

**INFLUENCE OF STRATEGIC PLANNING PROCESS ON PROJECT  
PERFORMANCE: A CASE OF HIV & AIDS COMMUNITY PROJECT  
IMPLEMENTED BY ACK DIOCESE OF MOUNT KENYA WEST, NYERI,  
KENYA**

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**This Research Project Report is Submitted in Partial Fulfillment of the  
Requirements for the Award of the Degree of Master of Arts in Project Planning  
and Management, University of Nairobi**

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## **DECLARATION**

This Research Project Report is my original work and has never been submitted for any award in any other University.

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## **DEDICATION**

To my late father I dedicate this study for his resilience and zeal that ensured together with my siblings we got the basic education, and further taught me human virtues particularly those of hard work, patience and commitment.

## **ACKNOWLEDGEMENT**

Writing this Research project has been a long and difficult journey that I could not go alone. It is through the support system right from the University environment, family, work place and the community around me that has helped me to remain focused on realizing my dream in education.

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May the Almighty God apportion you His grace.

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## **ABBREVIATIONS AND ACROYNYS**

|                  |   |
|------------------|---|
| <b>ACK</b>       | Anglican Church of Kenya                              |
| <b>AngliCORD</b> | Anglican Coordination Oversees Relief and Development |
| <b>AIDS</b>      | Acquired Immune Deficiency Syndrome                   |
| <b>CBOs</b>      | Community Based Organizations                         |
| <b>CPM</b>       | Critical Path Method                                  |
| <b>GoK</b>       | Government of Kenya                                   |
| <b>HIV</b>       | Human Immuno Virus                                    |
| <b>M&amp;E</b>   | Monitoring and Evaluation                             |
| <b>MoH</b>       | Ministry of Health                                    |
| <b>Mt.</b>       | Mount.  |
| <b>NACC</b>      | National Aids Control Council                         |
| <b>NGOs</b>      | Non-Governmental Organizations                        |
| <b>NASCOP</b>    | National AIDS and STIs Control Programme              |
| <b>No.</b>       | Number  |
| <b>O-DEL</b>     | Open Distance and E-Learning                          |
| <b>STIs</b>      | Sexually Transmitted Infections                       |
| <b>UNDP</b>      | United Nations Development Programs                   |

## **ABSTRACT**

This study has scrutinized the process of strategic planning to ascertain its influence on the project performance. The success or failure of the strategic planning process was gauged by the extent to which it influences the project performance. The study main goal was to determine how strategic planning process influences the performance of Church initiated community projects. The study used the ACK Diocese of Mt. Kenya West HIV & AIDs Project as the case study. To pursue the above purpose, relevant literature was reviewed in relation to the study variables which includes; the independent variables namely Needs analysis, Objectives setting, Resource allocation and M&E against project performance. Due to the nature of this study, ex-post facto research design and survey were picked to guide it. Project documentation including proposals, quarterly, biannual and annual both narrative and financial reports and monitoring and evaluation reports were reviewed and analyzed to gather secondary data. The study gathered primary data through a survey where the research subjects filled questionnaires. Data was organized and analyzed supported by computer program SPSS version 25 software. On the descriptive statistics analysis, a greater number of the respondents agree to a great extent that all the independent variables are influencing project performance. The study findings from the correlation analysis indicate an existence of a significant influence of strategic planning process on project performance. From the findings it is the conclusion of this study conclude that there is a notable both positive and negative influence on how project is performing caused by the four independent variables. M&E is on the overall indicated to have the most significant positive influence on project performance. It is the recommendations of this study the organizational strategic plans should be fully implemented for successful performance and realization of the organizations goals. Organization including the Church should use already realized successful performances as entry point to new communities where they intend to initiate new projects. Organization should further ensure necessary resource are allocated to the projects for their successful performance and timely completion,

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background

For Most organizations in Kenya, Planning is one most critical tool for expansion and performance. For an organization to perform to the expectations, it is of paramount importance that resources are properly used and that services are well administered. To realize this, available human and material resource in an organization should be employed wisely to produce quality goods and services at the lowest amount possible. There are several factors that an organization can choose to measure how it is performing. The best test is the one that gauges the achievement against the set objectives. Berry (1997) describes the process of strategic planning as an implement to assist an organization realize its future prospective and identify the best vehicle to get there. The process of making strategic planning which is equally important as the plans usually makes clear the road map to organization leaders assisting them move in the same direction.

Many churches including the Anglican Church of Kenya (ACK) Mt. Kenya West, Diocese has embraced the Strategic planning process for their desire to perform effectively. The Mt. Kenya West Diocese together with others dioceses comprise the Anglican Church of Kenya. This Diocese was created in 1993 and has since been in operation covering Nyeri County and parts of Laikipia and Meru Counties. Since its inception the Diocese has been involved in activities geared toward spiritual, physical, social and economic growth of its Christians and the entire community.

Like all other parts of Kenya the area covered by the Diocese was heavily devastated by HIV and AIDS scourge. This moved the Church to respond to this challenge which was pronounced by then head of state as a national calamity in 1999. This was through a speech he made at a National Conference where he also established the National Aids Control Council (NACC) to spearhead the country in its effort to bring down advance effects of the disease. The President said that AIDS was not just putting our social and

economic development at risk; but that it was a real threat to our own existence itself and that all energy must be directed to bringing the scourge under control. The Church around year 2002 started implementing a number of projects to mitigate the impact by the scourge. The Church interventions were directed towards creating resilient communities who are able to create a support system for members suffering the effects of the disease.

NASCOPS 1999 report estimated that in Kenya the adult national prevalence rate stood at 13%. A HIV and AIDS Strategic plan to be implemented between 2000-2005 was developed by the Kenyan government to give a workable strategy and institutional structure that facilitated the integration of mitigation measure into all government agendas and the core processes. It was the government agenda to bring on board all other stakeholders to consolidate efforts hands and mitigate against the disease.

The Diocese came up with a Strategic Plan that specifically outlined its strategies on how to address the areas of HIV & AIDS challenges it identified in Nyeri.

Although HIV and AIDS had its impact felt in the whole country each district had its own challenges that needed to be addressed. Nyeri District prevalence rate was by then recorded at 11% for the rural areas and 14% in the Urban areas were rated at 14% in year 2000 (MOH Impact, intervention Policy 2001).

According to Mckillip (1987), to be able to address future community needs in the most fair, successful and well organized ways, Needs Analysis explores and scrutinize current and future needs of a community putting in action the organizations role and available resources . Strategic planning is defined as a series of orderly action that are decided on by an organization bring all other stakeholders with similar ideologies to work prime concerns that are necessary to realize its mission and are addressing the environment (Allison and Kaye, 2005). The Church in its strategic Planning process assessed the situation for the purpose of making decision on the engagements it was to have with the community and the resources it required. The following areas were identified and prioritized: prevention of new infections, psycho-social support and care, Voluntary HIV Counseling and Testing and reduction of Stigma and Discrimination.

The government of Kenya in its Sessional Paper number four (4) on AIDS and in NACC Strategic Plan had set the following specific objectives with targets:

To ensure that by year 2005 the prevalence rate was reduced by between 20% to 30%.

To expand availability of Care and Support to people suffering the effects of the disease.

Increase the corroboration among stakeholders to jointly achieve the outcome of the strategic plan. The church efforts were to supplement the government efforts, thus its Strategic Plan objectives were therefore aligned with the first two objectives of the NACC Strategic plan.

According to Allison and Kaye (2005), how resource are acquired or distributed is a process that can be directed through Strategic Planning. Due to the rising demand that the church be involved in the fight against HIV and AIDS, the church needed to acquire and allocate the required resources which included people, materials, information and equipment. All these could not be possible without finances. The Church therefore wrote proposals to different donors but it was the Anglicans Co-ordination Overseas, Relief and Development (AngliCORD) an Organization from Australia who partnered with the church and provided the finances through which other resources were acquired, allocated and motivated to achieve the objectives the church had set in the fight against HIV and AIDS.

In Kenya development projects that are implemented in the community usually takes a holistic approach to poverty alleviation touching on the area of health care, basic education, safe water and sanitation, women empowerment, food security, environmental conservation and income generation programs. Community is a group of people living within the same environment, with similar interests together with any other organization that would be concerned with improving the quality of life of the said group. Project on are planned and coordinated interventions directed towards changing of situation and achieving of particular aim.

The church in its obedience to Christ Gospel in Matthew 25:35-46 where he demands that Christians should take care of people's needs regardless of their age, race, color or moral

standing, cannot fail to be involved in community project. The Church was thus obligated to initiate a community project through which it could mitigate the effects of this disease upon the communities within Nyeri and Laikipia.

Monitoring and Evaluation (M&E) as tools can greatly improve the standards of how projects are planned and managed. Those involved in managing of project are assisted through monitoring to know how the project is going on and whether it is on schedule and further to make sure that all activities are on course. Evaluation is another important tool that also assists in the project management by establishing the degree to which set objectives are realized. This study shall interrogate how the M&E as part of strategic planning influence church initiated community project performance.

Project performance can either be a failure or a success. There are many projects implemented in the communities but after their completion are classified as not being success mostly if they are not able to meet the beneficiaries expectations. Equally many projects are considered successful if they are able to address the identified needs of the target community. In most cases project implementers desire success for their efforts. Porter (2001), argues that strategy must not regard competitiveness of a firm to be limited to business environment it operates but the strategies it employs in running its fundamental business activities geared toward giving solution to organizational objectives and goals. This Study intended to explore how strategic planning influenced the performance of the HIV project the Church implemented.

## **1.2 Statement of the Problem**

Very little research is available on how the churches use strategic planning in their management. With the external environment threats; reduced resources; stricter regulation and pre-conditions for funds from the funding overseas partners and governments higher expectation from stakeholder and competition for resources from other organizations there is need for church leadership to resolve to engage in strategic planning as a mean to facilitate the church realize its vision.

