


**STRATEGIC PLANNING AND PERFORMANCE OF PUBLIC  
BENEFIT ORGANISATIONS IN NAKURU COUNTY, KENYA**

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT FOR  
THE AWARD OF THE DEGREE OF MASTER OF BUSINESS  
ADMINISTRATION, FACULTY OF BUSINESS AND MANAGEMENT  
SCIENCES, UNIVERSITY OF NAIROBI**

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## DECLARATION

This project is my original work and has not been submitted for award of a degree course in any other university.

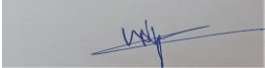
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## **DEDICATION**

I dedicate this project to my Sisters Felistus Wairimu and Catherine Wangui who have made this journey possible for me. They have encouraged me along the way and have been a helping hand to me both financially and emotionally. I thank God for them and for the fact that they have been desiring the best for me. I promise to never let them down. May the Almighty God continue to bless you and enrich you in all your ways

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## **ABBREVIATIONS AND ACRONYMS**

CSR	Corporate Social Responsibility
MBA	Master of Business Administration
NGO	Non-Governmental Organization
PBO	Public Benefit Organization
PPMCC	Pearson Product Moment Correlation Coefficients
R&S	Resources and Strategies
US	United States of America



## ABSTRACT

This study was motivated by the challenges faced by organizations lacking strategic planning, such as employee misalignment, inefficient resource allocation, and reactive decision-making. The objective was to uncover insights that could assist these organizations in establishing clear priorities, enhancing decision-making, and fostering collaboration to contribute to improved performance and competitiveness in the public benefit landscape. Anchored on industrial organization economic theory and resource-based theory, this research focused on the strategic planning and performance of public benefit organizations (PBOs) in Nakuru County, Kenya. The independent variables included strategic formulation, strategic communication, allocation and alignment of resources and strategies, and control and review of strategies, while the dependent variable was organizational performance. Employing a cross-sectional descriptive design, the study surveyed 46 Kenyan PBOs in Nakuru County. Primary data was collected through structured questionnaires, with 92 responses obtained from 2 participants in each PBO. Descriptive and inferential statistics were utilized for the analysis. This research aimed to contribute valuable insights to the understanding of the relationship between strategic planning aspects and organizational performance in the context of PBOs in Nakuru County, Kenya. The regression model indicated that 80.3% of organizational performance variance was explained by control and review of strategy, allocation and alignment of resources and strategies, strategic formulation, and strategic communication. This demonstrated a robust model fit, confirmed by the model's statistical significance as determined by the ANOVA test. Strategic formulation positively influenced PBOs in Nakuru County, supported by consensus and a significant effect on organizational performance. While strategic communication had a favourable outlook and a positive correlation, its effect on organizational performance was statistically insignificant. Allocation and alignment of resources and strategies showed moderate agreement but yielded a statistically insignificant effect on organizational performance. Control and review of strategies consistently played an important role, with both correlation and regression results indicating a significant positive relationship with organizational performance, emphasizing its crucial role in organizational performance. The study recommended that policymakers should prioritize the development and implementation of robust strategic planning frameworks for Nakuru County's Public Benefit Organizations (PBOs). Emphasis should be placed on regular revisions, adaptation to dynamic environments and the integration of robust control mechanisms. Policymakers were urged to establish monitoring systems and collaborate with industry experts for effective strategic formulation. Additionally, transparent communication environments, training, and collaborations with communication professionals were recommended, particularly for PBOs to foster a culture of strategic thinking, enhance resource allocation processes, and ensure a transformative shift towards strategic agility and adaptability.

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background to the Study**

In the current uncertain and complex environment, the performance of public benefit organizations has been under scrutiny due to the rising expectations of stakeholders, limited resources, and increasing demand for accountability creating the need to incorporate strategic planning to achieve organizational objectives (Zakariya, Nishat & Manzoor, 2022). Strategic planning is therefore crucial for public benefit organizations, as it helps them to align their goals with their vision and mission. These organizations contribute significantly in providing essential services to the community, such as education, healthcare, and social welfare. However, the performance of public benefit organizations has been a subject of debate in recent times, with concerns over accountability, transparency, and effectiveness. According to Mok, Lee and Cheung (2018) strategy enhances performance of public benefit organizations, in that, it is essential for these organizations to develop and implement effective strategic plans to enhance their performance and meet the needs of the community. This study aims at establishing the effect of strategic planning on performance of public benefit organizations.

The study was anchored to a relevant theory which provided a theoretical correlation connecting strategic performance and planning of a firm. The Industrial Organizational Economic Theory was founded by economists such as Marshall, Cournot, Clark, Chamberlin, Robinson, Bain, Coase and Stigler in the 19<sup>th</sup> century. The theory focused on the importance of transaction costs and how firms exist to minimize these costs. According to Coase (1972) the cost of coordinating activities and the cost of exchanging goods and services are significant factors in a firm's

existence. The theory suggested that firms exist because it is more cost-effective to coordinate activities internally than to contract them externally. In addition, the theory emphasizes the importance of incentives, organizational structure, and efficiency in creating a successful business (Coase, 1972). The study was also underpinned to resource-based theory. Barney (1991) first presented the resource-based theory. According to the theory, an organization's exceptional performance and on-going competitive advantage can be linked to the special assets and skills it possesses (Barney, 1991).

Public benefit organizations (PBOs) in Nakuru County have a significant role in economic growth and improving the living standards of people within Nakuru County, particularly marginalized communities in areas that are yet to develop within the county. These organizations are autonomous and prioritize cooperative goals over profit-making, focusing on social and economic initiatives that impact different aspects of life (Ongonge, 2018). However, PBOs in Nakuru County face both internal and external challenges that prevent them from achieving their objectives, limiting their effectiveness in society. PBOs in Nakuru County, like those in many other areas, confront several problems that impede their performance. Inadequate financial resources, limited access to funding opportunities, a lack of strategic direction, and insufficient organizational capacity are among the problems (Nyandoro & Kirui, 2019). Without proper strategic planning, these issues have a substantial influence on PBOs' capacity to achieve their goals and provide long-term benefits to their communities (Bwisa, 2018). To improve performance and achieve their objectives, PBOs in Nakuru County must engage in strategic planning.

### **1.1.1 Strategic Planning**

Strategic planning is the act of promoting and establishing abiding expectations in order to force cooperation in the face of conditions, threats, and flaws linked with the association's resources (Ochieng, 2016). It also includes establishing specific, attainable goals and the association's overall strategy. Finding a better fit between a company's technology or product and its volatile market is the goal of strategic planning. It is changing from a familiar environment to one that is alien, with weird technologies, foreign competition, change in the attitudes of the consumers, new forms of social subjugation, and the entire world. Arasa and Obonyo (2012) define the exercise of strategic planning of establishing and ensuring continuance of alignment connecting a company's goals available assets for use plus the evolving commercial opportunities.

Practices for strategic planning include developing a vision and statement of purpose, doing a situational analysis, and using critical information to make decisions. The process takes into account how present decisions can affect the future, adapts plans to the changing economic circumstances, manages the business in a manner that makes it distinguishable and merges, regulates, and controls challenging undertaking of projects via a practical operational management framework (Arasa & Obonyo, 2012). The practice of strategic planning consists of three key elements that work together to translate an organization's outlook or goal and transform it into realistic, actionable decisions and implementation of the strategy. Establishing the consortium's vision, mission is a part of strategic analysis. The process of implementing a strategy requires creating the required structures and procedures to make the chosen strategies actionable, while the strategic decision stage entails creating, evaluating, and selecting the optimal plan (Ochieng, 2016).

