholders (Macmillan & Tampoe, 2000). Strategic management is the organization of key resources of an organization in order to achieve its objectives. These resources include finances, technology, and work force. In other words, it is management of organizations key resources (Ritson, 2008). The application of strategic management practices is a vital solution to achieving project objectives and therefore lead to success of food security projects. The adoption and application of strategic management practices starts with people in leadership roles such as the central and county governments. Application of this strategy would affect the commitment of the project team, the organization culture and project implementation processes (Johnson Scholes & Whittington, 2008).



The process of strategic management has three stages which effectively contribute to effectiveness. These stages are: Analysis- this is the stage where the organization environment is scanned to determine its strength and weakness, its overall capability and effectiveness. This stage provides a baseline that helps organizations establish the way forward. The second stage is the formulation stage which is concerned with direction of organization in the long run and the objectives to be achieved. This stage is important as management comes up with strategies that guide the direction of the organization. The selection of strategies leads to effectiveness as it enables the organization to seize opportunities in the environment and overcome threats from competitors. The final stage is strategic implementation, where by decisions are translated into action; it also involves allocation of resources and training of personnel (Wilson & Gilligan, 2005). Strategic management practices provide a more organized way of working, and therefore leading to efficiency. Johnson, Scholes & Whittington (2008) argue that, to underpin the success of a strategy, managers must analyse organizations resource in all the key areas such as people, finances, information & technology.

## **2.6. Empirical Studies and Research Gaps**

Researchers have carried out various studies with regards to the concept of strategic management practices and its effectiveness. Zhiping (2016) noted that the core competencies and resources of an organization influence their choice of strategic approaches adopted; each organization therefore sought their best strategic-matching. The writer also emphasizes on a quote by Porter (1996) stating that each organization should adopt a unique way to formulating its strategy, one that gives them a competitive advantage over their competitors and also delivers value to their stakeholders. Ongonge

(2013) noted the existence of a relationship between strategic management practices such as effective strategic planning; and organization performance, the researcher noted the influence that strategic planning had on organizational performance. The study presented by Penbeka, Zaptçioğlu and Günerergin (2011) shows the important role played by strategic management practices in bringing about strategic change, it also highlights how problems can be resolved because of strategic change process.

A study by Nyasimi, (2013) revealed that there are various factors influencing the success of projects addressing the issue of food security in Kenya; these are mainly strategic management practices, adopted technology, resources and the technical expertise. To my knowledge there is no known studies carried out on strategic management practices and the effectiveness of NGOs dealing in food security in Siaya County, therefore, this research aims at answering the question; what is the effectiveness of strategic management practices as applied by NGOs towards improving food security in Siaya County? This research serves to fill a gap in strategic management practices and effectiveness with respect to NGOs that are handling the issue of food security in Siaya County.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter highlights the methodology used in conducting the study, it comprises of research design adopted, target population, data collection methods and data analysis techniques.

### **3.2 Research Design**

This is the framework along which a study is conducted. There are different research designs that a research would decide on based on what they deem most appropriate for their study, they include exploratory, descriptive, diagnostic and experimental research designs (Kothari, 2004).

The study used descriptive research design specifically a survey through questionnaires since the study aimed at getting an insight on strategic management practices applied by NGOs dealing in food security in Siaya and their effectiveness. This design is most appropriate because it describes the present state of affairs at it is, and the researcher can only report what is happening since he has no control over the variables (Kothari, 2004).

### **3.3 Target Population**

Kothari (2004) defined population as the field of inquiry, while Marczyk, DeMatteo, and Festinger (2005) defined population as all individuals that the researcher is interested in. The 15 local and international NGOs operating in Siaya County in the area of food security were all considered for this study.

### **3.4. Data Collection**

The study utilized primary data which was collected using questionnaires. Kothari (2004), referred to primary data as data that is yet to be collected. Data collected was

analysed so as to identify any inconsistencies and institute the necessary corrective measures. Both open and closed ended questions were used in the design of questionnaire. Unstructured questions allow greater depths of response and stimulates the respondent to think about their feelings and motives while considering the best assessment of the situation. Contingency questions are easier to analyse thus helps in arriving at proper presentation of data.

This study targeted all the 15 local and international NGOs operating in the area of food security in Siaya County. The questionnaires were dropped and picked so as not to influence the respondents. The respondents are the managers in the organization since they are the ones who plan and implement the organization strategies.