The Anglican Church of Kenya (ACK) and its dioceses have strategic plans in place; however there are concerns that despite the claim of improved service delivery due to strategic planning being in place, the actual benefits of strategic planning implementation have not yet been realized. The executive who plan and guide the implementation strategies forget to match the plans with competent personnel and financial resources which have to be included in the organization budget. The process needs to be subjected to an effective M&E for the desired outcomes to be achieved. Not all ACK Dioceses or their lower level administrative structure are implementing the strategic plan. Most of them are spending their time noticing and attending to issues that come about instead of focusing and planning ahead.

Churches in Kenya are among the organizations that are driven by the desire to fulfill External Financiers requirements for a strategic plan document, which to funders is crucial to organizational growth and development. Many of these organizations fails to proactively pursue the implementation of their strategic plans. This failure in turn denies the organization the opportunity to experience the influence of strategic plan process on how the organization performs.

Most studies in the past that having assessed how organizations perform depending on whether they are using strategic plans, concluded that firms engaging in the process do better than those that do not. With these facts organizations regardless of size should strive to put in place an official, working strategic plans. (Bearnish 2000; Allison & Kaye, 2005; Antony, 1999, Bradford and Duncan, 2000; Bryson, 2004.)

This research work quest has been to determine how planned intervention carried out by the Church are impacting life within the community. The study explored ways in which ACK Diocese of Mt. Kenya West identify community needs, how the process of setting its operational objectives is carried, how resources are allocated, how the whole process is monitored and evaluated and how each of the process affects the performance of the project. The research work quest is therefore to determine the influence of strategic planning process on project performance.



### **1.3 Purpose of the Study**

The study was purposed to determine how strategic planning process influences the project performance.

### **1.4 Objectives of the study**

Below the Specific objectives of this study:

1. To determine the extent to which conducting needs analysis influence the performance of the church initiated community projects.
2. To examine the influence of setting objectives on project performance.
3. To assess how resources allocation influences project performance.
4. To establish how monitoring and evaluation influences project performance

### **1.5 Research Questions**

Below are the research questions which the research work intends to answer.

1. To what extent does conducting needs analysis influence the performance of church initiated community projects?
2. How does setting of objectives influence the performance of church initiated community projects?
3. How does allocation of resources influence the performance of church initiated community projects?
4. How does monitoring and evaluation process influence the performance of church initiated community project?

### **1.6 Significance of the Study**

The study shall increase the volume to the body of information for scholars and researchers who shall carry out future studies on strategic planning in churches, upon its completion. The study shall be useful to church leaders who shall get to understand in which sense strategic planning process influences the performance of institutions and their projects. This shall either confirm the positive influence of strategic planning or lack of influence. These findings, shall inform Church leaders accordingly for them to

make informed choices on the need of taking proactive strategic approach for better performance.

This study shall be useful to the church leaders and their employees as they analysis community needs, in setting relevant and attainable objectives, in resource allocation for the implementation phase and in planning and conducting M&E.

### **17 Limitations of the Study**

The study encountered two notable of limitations. Firstly it was not possible to explore the entire array of variables that influences project performance. Secondly there is very little research done on church and strategic planning.

### **1.8 Delimitation of the Study**

The study explored the four chosen independent variables despite the fact that there are many other variables within the strategic planning and implementation process that have an effect on how a project performs. This was due to time constrains in completing this study. The other delimitation was the target population which was limited to only the person involved in the management, those who understands the process of strategic planning, thus did not involve direct beneficiaries.

### **1.9 Assumptions of the Study**

The study assumptions were that the sample representatives were ready collaborate and give the relevant sought data. Assumption was also held where the leadership of ACK Mt. Kenya West Diocese would authorize the study to be carried out through their HIV and AIDS project. It was also assumed that the study findings shall assist the ACK Mt. Kenya West Diocese and the entire church to improve on their strategic planning process for better performance in future.

### **1.10 Definitions of Significant Terms in the Study.**

**Strategic planning:** It is the process that assists an organization come up with action plans on how they shall achieve their goals considering factors within and without it. The

process is also involved indecision making on resource allocation and the control mechanism during the implementation of the action plan.

**Strategy:** This is a designed master plan to be followed with the aim of realizing the organization overall goal

**Needs Analysis:** Refers to the activities that are involved in collecting information that helps in the development of strategies that meets the needs of the targeted group.

**Objective Setting:** This is a process where key strategic areas are identified, priorities considered; the formatting of definite, quantifiable, achievable, practical and with time limits objectives is carried out. Objective setting is a key part of planning. Objective setting helps an organization answer where it wants to be and when?

**Objective:** Is a specific result that a person or a system aim to achieve within a time frame and with the available resource

**Resource Allocation:** This is an exercise where decision are made on how of assigning the available supplies including skills, materials, equipment and finances to implement a Specific task.

**Resource:** This is a supply of requirements in terms of material, finances, staff skill, infrastructures or any other assets that can be used by an individual or an organization to function effectively.

**Monitoring and Evaluation plans:** This is a road map of how project activities are assessed during and after implementation with specific details as to, how the process will be in managed, the people to gather information, budget, feedback system.

**Monitoring:** Can be defined as the function that continuously assess and provides details of how the project is progressing during implementation against the set objectives.

**Project Performance:** Is that quality and quantity of achievements of goals in line with timelines and cost.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Strategic planning should not be understood as a onetime action, scholars like Thompson and Stickland (2007), defines it as a series of actions that brings together activities such as gauging on things that may cause damage and chances for organization progress, identifying the frailty and robustness in unstable environment. The duo further argues that strategic planning is an instrument that assist managers to continually look at a business come up with goals that are long term and measurable, prepare an action plan with control mechanism to assess progress distribute supplies, review the action plan periodically and create a sense of ownership of the set goals by all stakeholders.

This section presents the empirical literature review covering the above mentioned process of strategic planning and implementation, theoretical framework, conceptual framework along the studies main constructs. The chapter shall examine the state of knowledge and the gaps that this study seeks to address.

#### **2.2 Project Performance**

A number of authors have defined performance as the end results either good or bad in a project or a firm whether financial or non- financial (Kargar and Parnell, 1986; Ramanujam and Venkatrama, 1987). However Kaplan and Norton (2008) give a lot emphasis to financial aspect as the factor for performance measurement that should get prominence within the score card activities. These two further sees strategic planning as mainly focused to generating profit as opposes to other non- financial benefits. This view is refuted by Pearson and Robinson (2002) who says that the use of financial aspect to assess performance is not neither adequate nor accurate in presenting the actual position of the project or its future. They further proposes that organization should strive to ensure that best practices are in place to upgrade and strengthen her qualitative measures.

Although performance of projects has been a concern in project implementation for many years assessment of project is based on traditional important circumstances for success on the basis of time, budget and set standards (Styne, 2014).

Despite the set standards gauging performance, different projects are characterized by various size and inherent complexities that provide an opportunity to assess individual project using other criteria (Nzekwe, et al. 2015). This has a bearing in assessing performance of project since stakeholders interpret performance differently. Some researchers however argue that these criteria are too limited and therefore suggest alternatives; such as benefits for the stakeholders, project budgets and project results (Styne, 2014; Makanyeza, Kwandayi & Nyaboke, 2013). Courtney et al (2009) are of the view that it is not easy to measure performance in organizations that are not business driven thus not working for profit. The reasons they give for this line of thought are; the organizations are not allowed by law to distribute their earnings thus there is no ownership. Secondly most of them provided services at will focusing on their mission, thirdly the fact that performance may impact negatively on the rest of operation areas.

Courtney et al. (2009) have further outlined four performance indicators namely efficiency, growth, customer services and resource acquisition. On efficiency the indicator shows how prudently resources are used. Growth indicates how the organization increases in size in terms infrastructure and capacity. Customer service indicates how the organization clientele are contented with the services it provides. And lastly resource acquisition indicates how an organization is able to obtain resources both human and material.

### **2.3 Needs Analysis and Project Performance**

Intervention in the communities should be geared toward addressing the felt and identified needs. Swanapoel & de Beer (2006) argues the existed a tendency in the past where projects were initiated around the management interest ignoring the community needs, most of such projects could never succeed. This is because people will not own projects addressing needs identified by foreigners and further not marching or supporting their needs. Identification of needs is paramount before any interventions are put in place. Communities who are beneficiaries should be allowed to effectively participate in identifying their own needs. When communities own their needs they easily became part of the process seeking mitigation to these needs. The two authors further argue that

people coming up with the action plan and those to benefit should have a common ownership of the identified needs (Swanapoel & de Beer, 2006).

Having sufficient necessary information on which to base needs analysis and decisions on mitigation is important (Darcy & Hofmann, 2003). It is important to group people according to their needs so that each individual group needs are addressed appropriately (Swanapoel & de Beer, 2006). Decision making in terms of if one should intervene, what kind of intervention, the most important considerations, assignment of supplies, and the process of developing the program and planning are informed by needs analysis (Darcy & Hofmann, 2003).

#### **2.4 Setting Objectives and Project Performance**

An organization requires to have a vision which can only be realized through setting of attainable objectives. Objectives are the desired results or targets which are set by those managing an organization with the aim of achieving them (Weinrich, 2007). It is the objectives that guide the five tasks of management namely planning, organizing, staffing, directing and controlling. Guided by the understanding of the objectives the management is able to decide how to organize, the skills required, level of motivation, how to instruct, guide and oversee and further how to use control mechanisms to achieve the predetermined goals. Weinrich further explains the difference between the organization vision, purpose and mission according to him vision is the aspiration for the preferred future. Objectives are based in the vision. Purpose is a broad goal shared by organizations that are similar and exist in the same environment and society. Organization mission is the special aim that sets apart an organization from others similar to it.

The following are the advantages of setting objectives as outlined by Bernard (2004): he writes that they create a platform for planning strategies, procedures, policies and budget. It gives direction to the entire organization to carry out their activities with a focus, it guides the organization in coming up with effective controls that quantify outcomes and apply improvements, setting objectives enables all stakeholders to work toward the same goal, performance can only be measured through the set objectives.