Budgets, project plans, frameworks for allocating resources, timetables, deliverables, and accountability structures set aside for various activities were used to operationalize the effectiveness of strategic planning for PBOs (George, Walker, & Monster, 2019). The study evaluated how PBOs were able to plan, assign, and implement their projects and programs to meet their objectives in order to best utilize the available resources in a way that would improve performance efficiency.

### **1.1.2 Organisational Performance**

According to Zafar (2016) organisational performance is the capacity of an organization to honour predetermined goals and intentions in operations while using a minimum number of resources. The ability of an organization to fully mobilize and utilize its limited resources possible to accomplish its goals is known as organizational performance. It also refers to the result of organizational-wide activities and strategies to the extent that a person satisfies expectations for how to behave or function in various contexts, such as a particular position, job, or condition. Kimeu, Anyango and Rotich (2016) define performance as the results of strategies implemented in a corporation during a specific time. Performance reflects the result of labour done by employees in an organization.

The ability of public benefit entity to succeed is shaped by both intrinsic and extrinsic factors which are both social and economic factors. Therefore, while internal forces include management strategies, talent, motivation levels, competence and experience, external forces include competitiveness, technology, and the work environment. Understanding how internal and external factors affect the successful outcomes of public benefit organizations in Kenya is crucial in accessing their performance and in ensuring that those factors do not inhibit them from achieving their objectives (Rahma, Othman, & Ab Yajid, 2018). According to Afshan et al.

(2016) human resources are crucial to achieving organizational goals and serve as a key component for efficient and sustainable production. The managers must make sure that there is always enough staff available that is competent in both social and application contexts and can specialize in a given department or managerial role.

A rising demand for performance measurement in public benefit organizations is associated with an upcoming requirement to prove the efficacy of the organization to stakeholders and clients. Performance of the PBOs was assessed through the efficiency of project implementation programmes and the achievement of their objectives through service delivery as well as policies formulated for the operation of the organizational activities.

### **1.1.3 Public Benefit Organizations in Nakuru County**

The public benefit organizations (PBO) Act of 2013 in Kenya defines PBOs as entities that operate exclusively for the benefit of the public or a section of the public (Republic of Kenya, 2013). The Act requires all PBOs to register with the NGO Coordination Board to operate legally in Kenya. Since the implementation of the PBO Act in 2014, the number of PBOs in Kenya that are officially registered has significantly increased. According to the Act, PBOs are organizations established for the public benefit, including the advancement of religion, education, social welfare, health, research, and the environment. They operate on a non-profit basis and promote the principles of good governance and transparency. In Kenya, PBOs have played a substantial role in the provision of social services, particularly in health, education, and community development. According to the KNBS (2020) the number of registered PBOs has increased from 8,297 in 2015 to 12,768 in 2019. This represents a growth of 54% in the number of registered PBOs in just four years. The majority of the registered PBOs in Kenya operate in

the fields of education, health, and human rights. The increased registration of PBOs can be attributed to the legal recognition and incentives provided by the PBO Act, including tax exemptions and access to government funding (World Bank Group, 2018).

Local public benefit organizations (PBOs) play a significant role in promoting socio-economic development, reducing poverty, and enhancing human rights. PBOs are defined as voluntary, non-profit organizations that are autonomous and provide public benefit services. These organizations operate in various fields, including health, education, environment, and human rights, among others. According to Kiarie (2021), there are over 30,000 registered PBOs in Kenya, with different legal forms, for instance, NGOs, community-based organizations, and religious institutions. By providing social services and public goods like healthcare, education and sanitation, such organizations have supported the nation's development. However, PBOs in Kenya also face various challenges, including limited funding, poor governance structures, and regulatory issues, which limit their effectiveness and efficiency. In addition, political interference, donor dependency, and competition for resources have also affected the operations of PBOs in Kenya (Onsomu, Oteki & Owuor, 2020).

## **1.2 Research Problem**

A company that lacks strategic planning faces a number of obstacles that have a detrimental impact on its performance. Without a defined roadmap, the organization may struggle to establish explicit goals and objectives, resulting to employee misunderstanding and misalignment (Chua, 2020). In the absence of strategic planning, resource allocation can be inefficient, limiting the organization's capacity to prioritize activities and distribute resources effectively. As a result, decision-making may become reactive rather than proactive, making it difficult for the business to respond to changing market conditions and developing opportunities

(Dikko, 2020). A lack of strategic planning may result in a fragmented approach across departments, impeding collaboration and synergy within the organization (Morgan, 2021). These issues can lead to decreased productivity, missed opportunities, and a general decline in performance, putting the firm at a competitive disadvantage in the commercial landscape. Organizations that engage in strategic planning develop a shared vision, establish clear priorities, support improved decision-making, and align resources accordingly, resulting in increased focus and efficiency in their operations. Organizations may remain agile and resilient by regularly assessing progress and adapting to changing conditions, allowing them to respond effectively to problems and capitalize on opportunities thus improving their performance (Chua, 2020).

The existing debate among the PBOs is the ability to secure funding to carry out their projects effectively. There are increasing needs from the donors to ensure that their donations effectively address the challenges that they intended to address, with verifiable outcomes from the project. Accounting for the resources received, as well as reporting outcomes from the project, forms a base for future funding and implementation of the PBO's projects (George, Walker & Monster, 2019). Proper accounting of different projects can only occur, if proper planning was established before execution of these projects. Strategic planning serves a key role in meeting the project objectives and hence aligning to the specific requirements by the project donors. It also sets the pace for making assessment on deliverables that were not met to satisfaction. It is in this regard that strategic planning is considered to be vital in revitalizing organisation performance. The devolution governments in Kenya are endowed with many responsibilities, with limited funding from the national government. The local governments therefore seek to establish development partners that can not only offer employment for the people, but also help in provision of people's needs such as education, clean water, improved technology, among others. Nakuru County has



therefore established an array of licensed PBOs that seek to address issues in regard to environment, climate change, provision of clean water and sanitation among others.

Strategic planning has been identified as one of the major tools in enhancing performance of PBOs in Kenya hence has attracted several studies with a quest to reveal the relationship that exists between the two aspects. Several research works were undertaken on strategic planning and performance of PBOs both international and local in different contexts as well as using different methodologies to establish the relationship. Malunga (2007) conducted research on how to increase the strategic planning efficiency of regional PBOs in Malawi. Ongonge (2018) examined the ways in which strategic planning helped ActionAid Kenya enhance the performance of its programs. The strategy execution of state-owned enterprises in Kenya was the subject of a 2012 study by Kathama. In their 2018 study, Kefa and Iravo focused on how strategic planning affected the accomplishment of the Agriculture Project of the One-Acre Fund in Bungoma County, Kenya. These empirical studies revealed a contextual gap since they are done in different context targeting different population other than the one targeted in the current study. The current study considered PBO within Nakuru County in Kenya. Additionally, the study employed a different technique from those of prior studies to determine the relationship connecting strategic planning with performance.