### **3.5 Data Analysis**

The data obtained from the questionnaires were analysed using descriptive statistics analysis. Neuman (2014) defines descriptive analysis as a simple statistic used to describe basic patterns in data, it describes the association or relationship between two or more variables. This type of analysis is the most appropriate for this research since it presents information in a convenient, understandable and usable form and also shows the relationship between the dependent and independent variables.

## **CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION**

### **4.1 Introduction**

The purpose of this study was to identify strategic management practices and effectiveness of NGOs that are handling the issue of food security in Siaya County. Data was successfully collected by use of questionnaires from the 15 NGOs targeted for this study, this resulted to 100% response rate since the target number of NGOs was only 15. The study targeted respondents were mainly people in management positions since they are the ones who come up with strategic plans and practice strategic management. The total number of respondents from the 15 NGOs were 22 with seven NGOs having two respondents who are both in a managerial position, otherwise the rest of the NGOs only filled in one questionnaire. Data was analysed through descriptive analysis.

### **4.2 Respondents Background Information**

This section of the questionnaire targeted background information of the respondents. The information is presented under job title/position, duration in the organization, respondent department, and duration in the department.

#### **4.2.1 Respondents Title/Position**

The study sought to know the positions of the respondents being that people in management positions in organizations are known to be the ones that come up with strategic plans and practice strategic management.

According to the study 36.4% of the respondents were directors, while 22.7% were officers in charge and lastly 40.9% were assistant managers/department heads, this results are tabulated in table 4.1 below.

The information obtained from the study reveals that staff in managerial positions are the ones that come up with strategic plan and practice management.

**Table 4.1: Respondents Title/Position**

<b>Job Title/Position</b>		
	<b>Frequency</b>	<b>Percent</b>
Director	8	36.4
Officer	5	22.7
Assistant manager/Department head	9	40.9
<b>Total</b>	<b>22</b>	<b>100</b>

#### **4.2.2 Respondents Department in the Organization**

The research sought to establish the departments of the respondents. The study revealed that 40.9% of the respondents are from the administration department, 40.9% belong to the planning and development department, 13.6% belong to the finance department while one respondent did not indicate the department, this results are captured in table 4.2 below.

According to the results of the study majority of the respondents are in the Administration and Planning/development departments.

**Table 4.2: Respondents Department in the Organization**

<b>Department</b>		
	<b>Frequency</b>	<b>Percent</b>
Administration	9	40.9
Planning & Development	9	40.9
Finance	3	13.6
Total	21	95.5
System missing	1	4.5
<b>Total</b>	<b>22</b>	<b>100</b>

### 4.2.3 Respondents Duration in the Department

The study sought to find out the duration the respondents had worked in the departments.

The study revealed that 22.7% of the respondents have worked in the departments for less than I year while 27.3% in between the range of 1 years-2years. 18.2% of the respondents have worked between 2years to 3years same percentage applies for the ones who have worked between 3 years to 4years, and finally 13.6% of the respondents have worked in the same department for over 4 years, this results are captured in table 4.3 below.

This results shows that the duration of stay in the particular department does not affect the practice of strategic management, one is still able to implement strategic management practices in the department regardless of whether they have been there for a short or long duration.

**Table 4.3 Respondents Duration in the Department**

<b>Duration in the Department</b>		
	<b>Frequency</b>	<b>Percent</b>
Less than 1 year	5	22.7
1 year to 2 years	6	27.3
2 years to 3 years	4	18.2
3 years 4 years	4	18.2
Over 4 years	3	13.6
<b>Total</b>	<b>22</b>	<b>100</b>

### 4.3 Background Information of NGOs

This section of the questionnaire targeted background information of the NGOs. The information is presented under type of the organization, its number of employees and whether it has a strategic plan.

### 4.3.1 Organization Type

The research sought to know the type of organization the respondents work for, if they were locally or international founded. The study revealed that there are 13 locally founded organizations and 9 international founded organizations. This shows that strategic management is practiced by both local and international organizations.

**Table 4.4 Organization Type**

<b>Organization Type</b>		
	Frequency	Percent
Local	13	59.1
International	9	40.9
<b>Total</b>	<b>22</b>	<b>100</b>

### 4.3.2 Strategic Plan

The study sought to find out if the organization had strategic plans. The results revealed that all the organizations had a strategic plan, this is a clear indication that most organizations practice strategic management despite how large or small they are. The results are shown in table 4.5 below.