## **2.5 Resource Allocation and Project Performance**

Organization cannot realize their goals without sufficient and relevant resources. Allocations of resources to project together with performance monitoring and staff motivation are deemed to be most important aspects of project management (Pryke & Smyth, 2006). According to Barney & Clark (2007), organizational change is believed to be anchored in identifying and utilizing specific resources in order to gain successful implementation. They further interpret resources as being financial capital, physical material, organizational structure and human resource. Planning and allocation of resources are processes aimed at supplying and supporting field operations so that set objectives can be met and cost kept within the construction budget (Clough & Glenn, 1991).

A number of new studies have challenged the held notion about project with structure that facilitates the co-ordination and implantation of its activities allows proper usage of skills, resource and splitting of labor (Harisson & Lock, 2004; Karlsen, 2013). It is noted that organization implementing several independent projects experience several barriers, these includes the sharing of resources, particularly its availability and related conflict as well as re-allocation and giving priority to needs (Hendriks et al.1999; Engwall & Jerbrant,2003; Huemann et al,2007; Huemann, 2010).

In order to allocate resource and prioritize project, the project management theory utilizes particular tools, an example is where resource are arranged controlled and optimized through the Critical Path Method (CPM) (Meredith & Mantel, 2012). Meredith and Mantle further suggests that arranging resources depending on needs can be realized through those involved being enabled to learn how to look at tasks and identify those with total slack at 0 or one with highest requirement for resources or apply first come first serve rule (Meredith & Mantel, 2012). Comparing project management theory and project portfolio management framework Martinsuo (2013), argue that both offers models and tools for resource allocation, however he adds that project portfolio management when assigning staff is concerned with they can be effectively utilized by all the projects under the portfolio.

Project managers and portfolio managers have different roles and responsibilities, as per the theoretical framework they use and the work of assigning resources is done in the process. Choosing the framework to work with while managing is presiding effectively on the organizational process of assigning resources (Blomquist & Muller, 2006).

Portfolio management theory is challenge due to its assumptions, firstly that those implementing are reasonable and tractable worker, who are focused only to pursuing the overall interests of the organization, in addition it also assume that all projects within a portfolio compete for little resources that can be only accessed through the organization (Martinsuo, 2013).

According to Cooper et. al.(2004) to be knowledgeable on how to give priority amidst the projects in progress is crucial for the project achievement, deciding on importance is appropriate. Engwall and Jerbrant (2003) indicates that assigning of resources to and among project that are ongoing is quite a difficult exercise that involves clarification, discussion and exchange.

One major issue for consideration in resource allocation is the required competencies. To avail the necessary competencies those dealing with resources in an organization should emphasis personnel development as per the needs. Turner, (2008) suggest that that organization personnel competencies should be developed on the basis of the kind of project they implement otherwise lack of such chances may make them leave the organization. The second issue for consideration in resource allocation is project priority. Engwall et al. (2003), argue that the tendency is to allocate more resources and more experienced staff to projects with high priorities compared with projects those having low priorities.

Kester et al. (2011) describes resource allocation as a processes comprising of decisions and actions. The scholars further state that the process of making decisions is influenced by power, opinion, evidence and some time the three combined. Where evidence is influencing, necessary information and assumptions are tabled, discussed and decision arrived at. Where opinion influence individual ideas and feelings are emphasized



ignoring facts. Where power is the influence personal or a group interest dominate other people or the organization goal. When opinion and power influence are in play the allocation process ignores the outcomes of the whole portfolio (Kester et al. 2011).

## **2.6 Monitoring and Evaluation and Project Performance**

Kusek & Rist (2004) believes that monitoring and evaluation is among the important tools that have an influence on how a project performs. This view is held by other scholars like Wysocki & McGary, (2003) who think there is no need of implementing a project if one is not bothered about the progress or the change its causing. The only way to understand how you are performing is through monitoring. When you monitor and evaluate a project it helps you as the implementer to determine whether you are keeping the set standards and realizing the desired changes as per the strategies and work schedules (Shapiro, 2004).

Due to the insistency from funding agencies that organization have active department within the project dealing with M&E quite a number of these organizations do not treat it as an important tool that can help them notice short comings while carrying out or re-planning the project but sees it as a demand from these agencies (Shapiro, 2001; Alcock, 2013; Armstrong & Baron, 2013). Kusek & Rist (2004), are of the view that for the sake of acquiring fund from donors, organizations have embraced M&E to please those fund givers not considering the benefits of this tool on how the project performs. NGOs are considered to lead among organizations holding this notion.

Shapiro (2001), is of the view that M& E process should assist the project management to notice shortfalls and what contributes to their occurrence and further propose possible mitigations. Wysocki & McGary (2003), retaliates that in a project the issue of M&E cannot be a one person exercise even if they had the expertize, a team should therefore be formed, trained and skill enhanced on how to plan, conduct and report on M&E.

Acharya et al (2006) proposes that all organization should not draw a boundary between the implementation of the entire project and the M&E process but those participating

including members of the funding agencies should have their capacities build to enable them participate effectively both in project implementation and M&E.

The process of M&E should happen properly as the entire project is planned at this point those to implement collects the data about the status of the matter on the ground before mitigation activities are carried out (Hogger et al. 2011). Estrella & Gaventa (2010) defines baseline survey as that research which is conducted before the commencement of a project to ascertain the real situation. This research is meant to gather starting point data concerning a state of affair as the organization plans the M&E aspect, this information acts as the base on which the project was began and upon which progress is monitored and evaluated (Frankel &Gage, 2007).

Several scholars have assigned functions to M&E process the first one being accountability by Cheng et al (2007) where thoroughness and measurement of progress is conducted against the set standards. In the accountability function compliance with the organizational policies including those on human resource, budget, legal requirement and statutory payment are highly emphasized (Naidoo I.A, 2003).

Learning is the second function that M&E process is seen to accomplish. Gray (2009) demonstrates that after an evaluation of a project there is high possibility that the organization will learn from the findings. Several scholars observe that with the increasing number of research concentrating on NGOs many observers are eager to know how this promotes learning across organization. (Roper & Petitt, 2002; Hamer & Komenan, 2004). Due to its ability to identify and correct deviations during project implementation or even after evaluation in the next phase of planning, M&E third function is described as influencing performance. Msila & Setthako (2013), urges that when M&E is carried out effectively this will ensure the good and services are up to the required standards, thus improving the project performance.

M&E process entails several activities which must go hand in hand for it to achieve its purpose among them is the drawing of the M&E plan which is crucial because it directs the rest of the process (UNDP, 2009). On the onset of the project during planning M&E

should be factored in to enable the collection of data to be used in measuring performance against the set objectives (Shapiro, 2001).

For an M&E plan to achieve its purpose there are several issues that needs to be looked into. These issues are classified as follows by Brignall & Modell (2010), finance and implementation period summed up as resource, the second class is the organizational capacity which includes relevant skills, policies and structures to implement the M&E plan. Armstrong & Baron (2012) adds to the list and includes practicability of the planned activities, the issue of duration allocated for implementation should also be a matter of concern and lastly is the issue of ethics that should look at the threats that may hinder M&E process implementation

## **2.7 Theoretical Framework**

This study involved two theories namely the theory of change and the realistic evaluation theory for its theoretical framework. The theory of change is attributed to carol Weiss as its publisher dating back to 1995. The theory explains the how and why an initiative works. Cox, (2009) affirms that the theory is concerned with producing information of how a project has performed and also in explaining which are the steps and procedures it uses to achieve its objectives. Through the theory of change, a model is presented showing how the project should operate otherwise referred to as the roadmap to show the beginning, the journey and the destination of the project. According to Msila & Setlhako (2009) the theory of change also present the basis of claiming that activities carried out brings about change. With the knowledge on the project targets and the process and purpose, the theory of change proposes that the project personnel and those who may be tasked with project evaluation should against the roadmap monitor and tests the results (Alcock, 2009).