The study was centred on the correlation connecting strategic planning and organizational completion. The majority of PBOs face difficulties in implementing their plans due to resource shortages, institutional weaknesses, and capacity deficiencies, as well as bad leadership and governance. As a result, the study's focus was on the strategic planning procedures, with special attention paid to the organization's corporate mission scanning the environment, identifying strategic concerns, selecting a strategy, and formulating enacting, review and coordination

systems. Strategic planning continues to be a blueprint with little influence on how they are realized. The study therefore addressed the following research question: What impact does strategic planning have on public benefit organizations' performance in Nakuru County, Kenya?

### **1.3 Research Objective**

The research objective of the study was to determine strategic planning and performance of public benefit organisations in Nakuru County in Kenya.

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

Future academics and researchers carrying out research that correlates with organizational performance and strategic planning can find value in the study. Theories can draw contributions from the study to the existing theories as the study can either support the proposition of the theory or it can be a critique of the theory that allows a chance to develop the theory. The study can also be impactful to future researchers who would find it appropriate to use the study in developing as well as enhancing the literature review and identifying specific research gaps. The researchers would therefore identify conceptual, contextual or methodological gap that can help in the development of knowledge.

The conclusions drawn from this study undertaking can also be of significant use to policy makers such as the county governments or PBOs licensing bodies. The study would provide relevant information in the context of the effect of strategic planning on organisation output in terms of performance. This would entail that the county governments and the licensing bodies could use the findings of the study to generate minimum requirements that would be needed before licensing PBOs. It would also make up yardsticks that could be used to assess the PBOs

and therefore provide necessary advisory role to ensure that the performance of each PBO is enhanced in the county.

The study can be of significant to managers and project leaders. The findings of the study would help them to ensure they develop policies that would ensure that the performance of the PBO is enhanced. This would mean that policy makes would utilize the conclusions of the study to develop operational processes and courses of action that would be impactful to the organisation.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

The theoretical evaluation, current postulations, and empirical review were all included in the literature review. The chapter also included criticism of the current written works, research gaps, and a summary of the examined literature.

### **2.2 Theoretical Foundation**

Theoretical foundation indicated theories that were relevant, and which anchored the study. The proposition of the theory was highlighted and the extent to which the theory related to the study. The critique of the theory was also highlighted. This study was therefore anchored on industrial organization economic theory and resource based theory

#### **2.2.1 Institutional Theory**

Institutional theory was introduced by Meyer and Rowan (1977) focusing on the impact of societal norms, values, and structures on organizations and their behaviour. It posits that organizations seek legitimacy by conforming to prevailing institutional rules and practices. Meyer and Rowan argue that organizations often adopt formal structures and practices not solely for efficiency or rational reasons, but to gain acceptance and legitimacy in their institutional environment. This acceptance is vital for an organization's survival, access to resources, and reputation. The theory continues to further state that organizations conform to these institutional pressures through isomorphism, which is the process of becoming more similar to other organizations in their environment to gain legitimacy. Isomorphism can occur through three

mechanisms the coercive isomorphism where by organizations conform due to external pressures, such as regulations, laws, or threats of sanctions, mimetic isomorphism which is organizations imitating the practices of successful or prestigious counterparts to gain legitimacy.

The theory provides valuable insights into understanding how organizations respond to external pressures and adapt to societal expectations (Boxenbaum & Jonsson, 2017). It has been applied to a wide range of contexts, including public organizations, non-profits, and businesses, to analyse how institutions influence decision-making, organizational structure, and strategic choices. In a world shaped by societal norms, values, and structures, organizations are not isolated entities operating in a vacuum. Instead, they are deeply embedded within broader social contexts that exert considerable influence on their behaviour, decisions, and trajectories (Rana, 2015). It helps in the better understanding of the intricate relationship between organizations and their environment. Similarly, it offers a powerful lens through which scholars and practitioners examine how organizations navigate the intricate landscape of social expectations, norms, and regulations (Meyer & Rowan, 1977).

Hugh Cannott (1987) criticized this theory, arguing that it cannot be critical and is too focused on describing and explaining existing institutional arrangements. Jack Knight (1967) has criticized sociological institutionalism for failing to elaborate the behaviour where individuals within an institution do not adhere to their designated roles within the organization. He further states that Sociological institutionalism emphasizes how the functional purposes of organizations may not necessarily align with the functions and structures they adopt, instead, the emphasis may be on ceremonies and rituals rather than the intended functional aspects. Individuals follow institutional rules because they consider them as taken for granted, making alternative

behaviours inconceivable. The sociological institutionalist perspective differs from rationalist and instrumental viewpoints regarding actors and agency. While Jackson et al. (2012) argues that institutional theory needs to be expanded to include a more critical perspective, one that takes into account the power relations and social inequalities that shape institutions and their role in society.

### **2.2.2 Resource Based Theory**

Barney (1991) first presented the resource-based theory that proposes that an organization's exceptional performance and on-going competitive advantage can be linked to the special assets and skills it possesses. According to RBV, an organization's capacity to gain a competitive edge is significantly influenced by its resources, including tangible assets, intangible assets, human capital, and organizational competencies (Peteraf, 1993). These resources are regarded as precious, uncommon, hard to duplicate, and incomparable, offering firms a long-lasting advantage over their rivals. Recent research has confirmed the applicability of RBV across a range of sectors and environments, emphasizing the value of resource heterogeneity and strategic resource management in achieving superior organizational performance (Barney, 1991).

The RBV theory, which underscores the significance of internal resources and capabilities in establishing enduring competitive advantage, holds relevance to the current study. Understanding and successfully managing these resources becomes critical in the context of public benefit organizations, which significantly rely on their resources to generate social value and achieve their missions. The study can investigate how particular resources, such as human capital, financial assets, and organizational capabilities, contribute to strategic planning and ultimately influence the performance outcomes of PBOs by using the resource-based theory. It offers a

framework for analysing resource allocation, use, and development strategies that might improve these organizations' efficacy and efficiency in pursuing their objectives and carrying out their social obligations.

Numerous arguments against the resource-based paradigm have been made. One criticism is that it is difficult to implement in reality because it lacks precise rules for identifying and evaluating resources (Grant, 2016). The idea has been criticized for being overly internally focused and for ignoring aspects in the external factors that can exert a significant influence on how well an organization performs (Fahy et al., 2017). According to critics (Teece et al., 2016), the theory ignores the dynamic character of resources and fails to take into consideration the function of strategic alliances and networks in resource acquisition and deployment. As the theory largely focuses on static resource endowments rather than dynamic skills, some academics have questioned the theory's capacity to explain variances in performance among firms (Wernerfelt, 2018).

### **2.3 Strategic Planning and Organisational Performance**

Strategic planning plays a crucial role in organizational management by enabling the establishment of clear missions, visions and goals, along with the formulation of strategies to attain them. It also serves as a vital instrument for enhancing organizational performance, which pertains to the effective and efficient achievement of objectives. Numerous studies have investigated the connection between organizational performance and strategic planning, consistently revealing a positive correlation. For instance, a recent study by Krasniqi and Berisha-Shaqiri (2021) explored strategic planning and performance connection in the context of public sector organizations in Kosovo. Their findings indicated that strategic planning

contributes positively to organizational performance through goal and resource alignment, as well as effective communication, leadership, and employee involvement.