**Table 4.5 Strategic plan**

<b>Does management in the org practice strategic management</b>		
	Frequency	Percent
Yes	22	100

## 4.4 Strategic Management Practices adopted by NGOs in Siaya County

The study aimed to identify the strategic management practices adopted by NGOs and establish their effectiveness. All the respondents indicated that their organizations have strategic plans and practice strategic management.



The study sought to establish to what extent the NGOs applied the strategic management practices. As depicted in table 4.6 below, 63.6% of the respondents practice environmental scanning at a very high extent while 18.2% practice it at a high extent. Further 9.1% practice environmental scanning moderately with 4.6% practicing it at low and very low extent. As stated by Johnson, Scholes & Whittington, (2008), an organization must position its self strategically by scanning both the internal and external environments which are: resources and competences, political, economic, social and technological environment. This entails doing a SWOT analysis which helps the organization know its strength, weakness, opportunities and threats in the environment. From the results we can see that majority of the NGOs do environmental scanning which provides them with useful information on both the internal and external environment and therefore they are able to make informed decisions.

The respondents overwhelmingly agreed that the NGOs formulate short and long term strategies in order to achieve a competitive advantage; this is revealed in the information in the table 4.6 below where 77.3% practice formulation of strategies at a very high extent while 13.6% practice it at a high extent with 4.5% practicing it at moderate and low extent. Moreover 59.1% of the respondents set objectives at a very high extent while 31.8% set specific objectives at high extent while 9.1% set them at a moderate extent. Johnson, Scholes & Whittington, (2008) stated that strategic choice involves formulation of strategy which could either be short term or long term strategy, this gives direction to the organization it also gives the methods on how strategy will be implemented. In this case majority of the respondents practice formulation of strategy as it provides them with a road map on how to manage the organization and its resources.

When it comes to the implementation of the strategies 45.5% implement the implement strategies at a very high extent while 31.8% implement the strategies at a high extent with 13.6% at a moderate extent and 4.5% implement the strategies at low and very low extent. This is the stage where the management concerns itself with ensuring that chosen strategies are implemented. At this stage, management is involved with structuring of the organization to support successful performance, and resources such as people, information, finance and technology in order to support overall strategies. The implementation of the strategy is important as it helps the management meet its set objectives.

The study revealed that evaluation and control was practiced at a very high extent of 18.2%, while 31.8% of the respondents practice it at high extent with 22.7% practice it at a moderate extent and finally 27.3% practice evaluation at a low extent. This is the last step whereby management looks into the details of their operations in terms of activities, people involved and the activities assigned to them and methodologies used in carrying out the activities. At this stage the management is able to evaluate the strategy and know if it is working for them or not and at this stage the management is able to modify the strategy.

**Table 4.6 Strategic Management Practices**

<b>To what extent does the management apply the following strategic management practices?</b>			
		<b>Count</b>	<b>%</b>
Scan the internal and external environ	Very low	1	4.5%
	Low	1	4.5%
	Moderate	2	9.1%
	High	4	18.2%
	Very high	14	63.6%
Formulate short and long term strategies	Very low	0	0.0%
	Low	1	4.5%
	Moderate	1	4.5%
	High	3	13.6%
	Very high	17	77.3%
Set specific performance objectives	Very low	0	0.0%
	Low	0	0.0%
	Moderate	2	9.1%
	High	7	31.8%
	Very high	13	59.1%
Implement strategy	Very low	1	4.5%
	Low	1	4.5%
	Moderate	3	13.6%
	High	7	31.8%
	Very high	10	45.5%
Evaluate and control	Very low	0	0.0%
	Low	6	27.3%
	Moderate	5	22.7%
	High	7	31.8%
	Very high	4	18.2%

The study sought to establish if the NGOs were benefitting from the practice of strategic management, 95.5% of the respondents indicated that they were benefitting from the practice of strategic management while 4.5% were not, this information is depicted in the table 4.7 below. According to Johnson, Scholes & Whittington (2008) strategy gives an organization direction during a certain period of time which makes it possible to have advantage in a dynamic environment through aligning of functions with skills with a view of meeting expectations of stakeholders. It identifies existing opportunities and threats in the environment and develops a reasonable, accurate, process to achieve company goals. It also describes administrative practices and methods to help administration to become used to the current business surroundings through the use of goals and methods

**Table 4.7 Application Strategic Management Practices**

<b>Would you say the organization is benefiting from the application of strategic management practices?</b>			
		<b>Frequency</b>	<b>Percent</b>
Valid	No	1	4.5
	Yes	21	95.5
	<b>Total</b>	<b>22</b>	<b>100.0</b>

The research aimed at finding out the factors the respondents deemed necessary for the successful practice of strategic management. The study revealed the following factors as necessary in the successful practice of strategic management: cooperation of employees, proper capacity building, employment of qualified staff, better remuneration, proper government policies, full and proper public participation, better funding and innovation and communication.