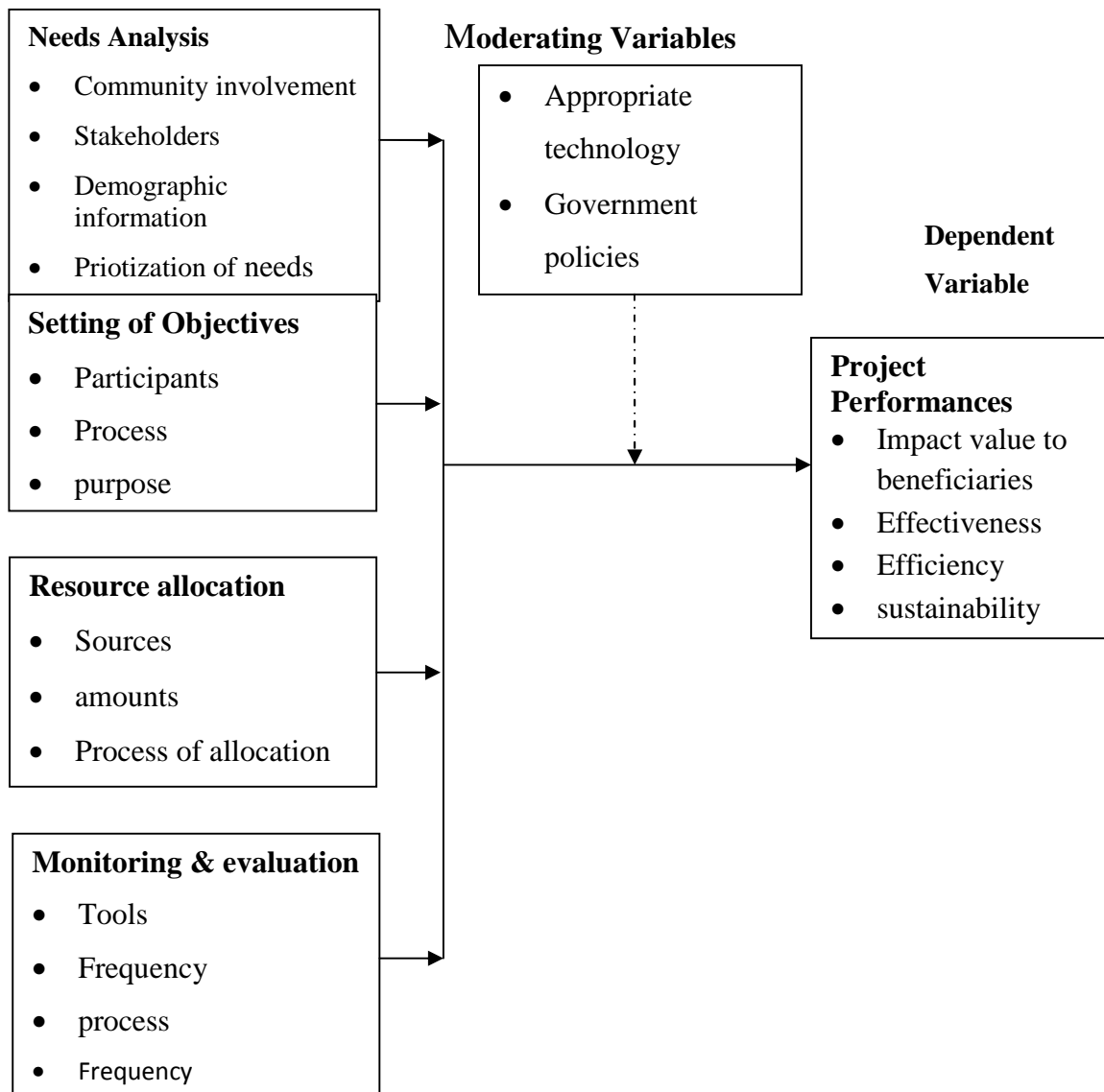
Theory of change is seen to have short comings as Babbie & Mouton (2006) observes because project success can be understood in many different way. It is worth noting that success is not only knowing what is workable the lesson learnt is that replicating or

expanding project with thorough consideration in most cases does not work (Mackay, 2007). Through M&E the collected data provides an environment that allows those implementing the project to foresee with confidence the outcomes of project interventions or what changes can bring the same or more improved results (Jones, 2011). The realistic evaluation theory presents a prototype that detects the outcomes of project activities, the way they are produced and the importance of different situations under which these activities are implemented. The theory is concerned about what is doing well and for whom, in what situations and in which way? (Pawson & Tilley, 2004). This prototype helps these carrying out evaluation to know the areas of the activity that makes it successful or unsuccessful and the environment that is related to the effectiveness of the activity under which it can be replicate in a different place (Cohen, Manion, & Morison, 2008).

## **2.8 Conceptual Framework**

In the conceptual framework below is a written presentation explaining graphically the studies variables and their presumed relationship among them. Kothari (2003, define a variable as a concept which can take on qualities of quantitative values. A dependent variable is the outcome variable that is being predicted and whose variation is what the study tries to explain while independent variables are the factors that tries to explain variations in the dependent variable,

## Independent Variables



## 2.9 Summary of Literature Review

In this chapter literature is review which demonstrates the importance of strategy in project planning for positive performance. The first section of the literature is on project performance which has shown it as either positive or negative, financial or non-financial. Reviewed scholars are in agreement that it is necessary to measure project performance though non-financial performance is difficult to measure. The following are given as the

indicators of performance: growth, resource acquisition, satisfying customer service, and efficiency.

On the Needs analysis the literature has shown that needs identification should be participatory involving communities to enable people own the needs and the process of seeking solutions to these needs.

Setting Objectives for any project by an organization is seen as a way of providing a platform from where other plans are prepared including operational policies budgets and procedures. Setting objectives helps an organization to mobilize their interventions with a motive, objectives helps in setting performance standards to measure real performance, they also gives validity to organization intervention and gives a platform for planning, leading, guiding, directing and controlling interventions of different department thus better management of organizations.

The section on resource allocation the review identifies resource in a project as being financial capital, physical, organizational and human resource. The purpose of resource planning and allocation is to provide and encourage work in the field for the realization of the set goals checking cost and maintaining it to the budget. Several approaches and theories used in resource allocation have been discussed including, project management theory, project portfolio framework, organizational theory, formalization and discussion, bargaining and negotiation approach.

The literature on M&E and performance indicates that M&E is a grand design and a tool that supports project management and better performance. It further outlines the process and the procedures of conducting M&E in project from the planning phase, baseline survey, activities assessment, feedback and result achievement. This section also discusses the three functions of M&E namely accountability, promotion of “learning in Organization”, and the influence on project performance. Further looks at the M&E plan important considerations as follows: Resources, Capacity, Feasibility, Timelines and Ethics.

## 2.10 Knowledge Gap

**Table 2.1 Knowledge Gaps as identified in other studies.**

| <b>Study</b>     | <b>Area of Study</b>  | <b>Finding</b>   | <b>Methodology</b>     | <b>Knowledge Gap</b>  |
|------------------|---|--|------------------------|---|
| Obwage (2006)    | Factors influence strategy implementation on the performance of churches in Nairobi                   | Strategy implementation has no influence on the operation of the church on its own                       | Cross sectional survey | The study revealed very little on the influence of strategy on church performance                           |
| Dr. Kumar (2015) | Correlation between strategic planning firm performance at university of Delhi                        | Strategic Planning has a direct and Positive correlation with the performance of the University of Delhi | Regression Analysis    | The study focused on a public institution. Does not explain how strategic planning influence church project |
| Ndungu (2016)    | Influence of strategic management practice on the performance of Christian churches in Nairobi, Kenya | Strategic management has a positive influence on church performance.                                     | Cross sectional design | The study focus on the church own growth and development and not the socially responsibility                |
| Opiyo (2016)     | Influence of Strategic Planning on performance of CBO in migori                                       | Strategic Planning not in use in may CBOs. those implementing enjoying better performance                | Descriptive survey     | The study does not look at the process but rather the availability and implementation                       |

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.1 Introduction**

The chapter starts by discussing the research design and methodology upon which the study was adopted. The following topics are then discussed namely the study population, sample size, procedures of sampling and instruments of data collection. The researcher further discusses procedures for data collection, pilot study, techniques of data analysis and ethical considerations.

#### **3.2 Research Design**

Ex-post facto research design and survey were used in this study. Kerlinger & Rint (2004) defines the phrase ex-post facto research design that consider past events and allude to those researches that examines feasible links through looking at the current situation and digging the past to what might have contributed to that situation. According to Kothari, (2004), ex post facto research design is often used for social, economic, educational and political descriptive researches. He further states that the main features of this design are that the person conducting the study cannot influence the study variables but only work and record what already occurred or what is occurring at the time.

The ACK HIV &AIDs project was completed and closed by end of June 2014. The researcher reviewed and analyzed the available project documentation including the proposals, quarterly, biannual and annual both narratives and financial reports; monitoring and evaluation reports.

This study in additional to ex-post facto design has also used a case survey research design to collect primary data from respondents who were involved.

A survey design according to Mugenda & Mugenda, (2003) is linked to directed and quick collection, examination and interpretation of the study. This study considered the four independent variables of strategic planning, needs analysis, setting of objectives,



resource allocation and monitoring and evaluation and their influences to the dependent variable the project performance.

### 3.3 Target population

Documentary evidence from the HIV&AIDS project was relied on to scrutinize possible strategic planning implementation and project performance relationship. All project documents, including proposals, budget, human resource documentations, quarterly, bi-annual and yearly reports, monitoring and evaluation reports. The researcher however administered a questionnaire to supplement the information from the documents. The targeted population included the ACK Diocese of Mt Kenya west management team, church ministers within the project area, project staff and volunteers who participated in the project all totaling to 84. The table 3.1 tabulates the targeted study population.

**Table 3.1 Target Population**

| <b>Category</b>            | <b>Target population</b> |
|----------------------------|--------------------------|
| Bishop                     | 1                        |
| Board of Management        | 8                        |
| Project Staff              | 9                        |
| Clergy in the project area | 33                       |
| Volunteers in the project  | 33                       |
| <b>TOTAL</b>               | <b>84</b>                |

### 3.4 Sampling Procedure and Sample size

A sample is described as a group through which information for a particular study is acquired (Gakuu et al. 2018). Sampling is the course of action used by a researcher to bring together units of observation which includes people, places or things in a study (Kombo and Tromp, 2006). Sampling is further described a process of picking out a certain figure of people or objects from a population in a way that the picked group processes essentials typical of attributes found in the whole group, (Orotho and Kombo, 2002).

Mugenda and Mugenda (2009) suggest that between 10% to 30% of the study population is considered an adequate sample size for descriptive survey to make more spread the essentials being observed. This study has sampled 30% from the study population which

translate to 26 respondents. For the purposes of the research, stratified random sampling was used to select respondents from each category, this method of sampling is considered to be more inclusive because unlike other processes with small number of population it does not omit sub groups (Mugenda & Mugenda, 2003).

**Table 3.2 Sampling Frame**

| <b>Categories</b>         | <b>Total population</b> | <b>Sample %</b> | <b>Sample size</b> |
|---------------------------|-------------------------|-----------------|--------------------|
| Bishop                    | 1                       | 0.3             | 1                  |
| Board of management       | 8                       | 0.3             | 2                  |
| Staff                     | 9                       | 0.3             | 3                  |
| Clergy in project area    | 33                      | 0.3             | 10                 |
| Volunteers in the project | 33                      | 0.3             | 10                 |
| <b>Total</b>              | <b>84</b>               | <b>0.3</b>      | <b>26</b>          |

According to Gakuu et al,(2018) sample size viewed as probably the most important measuring factor of the sample because more than any other factor it affects the quality, cost and study time. The scholars further argue that the sample size must be thought about both in line with available budget for the survey and its quality needs. As indicated on table 3.2, the study sample size is 26 respondents.