Another study conducted by Ebele and Ezeani (2020) focused on Nigerian banks, examining the strategic planning and organizational performance association. The research demonstrated that strategic planning impact on performance was significant by facilitating the development of effective strategies to adapt changes in the environment, optimize resource utilization, and enhance customer satisfaction. The study emphasized the importance of employee involvement, training, and communication in achieving successful outcomes in the strategic planning process. Similarly, Bortoluzzi et al. (2022) explored the influence of strategic planning on performance of SMEs in Italy. Their findings underscored that strategic planning had a positive impact on SMEs' performance, promoting competitiveness, innovation and financial success. The study underscored the significance of integrating strategic planning with other management processes such as human resource management and quality management.

Ali and Abidi (2020) established strategic planning and performance of SMEs in Pakistani have a positive significant association, by fostering the development of clear objectives, efficient resource allocation, and adaptability to environmental changes. The research also highlighted the crucial role of leadership, employee involvement, and organizational culture in ensuring the success of the strategic planning process. Taken together, these studies provide compelling evidence supporting strategic planning and organisational performance positive correlation. Organisations that adopt effective strategic plans are more likely to achieve their goals, enhance their competitiveness, and improve both FP and non-FP. However, it is essential to consider other critical factors such as leadership, communication, employee involvement, and organizational culture, as they significantly impact the success of the strategic planning process.



## **2.4 Summary of Empirical Studies and Knowledge Gaps**

Haigh (2019) performed a survey on the strategic planning environment at a business school in the United States. The researcher designed and delivered 48-question surveys to top US MBA programs. The analytic tool was separated into three sections: participant and school demographics, school conflicts, and strategic planning. The findings demonstrated that the success of the US business school is significantly influenced by strategic planning activities. The study also established that the success variable for US MBA programs is significantly impacted by the adoption of rating structures as a deft, homogenized spectrum. The study's findings revealed that strategic planning processes are critical to success based on the responses of the participants. The study focused on a business school in the United State and failed to consider other contexts and countries. This study aimed at closing that contextual gap by conducting the study on PBOs in Nakuru County, Kenya.

Salki's (2014) research sought to understand how strategic planning affected these businesses' management practices. Data was gathered from public organizations in Bosnia and Herzegovina using an empirical research method. The study's conclusions showed that these firms' use of strategic planning enabled a more logical, effective, and efficient administration of organizational resources. Strategic planning decreased the possibility of resource allocation based on arbitrary tastes, individual goals, or political pressures by specifying performance assessment criteria. Because of this, the delivery of high-quality public services has become more efficient and effective thanks to the transparent and logical management strategy. The present study specifically examines the correlation between strategic planning and organizational performance, distinguishing itself from previous research that primarily dwelled on the strategic planning and management practices within businesses connection. This study sought to address

the existing literature gap by examining how strategic planning affects organizational performance.

Sandada (2014) study on strategic planning and its partnership with SME firms in South Africa. Study's findings underscored that environmental scanning, together with assessment and monitoring, material supply, economic incentives, staff involvement, and time frames, was one of the strategic planning factors used by SMEs to enhance directory performance. According to the findings, the planning process has a pragmatic and an evident precedent of impetus association with SMEs process has a pragmatic and predictive association with small and medium-sized firms' success. The study focused on SME firms in South Africa which revealed a need for similar studies in different contexts such as PBO in Kenya.

Linge (2016) studied the effect of strategic planning and forecasting on international humanitarian support in Somalia. This study used a survey research design. Four hundred fifty (450) personnel made up the population of the sample, which included twenty-one (212) respondents. A descriptive statistical method was utilized to analyse the respondents' demographic information, and inferential statistical methods like Pearsons and regression analysis were employed to analyse the suggested hypotheses. The results showed that strategy planning significantly affected how well PBOs performed ( $R^2=0.109$ ,  $P=0.000$ ). Showcased in the findings was a substantial equally favourable correlation connecting 3 independent variables and their effectiveness in the distribution of humanitarian aid. The study, which focused on strategic planning and PBO organization performance, indicated a gap because it was undertaken in Somalia and a conceptual gap because it examined strategic planning methods on the delivery of humanitarian aid.

Chinyamurindi, Mathibe, and Hove-Sibanda (2023) conducted their study with the intention of examining the variables affecting social enterprise performance, with an emphasis on the significance of strategic planning and networking capacity. A self-administered questionnaire that was completed by 147 respondents who worked as owners or managers of social enterprises was used by the researchers to gather data. Structural equation modeling was utilized for the statistical analysis, and the partial least squares method was applied. The findings revealed strong connections between strategic planning and the performance of social enterprises, as well as networking capabilities and social enterprise performance. Moreover, the study identified that networking capacity plays a weakly positive and significant moderating role in strategic planning and social enterprise success relationship. The study specifically targeted to explore the factors influencing social enterprise performance, giving particular concentration on the importance of strategic planning and networking capacity. However, it overlooked the examination of strategic planning and organizational performance association, which was the goal of the present study.

Locally the research by Momanyi (2018) included higher learning institutions in Kenya and sought to elaborate upon the implications of strategic planning on the output in terms of performance of organizations. The intended population included 71 research scientists, a sample size determined through the use of stratified random sampling, technical experts, and academicians, as well as business unit directors and officers. Five respondents from the whole sample were utilized to assess data dependability as the primary data was obtained through the use of questionnaires. The study's findings demonstrated that higher learning institutions' strategic planning and strategic objective achievement were highly related (0.145 R<sup>2</sup> with P= 0.107). According to the findings of the study, strategic planning and management are critical

not just for businesses but also for non-governmental organizations. The study focused on higher learning institutions and failed to consider PBOs which were addressed by the current study.

Burugu (2018) conducted an educative investigation into the impact of strategy planning on the success of Naivas Limited. The paper's conclusions point to the necessity of strong strategic planning as well as senior management's integration of the company's values, mission, and core values into the planning process while being conscious of financial limitations. The study's results also showed that a corporation should consider both internal and external studies when making strategic decisions about strategic objectives. The study concluded that organizations may in a formal manner communicate plans that are strategic in nature with the goal of increasing engagement and, as a result, completely support the accomplishment and the appraisal of the organization's prudent and deliberate goals. This study depicted a contextual gap by focussing on Naivas Limited. The current study closed that gap by focusing on public benefit organizations in Nakuru County in Kenya.

In Homa Bay County, Kenya, Public Benefit Organizations (PBOs) were investigated by Dekings (2015) to learn more about their strategic management methods. The researcher used a descriptive research approach to gather primary data from senior managers and coordinators of 168 PBOs, who were chosen from a population of 496 PBOs registered with the PBO Coordination Board. Various papers, including purpose and vision statements, financial statements, reports, and meeting minutes, were also used to obtain secondary data. The results showed that while most PBOs had established some kind of strategic management techniques, many organizations did not prioritize it and some did not have specialized departments to deal with strategic concerns. The study failed to address the relationship between strategic planning

and organizational performance of PBOs in Nakuru County which was addressed by the current study.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

The chapter described the research methods that were employed in the study, including the research design, population of the study, sample frame chosen for the study, data collecting and data analysis.

### **3.2 Research Design**

Research design is a structured plan that specifies how a research is carried out. It is a systematic structure that outlines the methods and procedures employed in a study to answer research questions and meet the objectives, ensuring the collection and analysis of data is valid and reliable (Lavrakas, 2008). The research design is therefore crucial to define the manner in which the study can meet the research objective or highlight the issues and steps that can be followed and observed to answer the research questions.