The study sought to know the challenges that the NGOs were facing in the practice of strategic management. The respondents gave the following reasons: Stiff competition from other related organizations, Scarcity of resources, inadequate funding, unfavourable environmental conditions, and lack of corporation from the targeted population/public response, low remuneration and employment of low qualified staff.

#### **4.5 Effectiveness of Strategic Management Practices adopted by NGOs in Siaya County**

The research sought to find out the effectiveness of strategic management practices as adopted by NGOs, a five point Likert scale was used in the questionnaire with the below variables as stated by Šuklev and Debarliev (2012). The respondents were then asked to indicate to what extent the application of strategic management led to effectiveness, the results are shown in table 4.8 below.

Šuklev and Debarliev (2012), highlighted the variables of measuring effectiveness as production of desired results, a level of customer and employee satisfaction, shareholder satisfaction with the results, reduced uncertainty in the organization due to proper planning, organization performance, improved communication and better coordination of activities in the organization, improved innovative and productivity performance and financial performance (profitability, liquidity and cash flow.). The below results are a clear indication that the practice of strategic management leads to effectiveness in the organizations since effectiveness is the accomplishment of organizations purpose.

As shown in table 4.8 below 50% of the respondents indicated that they achieved the production of desired results at a very high extent while 31.8% marked it at high extent.

Further 13.6% indicated the production of desired results at moderate and 4.5% at low extent. On the other hand majority of the respondents 63.6% indicated that the practice of strategic management led to customer and employee satisfaction at a very high extent while 2.7% marked it at a high extent and lastly 9.1% indicated it at low extent. The results imply that the practice of strategic management leads to production of desired results based on the set target by the organization.

The respondents further stated that they experienced shareholder satisfaction at a very high extent of 54.5% while 22.7% indicated it at a high extent, other respondents (18.2%) also indicated it was moderate and 4.5% indicated it at low extent. When it came to reduced uncertainty 31.8% of the respondents indicated it at a very high extent, 27.3% indicated it at high extent, 18.2% indicated it at moderate extent, and 13.6% indicated it at low extent while 9.1% marked it at very low extent. This findings reveals that the practice of strategic management is very essential as it leads to shareholder satisfaction.

As shown in table 4.8 below 59.1% of the respondents reported that the practice of strategic management had led to effectiveness in the area of organization performance at a very high extent, 18.2% reported it at a high extent, while 18.2% reported it at moderate extent and lastly 4.5% reported it at low extent. Improved communication and coordination was reported at a very high and high extent by 31.8% of the respondents, 18.2% reported it at moderate extent, 13.6% reported it at low extent and 4.5% at very low extent. When it came to improved innovation and productivity performance 40.9% of the respondents indicated it at very high extent, 27.3% indicated it at high extent, 18.2%

at moderate extent, 9.1% at low extent while 4.5% at very low extent. This means that the practice of strategic management leads to improved overall organization performance.

Lastly 45.5% of the respondents indicated the practice of strategic management leading to improved financial performance at very high extent, 22.7% reported it at high extent, 18.2% reported it at moderate extent while 9.1% reported at moderate and finally 4.5% at very low extent. The results clearly reveals that the practice of strategic management leads to improved financial performance of the organizations.