### **3.5 Research Instruments of Data Collection.**

#### **3.5.1 Pilot Study**

The researcher conducted a preliminary study to ascertain the practicability of the study protocol and establish the weaknesses in the study. In order to safeguard content validity, the first bunch of the questionnaire was pretested on a pilot set of respondent who included one board member, one staff, one clergy and one volunteer. The respondents were four in number which is slightly above 10% of the sample size as per the recommendation by Mugenda and Mugenda (2003) who observes that for a preliminary study to succeed it should uses 1% - 10% respondents of the actual sample size but different lot with similar background characteristics to those in the actual survey.

All the features of the questionnaires were tested including questions content, wording, sequence, question difficult and layout. According to Gakuu, et al, (2018) it is important to pre-test the questionnaire before distributing it to the whole sample. Through the pilot study the researcher tested the data gathering process- time taken to complete the questionnaire and

the subject willingness to participate in the study. As Malhotra (2007) observes the questionnaire pretest is done in order to observe the respondent reaction and attitudes and questions that respondents finds to be ambiguous. The findings from the pilot study assisted in reformatting of the questionnaire before it was administered to the main study respondents. Further the researcher tested data entry, coding of the items and the appropriateness of statistical tests.

### **3.5.2 Validity of Research Instruments**

The normal way of testing the soundness of instruments content is seeking professional or expert input (Mugenda & Mugenda, 1999). To be able to prepare content valid instruments raters who are knowledgeable on the construct of interest should rationally analyze the instruments. At least three and not beyond five rater should be involved. The validity of the instruments was assessed by test experts to confirm its content before its use. The three test experts were senior lecturers PhD. holders from the School of Open Distance and E-Learning (O-DEL), University of Nairobi. The validity of the instrument was confirmed after issuing the test experts with copies of the draft questionnaires, research objectives, alongside with the purposes of the study. The inputs of the experts both proposals and recommendations were considered in rectifying the questionnaire.

### **3.5.3 Reliability of Research Instruments**

Gakuu et al. (2018) defines reliability as the steadiness of a measurement at which the instruments of measure will examine the objects of study in a similar method and conditions. Reliability is aimed at reducing mistakes and inclinations in study such that an investigator today following the same methods used previously by other researcher can get similar findings and conclusions (Yin, 2009). To test reliability a test – retest method was used where the first set of instruments was administered to four subjects in four different project sites in Laikipia County, the data collected was graphed. After two weeks the same instrument was administered to the same group, the collected was also entered into the same graph. The researcher then computed the Pearson's  $r$  by correlating the scores from both testing period. The correlation obtained is +.81 Coefficient of Reliability. This was considered to indicate good reliability.

### **3.6 Data Collection Procedures**

After passing through the research proposal defense, authorization by the National Council of Science and Technology, County Commissioner Nyeri and the Director ministry of Education- Nyeri to do the study was applied for. Further, consent by the ACK Church leadership to use the project data was also sought, this included raw data collected during project implementation including the project proposals, financial and narrative quarterly, bi-annual, annual reports, project budgets, projects appraisal reports and final project evaluation report. For the primary data interviews were to be conducted on one-on-one basis and where need be self- administered questionnaires were to be used. All the above mentioned Agencies including the Church gave their permission for the research to proceed. All the respondents through the introductory letter given were assurance of the confidentiality of the information they would give.

### **3.7 Data Analysis Techniques**

The data collected from the project documents and that which was from the survey was combined for easier analysis. And because the whole research data turn out to be qualitative the best method adopted by the study was content analysis. According to Cherry, (2015) content analysis is a method that seeks to explain the position of a situation at a specified time or how the situation have evolved for a period. Qualitative data should be controlled in a way that it is reduced to small observable units to demonstrate design and tendency (Bogdan & Biklen, 2007).

It is not easy to interpret raw Data gathered from the survey to facilitate interpretation such data should be subjected to a cleaning process, coding, entering into a computer program for analysis (Mugenda & Mugenda, 2003). Data collected, was organized and analyzed, supported by a computer program the- SPSS version 25 software. This program is utilized by researchers for a variety of statistical analysis and is able generate reports on different kind of formulas for easier interpretation. Data after analysis is mostly shown by use of tables to make it reader friendly.

### **3.8 Ethical Considerations**

The researcher is required to consciously observe and maintain several ethical considerations right from the onset of the study, the planning, data collection phase,

analysis. Before data gathering was commenced, the Church leadership in the diocese were informed that the study was solely academic. How data would be used was also clearly and carefully stated to avoid any misconception or mistrust. Table 3.3 below shows how definitions of variables are measured in this study

### 3.9 Operationalization of Variables

Table 3.3 below shows how definition of variables are measured in the study.

**Table 3.3 Operationalization of Variables**

| <b>Variables</b>             | <b>indicators</b>  | <b>Measurement scale</b>   | <b>Tools of data analysis</b>   |
|------------------------------|--|--|---|
| <b>INDEPENDENT VARIABLES</b> |  |  |   |
| Needs Analysis               | <ul style="list-style-type: none"> <li>• Number of officers who participated in formulation of strategic plans</li> <li>• Community involvement</li> <li>• Demographic reports.</li> <li>• Processes of needs identification and prioritization</li> </ul> | <ul style="list-style-type: none"> <li>- Ordinal scale</li> <li>- Nominal scale</li> </ul> | <ul style="list-style-type: none"> <li>• Descriptive statistics               <ul style="list-style-type: none"> <li>▪ Arithm mean</li> <li>▪ Frequency</li> <li>▪ Standard deviation</li> </ul> </li> <li>• Correlation analysis               <ul style="list-style-type: none"> <li>▪ inferential</li> </ul> </li> </ul> |
| Objectives setting           | <ul style="list-style-type: none"> <li>• Number of officer who participated in objective setting</li> <li>• Relevance to the goal</li> <li>• Scope of the strategic planning</li> <li>• Processes of setting objectives</li> </ul>                         | <ul style="list-style-type: none"> <li>- Ordinal scale</li> <li>- Nominal scale</li> </ul> | <ul style="list-style-type: none"> <li>• Descriptive statistics</li> <li>• Correlation analysis</li> </ul>  |

|                           |  |  |  |
|---------------------------|--|--|--|
| Resource Allocation       | <ul style="list-style-type: none"> <li>• Number of officers involved in resource allocation</li> <li>• Amounts allocated to implementation.</li> <li>• Number of staff assigned to the project.</li> <li>• Materials allocated for implementation</li> <li>• Processes of resource allocation.</li> <li>• Sources of funds.</li> </ul> | <ul style="list-style-type: none"> <li>- Ordinal scale</li> <li>- Nominal scale</li> </ul> | <ul style="list-style-type: none"> <li>• Descriptive statistics</li> <li>• Correlation analysis</li> </ul> |
| Monitoring and Evaluation | <ul style="list-style-type: none"> <li>• Number of officers who participated in M&amp;E plan formulation.</li> <li>• M&amp;E tools</li> <li>• Scope of M&amp;E</li> <li>• Feasibility of data collection</li> <li>• Critical reflection</li> <li>• Communication &amp; reporting</li> <li>• Necessary conditions</li> </ul>            | <ul style="list-style-type: none"> <li>- Ordinal scale</li> <li>- Nominal scale</li> </ul> | <ul style="list-style-type: none"> <li>• Descriptive statistics</li> <li>• Correlation analysis</li> </ul> |
| <b>DEPENDENT VARIABLE</b> |  |  |  |
| Project performance       | <ul style="list-style-type: none"> <li>• Timeliness</li> <li>• Number of deliverables achieved</li> <li>• Number of activities</li> <li>• Number of satisfied customers</li> <li>• Cost of project</li> </ul>  | <ul style="list-style-type: none"> <li>- Ordinal scale</li> <li>- Nominal scale</li> </ul> | <ul style="list-style-type: none"> <li>• Descriptive statistics</li> <li>• Correlation analysis</li> </ul> |

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## CHAPTER FOUR

### DATA ANALYSIS, RESULTS AND DISCUSSION

#### 4.1 Introduction

This chapter introduces the analysis of the data, interpretation of finding and results of the study. The data collected was coded and keyed into a computer program the SPSS Version 25 for analysis. Descriptive statistics analysis, the Correlation and Regression were used to perform the analysis. The results are presented and interpreted here below.

#### 4.2 Questionnaire Response Rate

Primary data was gathered through questionnaires administered to 26 respondents who responded and returned all of them to the researcher this was a 100% response. The secondary data was collected at the ACK Project Offices in Nyeri from the Evaluation reports, Audited Financial Statements and annual narrative reports.

#### 4.3 Analysis of Demographic Data

##### 4.3.1 Distribution of respondents by role

The respondents were asked to state the role they were playing during the project implementation. Their response is presented in Table 4.1 below:

**Table 4.1 Role in project**

| <b>Years</b> | <b>Number</b> | <b>Percent</b> |
|--------------|---------------|----------------|
| Bishop       | 1             | 3.8            |
| BOM          | 2             | 7.7            |
| Staff        | 3             | 11.5           |
| Clergy       | 10            | 38.5           |
| Volunteer    | 10            | 38.5           |
|              | <b>26</b>     | <b>100</b>     |

The Clergy and the Volunteer were at 38.5 % respectively while the Staff were at 11.5%, Board of management members stood at 7.7% while 3.8% was the office of the Bishop. The respondents were drawn from the policy and management levels of the project.

#### **4.3.2 Distribution of respondents by Period worked in the Project**

On the working period with the ACK Project the response was as shown in Table 4.2 below;

**Table 4.2 Working period in project management.**

| <b>Years</b>  | <b>Percentage</b> |
|---------------|-------------------|
| Over 15 years | 50                |
| Over 10 years | 35                |
| Over 5 years  | 7                 |
| Above 2 years | 8                 |
| Below 2 years | 0                 |
| <b>TOTAL</b>  | <b>100</b>        |

Source: Survey Data 2019

The finding on Table 4.1 is indicate over 85% of the responders have been involved with the ACK projects for over ten years, thus have valuable knowledge on strategic planning process in the organization.