Cross-sectional descriptive design was adopted in this study in order to collect a cross-sectional data that helped explain the current relationship between strategic planning and organizational performance of PBOs in Nakuru County. Cross-sectional descriptive design is crucial in answering questions on the how, what and when but it does not explain the why. As a result, the design communicates the type of link that exists between the independent factors and the dependent variable, but it is unconcerned with why this type of relationship occurs between the variables (Serkan 2003).

### 3.3 Population of the Study

The population of the study refers to all the number of items, the number of objects, individuals or units that are the subject of research. It represents the entire sub-set of items or individuals that are capable of being source of data that would provide information in regard to the study objectives and therefore comprise part of the target to ensure relevant data is collected for the study.

The study population was the total number of PBOs in Nakuru County in Kenya. The PBOs were organisations that are represented by individuals. However, the appropriate individuals that had the appropriate knowledge in regard to strategic planning practices and performance were people in the managerial levels. Nakuru County was a home of 46 Kenyan PBOs that dealt with different aspects, as annexed in Appendix II (Youth Services Directory Nakuru-Kenya, 2023).The categories of those PBO in accordance to the areas they major in was given by Table 3.1 below.

**Table 3. 1: Population Characteristics**

Categories of BPOs in each Sectors	Number of PBOs	Percentage
Health and Healthcare	12	26%
Education and Training	5	11%
Environment and Conservation	3	7%
Social Services	4	9%
Community Development	6	13%
Advocacy and Human Rights	12	26%
Arts and Culture	4	8%
	46	100%

Source: Youth Services Directory Nakuru-Kenya, (2023)

### **3.4 Data Collection**

The study utilized cross-sectional data to establish the existing relationship between strategic planning and organizational performance. Cross-sectional data allowed examination of a big sample at a single point in time to provide an insight of the current state of relationship between the study variables. The study used primary data which was collected by use of structured questionnaire.

The questionnaire was shared with the study respondents through the use of online surveys (Google Forms). The forms were shared through emails or through phone social networks to increase participation and ease in data collection. The respondents were required to fill all the questions of the questionnaire before submitting. 2 participants in every PBO were selected to fill the questionnaire adding up to 92 responses.

### **3.5 Pilot Testing**

The preliminary questionnaire was subjected to tests aimed at assessing its reliability and validity prior to its implementation in the primary research. To ensure its suitability for data collection, a pilot test was conducted involving five Public Benefit Organizations (PBOs) situated in Nakuru. During that phase, the questionnaire was administered to managers affiliated with those five organizations. The clarity, comprehensibility, and comprehensiveness of the questionnaire were assessed by the pilot participants. Any recommendations provided by the pilot respondents, as well as input from the supervisor were considered in the refinement of the final version of the questionnaire.



### **3.6 Data Analysis**

For analysis descriptive statistical was utilized to visually depict the distribution of organization performance and strategic planning elements within the dataset. Tables effectively displayed the proportional representation of different aspects of PBOs performance and strategic planning aiding in the quick identification of trends and disparities. Furthermore, measures of central tendency, such as the mean and mode, were calculated to provide a holistic understanding of the dataset's characteristics. The mean offered average performance and strategic planning level, while the mode identified the most frequently occurring values, shedding light on the dominant patterns. Inferential analysis was applied to establish the relationship between the study variables.

## CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION OF FINDINGS

### 4.1 Introduction

The chapter delved into a meticulous analysis of the gathered data, providing insights that directly addressed the research question. It commenced by elucidating the response rate, offering a comprehensive overview of participant engagement. Subsequently, the study rigorously examined the validity and reliability of the collected data, establishing a solid foundation for the ensuing analyses. Descriptive statistics were employed to portray the fundamental characteristics of the dataset, while correlation and regression analyses tested hypotheses and probed relationships between variables. The chapter concluded by presenting a thorough interpretation of the results, offering a nuanced understanding of the study's findings and their implications within the research context.

### 4.2 Response Rate

The study aimed to collect 92 responses, with each PBO in Nakuru County expected to contribute two responses. Ultimately, the researcher successfully obtained 62 responses, resulting in a commendable response rate of 67.4%. This level of engagement was deemed suitable for the study, reflecting a substantial and representative portion of the targeted responses from the participating PBOs in Nakuru County.

### 4.3 Validity and Reliability

The study rigorously assessed both validity and reliability to ensure the robustness of the research findings. Validity was tested through the Kaiser-Meyer-Olkin (KMO) measure, where a value above 0.7 indicated high validity. Simultaneously, reliability was scrutinized using the Cochran chi-square test. In both cases, a value surpassing 0.7 was considered indicative of high validity and reliability, highlighting the credibility and consistency of the study's measurement

tools and data. This meticulous approach toward validating and ensuring the reliability of the research instruments underscores the commitment to methodological rigor in the study's design and implementation.

**Table 4. 1: Validity and Reliability Test Results**

Variable	KMO and Bartlett's Test	Cochran Alpha	NO. of Items
Strategic Formulation	0.908	0.954	6
Strategic Communication	0.823	0.920	4
Allocation and Alignment of R&S	0.873	0.929	5
Control and Review of Strategies	0.773	0.865	4
Organizational Performance	0.867	0.909	5

Source: Researcher (2023)

All variables displayed values above 0.7, affirming the validity and reliability of the questions assessing each variable.

#### **4.4 Description of the Study Variables**

Utilizing descriptive statistics, an overview of the collected data was presented. Cumulative frequencies and percentages were employed for the general information data, analyzing the distribution of demographic variables to comprehend the characteristics of the study respondents. To assess study variables which used Likert Scale, a coding scheme assigned values from 1 to 5 to each response option. Subsequently, mean, mode, median, and standard deviation were calculated, summarizing respondents' attitudes and perceptions. These statistical measures offered a concise representation of central tendencies, modes, and variations within the Likert-scale data, contributing to a comprehensive understanding of strategic planning and performance within public benefit organizations in Nakuru County, Kenya.

#### 4.4.1 Description of General Information

**Table 4. 2: Categories of PBOs included in the Study**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Advocacy and Human Rights	15	24.2	24.2	24.2
	Arts and Culture	6	9.7	9.7	33.9
	Community Development	9	14.5	14.5	48.4
	Education and Training	7	11.3	11.3	59.7
	Environmental Conservation	4	6.5	6.5	66.1
	Health HealthCare	15	24.2	24.2	90.3
	Social Services	6	9.7	9.7	100.0
	Total	62	100.0	100.0	

Source: Researcher (2023)

The data revealed the distribution of public benefit organizations across various sectors. Advocacy and Human Rights constituted the highest percentage at 24.2%, followed by Health and Healthcare at the same percentage. Other sectors included Community Development (14.5%), Education and Training (11.3%), Social Services (9.7%), Arts and Culture (9.7%), and Environmental Conservation (6.5%). This distribution provided insight into the diverse focus areas of public benefit organizations in the study, contributing to a comprehensive understanding of their sectorial engagement.

**Table 4. 3: Years of Operation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 – 5 years	12	19.4	19.4	19.4
	11 – 20 years	14	22.6	22.6	41.9
	6 – 10 years	15	24.2	24.2	66.1
	Less than 1 year	11	17.7	17.7	83.9
	Less than 1 year, 6-10 years	1	1.6	1.6	85.5
	Over 20 years	9	14.5	14.5	100.0
	Total	62	100.0	100.0	

Source: Researcher (2023)

The data indicated a diverse distribution in the years of experience among the respondents. The majority, comprising 66.1%, had between 1 to 20 years of experience, with the largest proportion falling within the 6-10 years range (24.2%). This implied a relatively seasoned pool of participants, providing a broad spectrum of experience levels that enriches the study's insights into strategic planning and performance within public benefit organizations in Nakuru County.