**Table 4.8 Effectiveness of Strategic Management Practices**

<b>To what extent the application of strategic management practices has influenced the following outcomes in the organization.</b>			
		<b>Count</b>	<b>%</b>
Production of desired results	Very low	0	0.0%
	Low	1	4.5%
	Moderate	3	13.6%
	High	7	31.8%
	Very high	11	50.0%
Level of customer and employee satisfaction	Very low	0	0.0%
	Low	0	0.0%
	Moderate	2	9.1%
	High	6	27.3%
	Very high	14	63.6%
Shareholder satisfaction with the results	Very low	0	0.0%
	Low	1	4.5%
	Moderate	4	18.2%
	High	5	22.7%
	Very high	12	54.5%
Reduced uncertainty	Very low	2	9.1%
	Low	3	13.6%
	Moderate	4	18.2%
	High	6	27.3%
	Very high	7	31.8%
Organization performance	Very low	0	0.0%
	Low	1	4.5%

	Moderate	4	18.2%
	High	4	18.2%
	Very high	13	59.1%
Improved communication and coordination	Very low	1	4.5%
	Low	3	13.6%
	Moderate	4	18.2%
	High	7	31.8%
	Very high	7	31.8%
Improved innovative and productivity performance	Very low	1	4.5%
	Low	2	9.1%
	Moderate	4	18.2%
	High	6	27.3%
	Very high	9	40.9%
Financial performance	Very low	1	4.5%
	Low	2	9.1%
	Moderate	4	18.2%
	High	5	22.7%
	Very high	10	45.5%

#### 4.6 Discussion

The study found that all the NGOs had strategic plans, with a majority of them practicing strategic management. They apply strategic management practices such as environmental scanning, formulation of short and long-term strategies, implementation of the strategies, evaluation and control. The finding also established that majority of the NGOs were benefitting from the practice of strategic management, with 95% of the respondents indicating so. This study concurs with Rothaermel, (2013) who refers to strategy as a goal-oriented actions that an organization aims to adopt in its bid to gain and sustain competitive advantage; it is the intended and achieved set of actions adopted by an organization to meet its target.



The findings revealed that the practice of strategic management led to effectiveness, since effectiveness is the degree to which objectives and set goals are achieved and the desired results are produced. The respondents indicated due to the practice of strategic management they had obtained production of desired results, increased level of customer and employee satisfaction. They have also enjoy shareholder satisfaction with the good organization performance, improved communication and better coordination of the organization activities, improved innovative and productivity performance and lastly good financial performance which is mainly profitability, liquidity and cash flow. This concurs with Šuklev and Debarliev (2012) conclusion that strategic management practices such as strategic planning contribute to organizational effectiveness.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

Covered in this chapter is the summary of findings, conclusion and recommendations. Also covered is recommendation for further research in the area of strategic management and limitation of the study.

### **5.2 Summary of Findings**

The study aimed at identifying the strategic management practices by NGOs in the field of food security in Siaya County and from the findings this clearly comes out as all responded indicated that they have strategic plan and practice strategic management. The study also revealed that the NGOs were benefitting from the application of strategic management. The study revealed that the practice of strategic management starts by the people in managerial positions such as directors, assistant managers and department heads. The study established that the practice of strategic management was not determined by the number of years worked in the department and neither by the type of department one worked for, this means people in managerial positions should always practice strategic management in all aspects of their work.

The study established that all the respondents had a strategic plan and that the practice of strategic management was for all types of organizations whether locally or internationally founded, it did not matter the size, how big or how small, it does not matter the location, and that all organizations can benefit from the application of strategic management practices.

The respondents also shared to what extend the management applied strategic management practices and from the result it is majorly to a very high extent as showed in

chapter four. The respondents also listed the limitations they are facing that are hindering effective practice of strategic management. They also suggest factors that they deemed necessary for the successful implementation of strategic management practices. The study revealed the importance of practicing strategic management and how it leads to effectiveness in the NGOs, it makes it possible for them to meet the set objectives and produce the desired results.

The study also aimed at establishing the effectiveness of strategic management practices as applied by NGOs. The findings revealed effectiveness of the NGOs is pegged to the practice of strategic management. Majority of the respondents agreed that the application of strategic management practices has contributed to the production of desired outcome at a very high extent.

### **5.3 Conclusions**

The study concludes that the practice of strategic management plays a crucial role on the effectiveness of NGOs dealing in food security in Siaya County. It was established that NGOs have a strategic plan and practice strategic management practices such as scanning of internal and external environment, formulation of short and long term strategies, setting of specific objectives, implementation of strategies and evaluation and control. The study further established the effectiveness of the strategic management practices as adopted by the NGOs addressing the issue of food security in Siaya, the respondent majorly indicated that the NGOs were benefitting from the practices of strategic management since it enables them achieve the desired outcomes and meet organization set objectives.