#### **4.3.3 Distribution of respondents by level of Education**

The respondents were asked to state their education background. The response is as indicated on Table 4.3 below



**TABLE 4.3 Respondents Level of Education**

| <b>Level</b>  | <b>Frequency</b> | <b>Percent</b> |
|---------------|------------------|----------------|
| Secondary     | 8                | 30.8           |
| Certificate   | 5                | 19.2           |
| Diploma       | 6                | 23.1           |
| Graduate      | 5                | 19.2           |
| Post-Graduate | 2                | 7.7            |
| <b>Total</b>  | <b>26</b>        | <b>100.0</b>   |

All the respondents have at least the basic level of education which is a form four secondary education. Over 69.1% have had training from certificate level to post-graduate degree level. This is encouraging because the respondents were able to read the questionnaire with ease and respond accordingly.

#### **4.4 Project Performance**

The respondents were asked to rate the ACK HIV and AIDS Project performance on the likert of five where 1 stood for not successful, 2 a bit successful, 3 successful, 4 very successful and 5 outstanding. On timelines over 69.2% of the respondents rated the project as very successful while 30% rated it successful. 73.1% of the respondents rated the project performance on deliverables and activities implemented as very successful, 23.1% rated them successful while 3.8 % rated them as just a bit successful. On the performance in terms of project cost 46.2% of the respondents rated the performance as very successful, 50% rated it as successful while 3.8% said it was just a bit successful. The respondents further rated the project performance on the level of satisfaction by the beneficiaries where 73.1% rated it as very successful, 23.1% rated it successful, while 3.8% rated it as just a bit successful.

From the above findings, majority of the respondents were of the opinion that the project overall performance in terms of observing timelines, deliverables, implemented activities project cost and the level of satisfaction was generally very successful.

## 4.5 Strategic Planning process

### 4.5.1 Needs Analysis and Performance

The research participants were requested to rate the type of project implemented by the ACK, to specify the mean used by ACK to identify community needs. On a four rating scale; not at all, just a bit, medium involvement and highly involved the responders were asked to rate how communities are involved in needs identification and planning for interventions Below Table 4.4 shows the findings.

**Table 4.4 Needs Analysis and Performance**

| Project info              | N  | min | Max | mean | SD    |
|---------------------------|----|-----|-----|------|-------|
| Project type              | 26 | 2   | 3   | 2.27 | 0.452 |
| How are needs identified  | 26 | 1   | 4   | 2.27 | 0.778 |
| How is community involved | 26 | 3   | 4   | 3.81 | 0.402 |
| Source of information     | 26 | 1   | 3   | 1.73 | 0.962 |

Source: Survey Data 2019

Analyzing Table 4.4 above reveals, majority of the responders agree ACK has big projects indicated by a mean score of 2.27 and a standard deviation of 0.452. The responders are also aware that the church identifies needs through baseline surveys, needs assessment and through public barazas. Most of the responders agree that the communities are highly engaged in their need's identification indicated by a mean of 3.81 and a standard deviation of 0.402. Government Agencies are rated as the other main sources of information that informs on the community need's identification indicated by a mean score of 1.73 and a standard deviation of 0.962. This shows that the process of community needs analysis influences project performance.

To examine how need analysis and the project performance are related the study involved the Karl Pearson's Coefficient of Correlation (r) test, this is illustrated on the following Table 4.5

**Table 4.5 Needs Analysis and Project Performance Coefficient of Correlation**

| <b>Correlations</b>   |                     | <b>DELIVERABLES</b> | <b>COST</b> | <b>LEVEL OF SATISFACTION</b> |
|---|---------------------|---------------------|-------------|------------------------------|
| type of projects in church                                    | Pearson Correlation | .496 <sup>*</sup>   | .223        | .496 <sup>*</sup>            |
|   | Sig. (2-tailed)     | .010                | .274        | .010                         |
|   | N                   | 26                  | 26          | 26                           |
| how needs identified for church to initiate community project | Pearson Correlation | .099                | -.257       | -.030                        |
|   | Sig. (2-tailed)     | .629                | .205        | .885                         |
|   | N                   | 26                  | 26          | 26                           |
| is community involved by ACK                                  | Pearson Correlation | .327                | .109        | .202                         |
|   | Sig. (2-tailed)     | .103                | .596        | .323                         |
|   | N                   | 26                  | 26          | 26                           |
| Source of information used to inform                          | Pearson Correlation | -.185               | -.049       | -.080                        |
|   | Sig. (2-tailed)     | .366                | .810        | .696                         |
|   | N                   | 26                  | 26          | 26                           |

+Source: Survey Data 2019

The analysis on Table 4.5 above indicates, a moderate positive correlation between type of project and performance in terms of deliverables and level of satisfaction ( $\rho=.496$ ,  $p\text{-value}=0.010$  and  $\rho=.496$ ,  $p\text{-value}=0.010$  at 0.010 level of significance. This means that type of project have a notable influence on performance in terms of deliverables and level of satisfaction.

However the findings have registered insignificant influence and a negligible weak both positive and negative correlations on all other factors of the independent variable the needs analysis and the dependent variable project performance. For instance how needs are identified correlation with performance deliverables ( $\rho=.099$ ,  $p\text{-value}=.629$ ) cost ( $\rho=-.257$ ,  $p\text{-value}=.205$ ) and level of satisfaction ( $\rho=-.030$ ,  $p\text{-value}=.885$ ) all these are above the threshold of 0.05 level of significance.

#### 4.5.2 Setting Objectives and Project Performance

The research participants were asked to rate how they thought setting of objectives influenced the performance of project either to a very great extent, to a great extent, to a moderate extent, to a little extent or not at all. Table 4.6 illustrated the responses

**Table 4.6 Setting Objectives and Performance**

| Objectives / performance  | N  | min | max | mean | SD    |
|---|----|-----|-----|------|-------|
| Does Setting Objectives help in facilitating better Management                  | 26 | 1   | 2   | 1.35 | 0.485 |
| Does Setting Objectives enable organization aim to enhance performance          | 26 | 1   | 3   | 1.46 | 0.647 |
| Does Setting Objectives guide ACK to achieve Overall goal enhancing performance | 26 | 1   | 3   | 1.46 | 0.582 |
| Does Setting Objectives assist in performance Improvement                       | 26 | 1   | 3   | 1.42 | 0.643 |

*Source:* Survey Data 2019

As indicated on table 4.6 above, responders agrees that to a great extent, setting objectives assist in enabling better management by giving a platform for planning, leading, guiding, directing and controlling various actions of a project indicated by a mean of 1.35 and a standard deviation of 0.485.

Over 92% of the responders agree that to a great extent, setting objectives enables ACK to enhance project performance indicated by a mean of 1.46 and a standard deviation of 0.647. The responders agree that to a great extent setting of objectives help ACK achieve its overall goal with a mean of 1.46 and a standard deviation of 0.582. The responders also agree that setting objectives will assist in improving project performance indicated by a mean of 1.42 and a standard deviation of 0.643. The above findings indicate that setting of objectives influences project performance.

To assess the relationship between the independent variable the setting of objectives and the dependent variable the project performance factors deliverables, cost and level of satisfaction, the coefficient of correlation is carried out presenting the following result as shown on Table 4.7 below.

**Table 4.7. Setting Objectives and Performance Coefficient of Correlation**

|  |                     | DELIVERABLE<br>S | COST  | SATISFACTION |
|--|---------------------|------------------|-------|--------------|
| Does setting Objectives help achieve better management | Pearson correlation | -.239            | -.122 | -.239        |
|  | Sig. (2 tailed)     | .240             | .554  | .240         |
|  | N                   | 26               | 26    | 26           |
| Does setting objectives enhance project performance    | Pearson correlation | -.317            | -.224 | -.317        |
|  | Sig. (2 tailed)     | .115             | .272  | .115         |
|  | N                   | 26               | 26    | 26           |
| Does setting objectives help achieve overall goal      | Pearson correlation | -.179            | -.164 | -.179        |
|  | Sig. (2 tailed)     | .381             | .425  | .381         |
|  | N                   | 26               | 26    | 26           |
| Does setting objectives assist performance improvement | Pearson correlation | -.481*           | -.334 | -.403*       |
|  | Sig. (2 tailed)     | .013             | .095  | .041         |
|  | N                   | 26               | 26    | 26           |

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

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

Source: Survey Data 2019

Analysis on table 4.7 above, the study findings shows there is no statistical significance relationship between setting objectives and project performances in terms of project deliverable, cost and level of satisfaction. There is a weak negative correlation between objective setting for better management and project performance deliverables ( $\rho = -.239$ ,  $p\text{-value} = .240$ ) cost ( $\rho = -.122$ ,  $p\text{-value} = .554$ ) level of satisfaction ( $\rho = -.239$ ,  $p\text{-value} = .240$ ) all are above the threshold of 0.05 level of significance

There is no statistical significant correlation between setting Objective to enhance performance and rating of performance in terms of deliverables, cost and level of satisfaction. A moderate negative correlation between setting of objectives and performance in terms of deliverable and the level of satisfaction can also be noted. A weak negative relationship between setting of objective and project performance in terms of project cost is also observed. There is no statistical significant correlation between Setting Objectives to help achieve overall goal and project performance. There exist a statistical significant correlation between setting objective to assist in performance improvement and rating of performance in terms of deliverables, and level of satisfaction. A strong negative correlation is observed between Setting Objectives to assist in performance improvement and performance in terms of deliverables, ( $\rho = -.481$ ,  $p\text{-value} = 0.013$ ) and the level of satisfaction ( $\rho = -.403$ ,  $p\text{-value} = .041$ ). This means that setting objectives to assist in performance influences on project in terms of deliverables and level of satisfaction.