**Table 4. 4: Frequency of Review of Strategic Plans**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	23	37.1	37.1	37.1
	Never	8	12.9	12.9	50.0
	Sometimes	31	50.0	50.0	100.0
	Total	62	100.0	100.0	

Source: Researcher (2023)

The frequency distribution of the review of strategic plans indicated that 37.1% of respondents always conducted reviews, 12.9% never did, and 50.0% did so sometimes. This suggests a varied approach to strategic plan review among respondents, with a significant portion opting for periodic rather than constant reviews, highlighting diverse strategic planning practices within the studied PBOs in Nakuru County.

#### 4.4.2 Description of Strategic Formulation

**Table 4. 5: Description of Strategic Formulation**

	N		Mean	Median	Mode	Std. Deviation
	Valid	Missing				
The strategic formulation process in your organization is efficient and aligned with organizational goals to achieve the overall vision	62	0	3.73	4.00	4	1.074
Strategy formulation is implemented regularly and is an integral part of your organisation's overall operations	62	0	3.65	4.00	4	1.057
A framework or body concerned with the process of strategy formulation has been established within your organization	62	0	3.63	4.00	4	1.149
Strategy formulation incorporates aspects into the business that involve budgetary allocations and investments within the organisation	62	0	3.66	4.00	4	1.115

Beneficiaries and donors/funders are involved in strategic formulation process	62	0	3.74	4.00	4	1.085
The organization regularly evaluates actual performance in the context of strategic formulation and implementation to gauge the scope of success or failure of the implemented strategies	62	0	3.68	4.00	4	1.052

Source: Researcher (2023)

From the table above the first statement indicated a mean of 3.73, a median of 4.00, and a mode of 4, with a standard deviation of 1.074. These values suggested that, on average, respondents perceived the strategic formulation process as relatively efficient and aligned with organizational goals, with the majority providing a rating of 4. The low standard deviation implies a degree of consensus among respondents, indicating a consistent positive perception of the strategic formulation process. For the second statement, the mean was 3.65, the median was 4.00, and the mode was 4, with a standard deviation of 1.057. These statistics suggested that, on average, respondents perceived regular implementation of strategy formulation as an integral part of organizational operations, with a mode and median indicating a common rating of 4. The low standard deviation signified a degree of agreement among respondents, highlighting a consistent acknowledgment of strategy formulation's regular integration. The results for the third statement yielded a mean of 3.63, a median of 4.00, and a mode of 4, with a standard deviation of 1.149. These values suggested that respondents generally perceived the presence of a framework for strategy formulation within their organizations, as indicated by the central tendency around a median and mode of 4. The higher standard deviation implies a relatively higher level of variability in responses, indicating a somewhat varied perception of the establishment of a strategy formulation framework.

For the fourth statement, the mean was 3.66, the median was 4.00, and the mode was 4, with a standard deviation of 1.115. These results suggested that respondents, on average, perceived that strategy formulation involves aspects related to budgetary allocations and investments within the

organization, with a mode and median indicating a predominant rating of 4. The higher standard deviation implied a moderate level of variability in responses, suggesting a somewhat diverse perception of the inclusion of financial aspects in strategy formulation. The results for fifth statement yielded a mean of 3.74, a median of 4.00, and a mode of 4, with a standard deviation of 1.085. These values suggested that, on average, respondents perceived the involvement of beneficiaries and donors/funders in the strategic formulation process, as indicated by the central tendency around a median and mode of 4. The standard deviation indicated a moderate level of variability in responses, reflecting diverse perceptions of the extent of involvement of beneficiaries and donors/funders. The mean for the last statement was 3.68, the median was 4.00, and the mode was 4, with a standard deviation of 1.052. These results suggested that respondents, on average, perceived their organizations as regularly evaluating actual performance in the context of strategic formulation, with a mode and median indicating a prevalent rating of 4. The low standard deviation implied a degree of consensus among respondents, reflecting a consistent positive perception of the organization's evaluation practices.

#### 4.4.3 Description of Strategic Communication

**Table 4. 6: Description of Strategic Communication**

	N		Mean	Median	Mode	Std. Deviation
	Valid	Missing				
Strategic communication has been used within the organisation to communicate concepts or information that serve or satisfy the long-term strategic goals of your organization	62	0	3.61	4.00	4	1.121
Strategic communication has enhanced your organisation's quality service	62	0	3.60	4.00	4	0.983
Strategic communication has enhanced your organisation's ability implement the long-term goals and adhere to them	62	0	3.53	4.00	4	1.097

Strategic communication has enhanced your organisation's ability to formulate actionable goals and objectives that have improved overall performance	62	0	3.61	4.00	4	1.164
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Source: Researcher (2023)

The table above indicated that the mean of the first statement was 3.61, the median was 4.00, and the mode was 4, with a standard deviation of 1.121. These values suggested a relatively high level of agreement among respondents, as indicated by both the mean and median of 4. The low standard deviation indicated a consensus in responses, implying a shared perception that strategic communication was effectively utilized for the organization's long-term strategic goals. In the case of the second statement, the mean was 3.60, the median was 4.00, and the mode was 4, with a standard deviation of 0.983. These values indicated a strong agreement among respondents as they commonly chose 4 indicating agreement. The low standard deviation suggested a consensus in responses, implying a shared perception that strategic communication significantly contributed to improving the organization's service quality.

Regarding the third statement, the mean was 3.53, the median was 4.00, and the mode was 4, with a standard deviation of 1.097. These values suggested a relatively high level of agreement among respondents, with the mean and median indicating positive perceptions. The standard deviation, while slightly higher, still implied a degree of consensus, indicating that strategic communication played a crucial role in supporting the implementation of long-term goals. For the last statement, the mean was 3.61, the median was 4.00, and the mode was 4, with a standard deviation of 1.164. These values indicated a relatively high level of agreement among respondents. The standard deviation, though slightly higher, suggested a consensus in responses, signifying a shared belief that strategic communication contributed significantly to the formulation of actionable goals and improved overall performance within the organization.



#### 4.4.4 Description of Allocation and Alignment of R&S

**Table 4. 7: Description of Allocation and Alignment of R&S**

	N		Mean	Median	Mode	Std. Deviation
	Valid	Missing				
The organisation has policies that aid in the allocation and alignment of resources with its strategies and overall objectives	62	0	3.40	4.00	4	1.078
Allocation and alignment of resources in the implementation of strategies is constrained within the organisation	62	0	3.52	4.00	4	1.036
The more resources are allocated to a specific objective and the more it is aligned with the resources used to achieve said objective the more positive the outcome on the basis of performance and strategic planning	62	0	3.53	4.00	4	1.020
The resource allocations are in line with the organisation’s strategic objectives	62	0	3.44	4.00	4	1.018
The alignment of resources to strategic objectives is based on the value and the performance that the attainment of the objectives would accrue to the organisation	62	0	3.48	4.00	4	1.127

Source: Researcher (2023)

For the first statement the mean of 3.40, median of 4.00, and mode of 4 indicated that respondents generally perceived the organization as having policies facilitating resource allocation and alignment. The relatively low standard deviation of 1.078 suggested a moderate level of agreement among respondents, signifying a consistent perception regarding the presence of such policies. In the case of the second statement the mean of 3.52, median of 4.00, and mode of 4 suggested that respondents, on average, perceived constraints in resource allocation and alignment. The standard deviation of 1.036 indicated a moderate level of agreement among respondents, pointing towards a consistent perception of constraints in the implementation of strategies. Regarding the third statement, the mean of 3.53, median of 4.00, and mode of 4 conveyed that respondents generally agreed with the positive relationship between resource allocation, alignment and performance outcomes. The low standard deviation of 1.020 suggested a relatively uniform agreement among respondents, emphasizing a consistent perception regarding the positive impact of resource allocation and alignment on organizational performance.