#### **5.4 Recommendations**

The study revealed that some of the challenges the NGOs were facing was employment of low qualified staff who are not able to practice strategic management effectively, I would therefore recommend that the practitioners try as much as possible to get suitable candidates for the managerial positions in the organizations so as to enable them implement their strategies effectively. I would also recommend training of staff in the areas of strategic management practices and their importance. In the area of food security I would urge the NGOs to consider different ways of feeding the poor such as establishment of feeding centres.

#### **5.5 Limitation of the Study**

Time was a major constraint to the study as majority of the respondents took long to give their feedback. The study concentrated its investigation only to NGOs dealing in food security in Siaya limiting the finding to only 15 NGOs and therefore not all aspects of strategic management would have been investigated.

#### **5.6 Recommendations for Further Studies**

To other researchers, this study findings are not exhaustive, requiring further scrutiny. It would be good to have a full fledged study on application of strategic management practices not only in the area of food security but also in other sector.

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APPENDICES

Appendix I: Letter Of Introduction



UNIVERSITY OF NAIROBI  
SCHOOL OF BUSINESS

Telephone: 020-2059162  
Telegrams: "Varsity", Nairobi  
Telex: 22095 Varsity

P.O. Box 30197  
Nairobi, Kenya

DATE..... 3.10.2018

**TO WHOM IT MAY CONCERN**

The bearer of this letter ..... IRENE AWINDO ODERA


Registration No..... D.G.I./77494/2015

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

  
PROF. JAMES M. NJIHA  
DEAN, SCHOOL OF BUSINESS

## APPENDIX II: QUESTIONNAIRE

The purpose of this questionnaire is to collect information on strategic management practices and their effectiveness amongst NGOs dealing in food security in Siaya County. The information provided in questionnaire will assist the researcher in completing the research and meet the academic goals. The information provided in the questionnaire will only be used for academic purposes and will be treated with confidentiality

### Part A: Respondent's background information

#### 1. Job title/Position

Director	<input type="checkbox"/>	Officer	<input type="checkbox"/>
Assistant manager/Dept Head	<input type="checkbox"/>	Clerk	<input type="checkbox"/>
Assistant officer	<input type="checkbox"/>	other (specify) .....	

#### 2. How long have you worked in this organization

Less than 1 year	<input type="checkbox"/>	1 year to 2 years	<input type="checkbox"/>	2 years to 3 years	<input type="checkbox"/>
3 years 4 years	<input type="checkbox"/>	Over 4 years	<input type="checkbox"/>		

#### 3. Departments

Administration	<input type="checkbox"/>	Planning & Development	<input type="checkbox"/>	Finance	<input type="checkbox"/>
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#### 4. Duration in Department

Less than one year       1 – 3 years       4 – 7 years   
8 – 10 years       Over 10 years

#### **Part B: Background Information of NGO**

1. Please indicate if the organization is local or international?

Local       International

2. What is the number of employees currently employed in the organization?

3. Does the organization have a strategic plan?

Yes       No

**Part C: Strategic management Practices and Effectiveness**

1. Does the management in the organization practice strategic management?

Yes [ ]                  No [ ]

If yes, to what extent does the management apply the following strategic management practices?

<b>Strategic management practices</b>	<b>Very low</b>	<b>Low</b>	<b>Moderate</b>	<b>High</b>	<b>Very high</b>
Scan the internal and external environment					
Formulate short term and long-term strategies					
Set specific performance objectives					
Implement strategy					
Evaluate and control					

2. Apart from the practices stated above what other strategic management practices have you adopted?

3. Would you say the organization is benefiting from the application of strategic management practices?

Yes [ ]      No [ ]

4. What are some of the challenges the organization is facing in the implementation of strategic management practices?

5. What factors would you suggest necessary for the successful implementation of strategic management practices?

6. Has these practice of strategic management led to effectiveness in the Organization?

Yes [ ]      No [ ]

7. Please indicate to what extent the application of strategic management practices has influenced the following outcomes in the organization.

<b>Outcome</b>	<b>Very low</b>	<b>Low</b>	<b>Moderate</b>	<b>High</b>	<b>Very high</b>
Production of desired results					
A level of customer and employee satisfaction					
Shareholder satisfaction with the results					
Reduced uncertainty in the organization					
Organization performance					
Improved communication and better Coordination of activities in the organization					
Improved innovative and productivity performance					
Financial performance					

**THANK YOU FOR YOUR PARTICIPATION.**