#### **4.5.3 Resource Allocation and Project Performance.**

The respondents were asked to rate to which extent resource allocation influences project performance either to a very great extent, to a great extent, to a moderate extent, to a little extent or not at all. The response are stipulated in table 4.8 below

**Table 4.8 Resource Allocation and Performance**

| <b>Resource allocation</b>                             | <b>N</b> | <b>min</b> | <b>max</b> | <b>mean</b> | <b>SD</b> |
|--|----------|------------|------------|-------------|-----------|
| Does Resource Allocation enable ACK set targets        | 26       | 1          | 3          | 1.85        | 0.675     |
| Does Resource Allocation assist ACK coordinate         | 26       | 1          | 3          | 1.69        | 0.679     |
| Does Resource Allocation encourage project performance | 26       | 1          | 3          | 1.77        | 0.765     |
| Does budget allocation act as control device           | 26       | 1          | 3          | 1.69        | 0.679     |
| What should be improved in Resource Allocation process | 26       | 1          | 5          | 1.62        | 1.134     |

*Source:* Survey Data2019

From Table 4.8 above, the respondents agree to a great extent resource allocation enables ACK to set goal that are realized because all actions are allocated necessary resources indicated by a mean score of 1.85 and a standard deviation of 0.675. Responders agree to a great extent resource allocation assists in coordination of ACK activities thus realizing aim and purpose indicated by a mean of 1.69 and a standard deviation of 0.679.

The responders also agree to a great extent that resource allocation encourages performance by realizing areas that require extra resources indicated by a mean score of 1.77 and a standard deviation of 0.765. Responders to a great extent agree that allocating resource through the budget operate as an authority instrument to rectify any deviation in the project indicated by a mean score of 1.69 and a standard deviation of 0.679.

Most of the responders proposes that resources should be increased in the resource allocation process indicated by a mean of 1.62 and a standard deviation of 1.134.

The above findings indicate that resource allocation influences the performance of a project.

To establish the link between resource allocation as the independent variable and the dependent variable project performance three factors deliverables, cost and level of satisfaction, coefficient of correlation analysis was carried out with the following results as shown on Table 4.9 below

**Table 4.9 Resource allocation and Performance Correlation**

|  |                     | DELIVERABLES | COST | SATISFACTION |
|--|---------------------|--------------|------|--------------|
| Does resource allocation enable ACK set targets            | Pearson correlation | -.395*       | -    | -.246        |
|  | Sig. (2 tailed)     | .046         | .124 | .222         |
|  | N                   | 26           | .546 | 26           |
| Does resource allocation assist in coordination of project | Pearson correlation | -.563*       | -    | -.267        |
|  | Sig. (2 tailed)     | .003         | .174 | -.187        |
|  | N                   | 26           | .396 | 26           |
| Does resource allocation encourage project performance     | Pearson correlation | -.227        | -    | -.359        |
|  | Sig. (2 tailed)     | .264         | .229 | .072         |
|  | N                   | 26           | .261 | 26           |
| Does budget allocation act as control device               | Pearson correlation | -.341        | -    | -.267        |
|  | Sig. (2 tailed)     | .088         | .174 | .187         |
|  | N                   | 26           | .396 | 26           |
| What would be improved in resource allocation              | Pearson correlation | -.300        | -    | -.433*       |
|  | Sig. (2 tailed)     | .137         | .185 | .027         |
|  | N                   | 26           | .367 | 26           |

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

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

Source: Survey Data 2019

On examining Table 4.9 above, we note a statistical important and a strong negative relationship between resource allocation enabling setting of target and performance in terms of deliverables (rho= -.395, p-value= 0.046). This is within the threshold of level of significance. There is also a statistical significance between resource allocation assisting coordination and performance in in terms of deliverable (rho= -.563, p-value=0.003) and what to improve in resource allocation process and performance level of satisfaction



(rho= -.433, p-value=.027), we observe a strong negative correlation in both. This means that resource allocation is strongly negatively influencing project performance deliverables and level of satisfaction.

However an insignificant influence and negligible weak negative correlation is also noted between all other factors of independent variable resource allocation and the dependent variable performance factor of cost (rho= -.124, p-value=.546), (rho= -.174, p-value= .396), (rho= -.229, p-value= .261), (rho= -.174, p-value=.396) and (rho= -.185, p-value= .367) respectively.

#### 4.5.4 M & E and Project Performance.

The responders were answer whether ACK had an M&E plan further they to rate how M&E influenced project performance either to a very great extent, to a great extent, to a moderate extent, to a little extent or not at all, the responses are stipulated in table 4.10 below:

**Table 4.10 M&E and Performance Descriptive Statistics**

| M&E                      | N  | min | max | mean | SD    |
|--------------------------|----|-----|-----|------|-------|
| Does ACK have M&E plan   | 26 | 1   | 1   | 1    | 00    |
| Does M&E guide tracking  | 26 | 1   | 4   | 1.50 | 0.707 |
| Does M&E activities help | 26 | 1   | 4   | 1.46 | 0.706 |
| Rate influence           | 26 | 2   | 10  | 8.15 | 1.848 |

*Source:* Survey Data 2019

Analyzing Table 4.10 all the responders are in agreement about ACK having a monitoring and evaluation plan for its project. The respondents also agree to a great extent that M&E plan guides the pursuing of achievements of outcomes and provides details on progress of the project indicated by a mean score of 1.50 and a standard deviation of 0.707.

The responders are further in agreement to a great extent about M&E activities helping the stakeholders to understand the project expectations indicated by a mean of 1.46 and

standard deviation of 0.706. On rating the influence of M&E process on a scale of 10, the responders rated it highly indicated by a mean of 8.15 and a standard deviation of 1.848. From the above interpretation it is clearly indicated there exit an influence on project performance from monitoring and evaluation process.

To assess the relationship between M&E and project performance the coefficient of correlation analysis gave the following results set out in the Table 4.11 below:

**Table 4.11 M&E and Performance Coefficient of Correlation**

|  |                     | DELIVERABLES | COST  | SATISFACTION |
|--|---------------------|--------------|-------|--------------|
| Does M & e guide tracking of achievements          | Pearson correlation | -.426*       | -.385 | -.491**      |
|  | Sig. (2 tailed)     | .030         | .052  | .010         |
|  | N                   | 26           | 26    | 26           |
| Does M & E help stakeholder understand expectation | Pearson correlation | -.575**      | -.345 | -.604**      |
|  | Sig. (2 tailed)     | .002         | .084  | .009         |
|  | N                   | 26           | 26    | 26           |
| Rate in influence of M & E process on performance  | Pearson correlation | .634**       | .367  | .552**       |
|  | Sig. (2 tailed)     | .001         | .066  | .003         |
|  | N                   | 26           | 26    | 26           |

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

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

Source: Survey Data 2019

From Table 4.11 above, a statistical important and a strong negative relationship exist between M&E guiding tracking achievements and performance both deliverables and level of satisfaction at (rho= -.426, p-value= .030) and (rho= -.491, p- value= .010). M&E helping stakeholders understand expectations and performance deliverables and level of satisfaction at (rho= -.575, p-value= .002) and (rho= -.604, p-value= .009) respectively.

There exist a significant and strong positive correlation between rating of M&E influence on performance and project performance deliverables and level of satisfaction

at ( $\rho = .634$ ,  $p\text{-value} = .001$ ) and ( $\rho = .552$ ,  $p\text{-value} = .003$ ). This means that M&E is strongly influencing performance on deliverables and level of satisfaction.

However M&E guiding tracking of achievements and helping stakeholders understand expectations has registered an insignificant and moderate correlation with performance cost at ( $\rho = -.385$ ,  $p\text{-value} = .052$ ) and ( $\rho = -.345$ ,  $p\text{-value} = .084$ ), while there is insignificant and a moderate positive correlation at ( $\rho = .367$ ,  $p\text{-value} = .066$ ).

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This Chapter focuses on the summary to the research findings, conclusions from the study findings in line with the specific objectives. Finally is the researcher's recommendations and proposed areas for further study.

#### **5.2 Summary of the Findings**

This study endeavored to realize the four specific objectives outlined as: to determine the extent to which conducting needs analysis influences the project performance: to examine the influence of setting objectives on project performance: to assess how resources allocated to a project influence its performance: to establish how M&E influences project performance. The research was carried out on ACK Mt. Kenya West Diocese, HIV and AIDS project.

The study on specific objective one sought to determine to which extent conducting needs analysis influence project performance. The factors that needs analysis took into considerations were type of project, how needs are identified, community involvement and other source of information that informed needs identification. Descriptive statistical methods to reach at the results majority of the respondent agree that ACK project are big and community needs are identified through baseline surveys. They further agree that communities are highly involved in needs identification. The finding on the correlation Matrix indicates existence of a moderate positive relationship between type of project and project performance deliverables and level of satisfaction.

The objective two aimed at examining the influence of setting objectives on the project performance. The indicators of setting objectives were setting objective to facilitate better management, setting objectives enabling organization enhance performance,

setting objectives enabling organization enhance performance, setting objectives to achieve overall goal and setting objectives to assist in performance improvement.

From the descriptive statistics majority of the respondents agrees that setting objectives to great extent enable organization better management, enhance performance guide in achieving overall set goal and improve performance.

The findings on correlation matrix there exist, statistical significant correlation between setting objectives and performance deliverable and level of satisfaction however no statistical notable relationship between setting objectives and project performance cost is observed.

The third objective was to assess how resource allocation influences project performance. The indicators for resource allocation were setting of target coordination, encouraging performance, acting as control device and what to improve. From the descriptive statistics, majority agrees to a great extent that resource allocation enable setting of target, assist in coordination and further encourages project performance. Respondent also agrees to a great extent that resource allocation acts as a control device to correct deviation. Majority proposes resources increment in the allocation process the finding are that resource allocation influence project performance. The finding on correlation matrix, there is a strong negative correlation between resource allocation and project deliverables and level of satisfaction. An insignificant influence noted between all other factors of resource allocation and project performance.