For the fourth statement, the mean of 3.44, median of 4.00, and mode of 4 indicated that respondents perceived alignment between resource allocations and strategic objectives. The standard deviation of 1.018 suggested a moderate level of agreement among respondents, emphasizing a consistent perception that resource allocations align with the organization's strategic objectives. In the case of the last statement the mean of 3.48, median of 4.00 and mode of 4 indicated that respondents generally agreed with the notion that resource alignment is tied to the value and performance outcomes of strategic objectives. The higher standard deviation of 1.127 suggested a somewhat greater variability in responses, indicating a moderate level of agreement among respondents but with more diverse perspectives on the influence of value and performance in resource alignment.

#### 4.4.5 Description of Control and Review of Strategies

**Table 4. 8: Description of Control and Review of Strategies**

	N		Mean	Median	Mode	Std. Deviation
	Valid	Missing				
Your organisation regularly undertakes the control and review of existing strategies	62	0	3.5	4	4	0.988
The control and review of existing strategic planning ensure that the strategies in place are effective and comply with trends in the industry within which your organisations situated	62	0	3.66	4	4	0.94
The control of strategy objectives and the review of old strategies can be directly attributed to the performance of your organization	62	0	3.52	4	4	1.02
To some extent I do believe there is a relationship between the effectiveness of organizational performance and the control and review of strategic planning.	62	0	3.66	4	4	0.974

Source: Researcher (2023)

In the first statement, the mean of 3.5, median of 4, and mode of 4 suggested that respondents, on average, perceived their organizations as regularly undertaking the control and review of existing strategies. The relatively low standard deviation of 0.988 indicated a relatively narrow spread of responses, signifying a consensus among participants regarding the frequency of strategic review within their organizations. For the second statement, the mean of 3.66, median of 4, and mode of

4 implied that respondents generally agreed that the control and review of existing strategic planning within their organizations ensured effectiveness and alignment with industry trends. The standard deviation of 0.94 suggested a moderate level of agreement among respondents, with responses clustered around the mean, affirming a shared perception of the relationship between strategic planning review and organizational effectiveness.

In the third statement, the mean of 3.52, median of 4, and mode of 4 indicated that respondents perceived a direct attribution of organizational performance to the control of strategy objectives and the review of old strategies. The standard deviation of 1.02 signified a relatively higher variability in responses, implying some diversity in participants' views on the extent to which organizational performance could be linked to strategic planning controls and reviews. In the fourth statement, the mean of 3.66, median of 4, and mode of 4 suggested a general belief among respondents in the existence of a relationship between the effectiveness of organizational performance and the control and review of strategic planning. The standard deviation of 0.974 indicated a moderate level of agreement and consistency in respondents' views, with responses clustered around the mean, affirming a shared perception of the link between strategic planning processes and organizational effectiveness.

#### 4.4.6 Description of Organizational Performance

**Table 4. 9: Description of Organizational Performance**

	N		Mean	Median	Mode	Std. Deviation
	Valid	Missing				
The overall performance of our organization meets or exceeds our strategic goals and objectives.	62	0	3.66	4	4	0.904
Our organization effectively utilizes its resources to achieve desired outcomes and impact.	62	0	3.58	4	4	0.967
Our organization demonstrates a high level of accountability and transparency in its operations and financial management.	62	0	3.77	4	4	1.031

Our organization continuously seeks feedback from stakeholders and beneficiaries to improve its programs and services.	62	0	3.76	4	5	1.112
Our organization fosters a culture of innovation and adaptability to respond to changing needs and challenges.	62	0	3.77	4	4	1.078

Source: Researcher (2023)

The results as indicated in the table above, revealed a mean of 3.66, a median of 4, a mode of 4, and a standard deviation of 0.904 for the first statement. These statistics suggested that, on average, respondents perceived their organization's performance to be above or in line with strategic goals. The clustering around the mode and median indicated a general consensus among respondents, while the standard deviation suggested moderate variability in responses, signifying a relatively consistent perception of organizational performance. For the second statement, the mean was 3.58, the median and mode were both 4, and the standard deviation was 0.967. These values implied that respondents, on average, perceived their organization as effective in resource utilization for desired outcomes. The mode and median aligning with the mean indicated a central tendency toward agreement, while the standard deviation pointed to a moderate level of variability in responses. In the case of the third statement, the mean was 3.77, the median and mode were both 4, and the standard deviation was 1.031. These results suggested a generally positive perception of organizational accountability and transparency among respondents, with the mode and median aligning with the mean, indicating a central tendency toward agreement. The standard deviation reflected a moderate level of variability in responses.

Regarding the fourth statement, the mean was 3.76, the median was 4, the mode was 5, and the standard deviation was 1.112. These values indicated that, on average, respondents perceived their organization as actively seeking feedback for improvement. The mode and median alignment with the mean suggested a central tendency toward agreement, while the higher

standard deviation indicated a wider range of responses and perceptions among stakeholders. For the last statement, the mean was 3.77, the median and mode were both 4, and the standard deviation was 1.078. These results implied that, on average, respondents perceived their organization as fostering innovation and adaptability. The mode and median aligning with the mean indicated a central tendency toward agreement, while the standard deviation suggested a moderate level of variability in responses, reflecting diverse perceptions of the organization's culture.

#### 4.5 Correlation of the Study Variables

Correlation analysis is a statistical method that evaluates the degree of linear association between two or more variables, measuring the strength and direction of their relationship. In the study, correlation analysis was employed to examine the relationships between each independent variable, strategic formulation, strategic communication, allocation and alignment of R&S and control and review of strategies and organizational performance the dependent variable. This was conducted to discern any significant correlations and understand how variations in strategic planning aspects relate to variations in organizational performance.

**Table 4. 10: Correlation Table**

		Organizational Performance	Strategic Formulation	Strategic Communication	Allocation and Alignment of R&S	Control and Review of Strategy
Organizational Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	62				
Strategic Formulation	Pearson Correlation	.857**	1			
	Sig. (2-tailed)	.000				
	N	62	62			
Strategic Communication	Pearson Correlation	.767**	.831**	1		
	Sig. (2-tailed)	.000	.000			
	N	62	62	62		

Allocation and Alignment of R&S	Pearson Correlation	.745**	.774**	.815**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	62	62	62	62	
Control and Review of Strategy	Pearson Correlation	.844**	.810**	.840**	.787**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	62	62	62	62	62
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: Researcher (2023)

The results of the correlation analysis indicated significance relationships between all independent variables and dependent variable. Strategic formulation exhibited a strong positive correlation ( $r = 0.857$ ,  $p < 0.01$ ), with organizational performance, implying a robust association between the organization's ability to formulate effective strategies and its overall performance. Similarly, strategic communication showed a significant positive correlation ( $r = 0.767$ ,  $p < 0.01$ ), with organizational performance, emphasizing the importance of effective communication in achieving organizational success. Allocation and alignment of resources and strategies also displayed a substantial positive correlations ( $r = 0.745$ ,  $p < 0.01$ ), with organizational performance, highlighting the critical role of proper resource allocation and strategic alignment in organizational performance. Moreover, control and review of strategy demonstrated a strong positive correlation ( $r = 0.844$ ,  $p < 0.01$ ), with organizational performance, indicating that effective monitoring and review mechanisms are closely tied to enhanced organizational performance.