The fourth objective was to establish how monitoring and evaluation influenced project performance. The indicators for M&E that were considered were from the descriptive statistic the respondent are all in agreement that ACK has an M&E plan. The respondents agree to a great extent that M&E guide tracking of achievements, help the stakeholders to understand the project expectations. On rating the influence of M & E on strategic planning process the respondent rated it at 8.5 mean score on a slice of 10.

The findings on correlation matrix indicate there exist a statistical significant & a strong negative correlation between M&E guiding tracking of achievement and performance both deliverables and a level of satisfaction there also exist a statistical significant and a

strong positive correlation between rating of M&E influencing and project performance deliverables and level of satisfaction. There is insignificant correlation between M&E and performance cost.

### **5.3 Conclusion of the study**

The research findings have led to the following conclusions on the influence of strategic planning process on project performance:

Identifying and prioritization of community needs is a crucial exercise for the success of any project initiated to address the felt need. The involvement of the community in this early stage of needs analysis create a sense of ownership among the project beneficiaries. Majority of the respondents agrees communities should be highly involved in need analysis. The findings has shown that there exist a moderate positive relationship between needs analysis and project performance. The study therefore concludes that organizations wishing to implement projects in the communities should ensure community members effectively participate in the needs identification and prioritization for the future success of the project.

From the research findings resource allocation and M&E have an influence on project performance. Majority of the respondents found resources allocation and M&E as critical factors of strategic planning process that cannot be ignored. The finding reveals that resource allocation and monitoring and evaluation have a strong influence on project performance. However, on overall the most visible indicator is on Monitoring & Evaluation performance of project increases when allocated the necessary and required human, financial and equipment resource.

The research finding reveals that M&E activities the church or other organization are able to interact with the stakeholders enabling them to understand their roles in the project and what outcomes to expect at the end of each project. This enhances the ownership of any project and in turn the stakeholders are able to participate effectively for the project success. There is therefore growing need to bring every stakeholder on board as the Church implement projects its initiates in the community.

It can be concluded therefore from the finding presented in the previous chapter, there exist a notable influence between strategic planning process and project performance. However the finding reveals a non-significant influence in some areas of strategic planning process under this study like needs analysis and setting objectives.

The study can finally conclude that when an organization engages strategic planning process with the aim achieving better and quality outcomes for its objectives a mixture of influence either positive and strong or negative and weak influence. On the overall the study shows, M&E has the most significant and positive influence on project performance.

#### **5.4 Recommendations**

Performance of community project initiated by church or by Non-Governmental organizations is very crucial to address the community needs that the project are implemented to alleviate. This study makes the following recommendation to church, organization, and government leaders guided by the study findings as per the specific objectives:-

The church or any other organization should use project performance to reach to the community through initiatives that seeks to address identified needs. When project performances are effective this creates a mutual understanding and goodwill between the implementing organization and the community. Churches and organizations should use project performance as an entry point to new communities as they seek to replicate initiative that uplift communities in terms of improved standards of living and conditions through jobs creation, infrastructures and capacity building.

The churches and organizations should allocate the necessary resources to any project they initiate to ensure all activities are implemented by the relevant personal, with the right tools and on time. Churches and organizational leaders should enhance strategic planning process in their institutions to improve their capacity to implement projects in the communities and more so to increase the performance

### **5.5 Suggestion for further study**

This study aimed at determining how strategic planning process influences project performances. Considering the expansive work of the Church and the need to embrace strategic planning for her management, the researcher proposes a study on the causes of negative influence on performance through strategic planning process.



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**APPENDIX I**  
**NACOSTI LETTER OF AUTHORIZATION**



**NATIONAL COMMISSION FOR SCIENCE,  
TECHNOLOGY AND INNOVATION**

Telephone: +254-20-2213471,  
2241349, 3310571, 2219420  
Fax: +254-20-318245, 318249  
Email: dg@nacosti.go.ke  
Website: www.nacosti.go.ke  
When replying please quote

NACOSTI, Upper Kabete  
Off Waiyaki Way  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref. No. **NACOSTI/P/19/95230/28901**

Date: **3<sup>rd</sup> April 2019**

Gerald Mwangi Muriithi  
University of Nairobi  
P.O Box 30197-00100  
**NAIROBI.**

**RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on *“Influence of strategic planning process on project performance: A case of ACK Diocese of Mt. Kenya West, HIV and AIDS project, Nyeri Kenya.”* I am pleased to inform you that you have been authorized to undertake research in **Nyeri County** for the period ending **1<sup>st</sup> April, 2020.**

You are advised to report to **the County Commissioner and the County Director of Education, Nyeri County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

  
**BONIFACE WANYAMA**  
**FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner  
Nyeri County.

The County Director of Education  
Nyeri County.

National Commission for Science, Technology and Innovation is ISO9001:2008 Certified

**APPENDIX II**  
**LETTER TO RESPONDENTS**

**University of Nairobi,**  
Department of Project Planning and Management.  
Nyeri Centre.

Dear sir / Madam,

**RE: PARTICIPATION IN RESEARCH PROJECT.**

Greetings

You have been carefully selected to participate in this research study “**Influence of Strategic Planning Process on Project Performance**” A case of **ACK Diocese of Mt. Kenya West HIV & AIDS Project in Nyeri County.**

Kindly fill the attached questionnaire and return it to the undersigned. The information given by you shall be treated with utmost confidentiality and shall never be divulged to anyone without your permission.

Thank you in advance for your co-operation and assistance.

Yours Faithfully,

Gerald M. Muriithi.



**APPENDIX III**  
**Research instruments**

**SECTION A (Personal Information)**

1. What is your role (task) in Church project?  
Bishop  BOM  Staff  Clergy
  
2. How long have you been serving in your current position?  
Over 15 yrs  Over 10 yrs  Over 5yrs  Above 2yrs  below1yrs
  
3. How long have you been working in the project management/ environment?  
Over 15yrs  Over10yrs  Over 5yrs  above 2yrs  Below 2yrs
  
4. What is your Educational background?  
Secondary  Certificate  diploma  Graduate  Post Graduate

**SECTION B (Project information)**

1. What types of projects do you typically have in the Church?  
Small  Medium  Big
  
2. How are needs identified for church to initiate a community project?  
\_\_\_\_\_  
\_\_\_\_\_
  
3. Does ACK involve the communities in needs identification and in planning for interventions?  
Not at all  Just a bit  Medium involvement  Highly involved
  
4. What other source of information are used to inform on the community needs?  
GoK Agencies  Media  Church Structure

**SECTION C (Organizational information)**

1. Does ACK Diocese of Mt. Kenya West apply strategic planning in its operations?  
Yes  No
  
2. Does strategic planning enable ACK to focus ahead and plan appropriately to achieve its goals?  
To very great extent   
To a great extent   
To a moderate extent   
To a little extent   
Not at all
  
3. Does strategic planning assist ACK in gauging how its projects are performing?  
To very great extent   
To a great extent   
To a moderate extent   
To a little extent   
Not at all
  
4. Does strategic planning enable ACK to use effectively its resources by focusing the resources on key priorities?  
To very great extent   
To a great extent   
To a moderate extent   
To a little extent   
Not at all
  
5. Does strategic planning help in gearing all departments for one goal and there by result oriented?  
To very great extent   
To a great extent   
To a moderate extent   
To a little extent   
Not at all

**SECTION D (Objective setting)**

1. Does setting objectives help in facilitating better management by providing a basis for leading, guiding, directing and controlling various activities of a project?

To very great extent

To a great extent

To a moderate extent

To a little extent

Not at all

2. Does setting objectives enable ACK to aim higher to enhance project performance?

To very great extent

To a great extent

To a moderate extent

To a little extent

Not at all

3. Does setting objectives guide ACK to achieve its overall goal thus enhancing performance?

To very great extent

To a great extent

To a moderate extent

To a little extent

Not at all

4. Does setting objectives assist in performance improvement?

To very great extent

To a great extent

To a moderate extent

To a little extent

Not at all

**SECTION E (Resource allocation)**

1. Does resource allocation enable ACK set targets which are met since every item is allocated necessary resources?

To very great extent

To a great extent

To a moderate extent

To a little extent

Not at all

2. Does resource allocation assist ACK in coordination of its activities therefore achieving goals and objectives?

To very great extent

To a great extent

To a moderate extent

To a little extent

Not at all

3. Does resource allocation encourage project performance by realizing areas that require extra resources?

To very great extent

To a great extent

To a moderate extent

To a little extent

Not at all

4. Does budgetary allocation act as a control device to correct any deviation in the project?

To very great extent

To a great extent

To a moderate extent

To a little extent

Not at all

5. What should be improved in the resource allocation process?

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**SECTION F (M&E)**

1. Does ACK have an M&E plan for its project?

Yes

No

2. Does M&E plan guide the tracking of achievements of results and provides information on what is happening in the project?

To very great extent

To a great extent

To a moderate extent

To a little extent

Not at all

3. Does the M & E activities help the stakeholders to understand the project's expectations?

To very great extent

To a great extent

To a moderate extent

To a little extent

Not at all

4. How would you rate the influence of M&E process on project performance on the scale of 1-10?

1  2  3  4  5  6  7  8  9   
10

**SECTION G (Project performance)**

1. How would rate the performance of ACK HIV& AIDS project in terms of success?

1 not successful and 5 being outstanding

|                               | Not successful | A bit successful | Successful | Very successful | Outstanding | comments |
|-------------------------------|----------------|------------------|------------|-----------------|-------------|----------|
| Timelines                     |                |                  |            |                 |             |          |
| No. of project deliverables   |                |                  |            |                 |             |          |
| No of activities implemented  |                |                  |            |                 |             |          |
| Cost of project               |                |                  |            |                 |             |          |
| General level of satisfaction |                |                  |            |                 |             |          |