#### 4.6 Relationship between the Study Variable

Regression analysis is a statistical technique used to examine the relationship between one dependent variable and one or more independent variables. It helps in understanding how changes in the independent variables are associated with changes in the dependent variable. Regression analysis was applied in this study to assess the collective effect of the independent

variables (strategic formulation, strategic communication, allocation and alignment of resources and strategies, control and review of strategy) on the dependent variable, organizational performance.

#### 4.6.1 Model Summary

The R-squared value in the model summary reflects the proportion of variance in the dependent variable (organizational performance) explained by the independent variables. Meanwhile, the adjusted R-squared considers the model's intricacy, providing a more accurate measure by accounting for the number of predictors, ensuring a nuanced understanding of the model's explanatory power and guarding against over-fitting.

**Table 4. 11: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.896 <sup>a</sup>	.803	.789	2.010
a. Predictors: (Constant), Control and Review of Strategy, Allocation and Alignment of Resources and Strategies , Strategic Formulation, Strategic Communication				

Source: Researcher (2023)

The regression model demonstrated a substantial R-squared value of 0.803, indicating that approximately 80.3% of the variance in organizational performance was explained by the combined effects of the predictors: Control and Review of Strategy, Allocation and Alignment of Resources and Strategies, Strategic Formulation, and Strategic Communication. This suggested a strong overall fit of the model in capturing the relationships among these variables. However, the adjusted R-squared was slightly lower at 0.789, accounting for the fact that there were elements among the predictors that did not add significant value to the model. The adjusted R-squared considers the number of predictors and adjusts the R-squared value accordingly, providing a more conservative estimate of the model's explanatory power.

#### 4.6.2 Analysis of Variance

The study employed ANOVA to assess the model's overall significance, confirming its validity at a 95% confidence level by evaluating whether the collective effect of predictors on organizational performance was statistically significant.

**Table 4. 12: ANOVA Table**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	937.158	4	234.290	58.014	.000 <sup>b</sup>
	Residual	230.196	57	4.039		
	Total	1167.355	61			
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), Control and Review of Strategy, Allocation and Alignment of Resources and Strategies , Strategic Formulation, Strategic Communication						

Source: Researcher (2023)

The model's F-statistic was 58.014 with a corresponding p-value of 0.000, indicating a highly significant overall model fit. This suggested that the collective effect of the independent variables, Control and Review of Strategy, Allocation and Alignment of Resources and Strategies, Strategic Formulation, and Strategic Communication, on organizational performance was statistically significance. Thus, the regression model had a statistically significant relationship with the dependent variable at a 95% confidence level.

#### 4.6.3 Regression Coefficients

The regression coefficients signify the strength and direction of the relationships between independent variables and the dependent variable. Their significance, reflected by p-values, indicates whether these relationships are statistically meaningful, providing crucial insights into which predictors contribute significantly to the variation in the dependent variable.



**Table 4. 13: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.926	1.156		1.666	.101
Strategic Formulation	.388	.086	.524	4.502	.000
Strategic Communication	-.117	.146	-.105	-.801	.427
Allocation and Alignment of R&S	.062	.103	.066	.600	.551
Control and Review of Strategy	.603	.159	.456	3.792	.000

a. Dependent Variable: Organizational Performance

Source: Researcher (2023)

The regression results revealed that strategic formulation had a significant positive impact on organizational performance ( $B = 0.388$ ,  $p < 0.001$ ), indicating that for every one-unit increase in strategic formulation, organizational performance increased by 0.388 units. Control and review of Strategy also demonstrated a significant positive relationship ( $B = 0.603$ ,  $p < 0.001$ ), suggesting that improvements in this variable were associated with a 0.603 unit increase in organizational performance. However, strategic communication and allocation and alignment of resources and strategies did not exhibit statistically significant effects on organizational performance ( $p = 0.427$  and  $p = 0.551$ , respectively). The regression model was therefore, transformed in to:  $Y = 0.388X_1 + 0.603X_4$ .

#### 4.7 Discussion and Interpretation of Findings

In the examination of respondents' perceptions regarding strategic planning aspects and the performance of PBOs in Nakuru County, valuable insights were drawn. Strategic formulation had means ranging from 3.63 to 3.74, indicating a generally positive perception among respondents. The lower standard deviations ranging from 1.052 to 1.149 suggested a degree of consensus in perceptions, except for the establishment of a framework, where a slightly higher standard deviation implied some variability in respondents' views. **In strategic communication,**

means varied from 3.53 to 3.61, demonstrating a favorable overall perception. The low standard deviations ranging from 0.983 to 1.164 indicated a consensus among respondents, highlighting a shared belief in the positive impact of strategic communication on organizational goals.

Regarding allocation and alignment of resources and strategies, means ranged from 3.40 to 3.53, with standard deviations ranging from 1.018 to 1.127 suggesting moderate agreement among respondents, except for the last statement where a higher standard deviation implied more diverse perspectives on the relationship between resource alignment and value. In terms of control and review of strategies, means ranged from 3.50 to 3.66 and standard deviations ranging from 0.94 to 1.02 indicated a generally consistent perception among respondents regarding the importance of regular control and review in achieving organizational effectiveness. Lastly, for organizational performance, means ranged from 3.58 to 3.77, with standard deviations ranging from 0.904 to 1.112 indicating moderate variability in perceptions. These findings suggested a positive outlook on strategic planning aspects, with areas of consensus and some variability in respondents' views.

The correlation analysis indicated significant positive relationships between all independent variables, strategic formulation, strategic communication, allocation and alignment of resources and strategies, control and review of strategy, and the dependent variable, organizational performance. Strong correlations were observed, highlighting the importance of effective strategic formulation, communication, resource allocation, and strategic control in influencing overall organizational performance.

The regression model elucidated that approximately 80.3% of the variance in organizational performance was explained by control and review of strategy, allocation and alignment of resources and strategies, strategic formulation, and strategic communication suggesting a robust

overall fit of the model in capturing the relationships among these variables. Despite the slight decrease in the adjusted R-squared to 0.789, reflecting elements that did not contribute significantly, the model's F-statistic of 58.014 with a p-value of 0.000 indicated a highly significant overall fit. This confirmed the statistical significance of the collective effect of the independent variables on organizational performance at a 95% confidence level. Specifically, strategic formulation exhibited a significant positive impact, signifying that a one-unit increase in strategic formulation corresponded to a 0.388 unit increase in organizational performance. Control and Review of Strategy also demonstrated a significant positive relationship, implying a 0.603 unit increase in organizational performance as a result of a unit increase in this variable. However, strategic communication and allocation and alignment of resources and strategies did not yield statistically significant effects on organizational performance.

The findings of the current study aligned with several empirical studies in highlighting the pivotal role of strategic planning aspects in influencing organizational performance. Haigh's (2019) study on a U.S. business school resonated with the current study's results, emphasizing the substantial impact of strategic planning activities on the success of MBA programs. Similarly, Salki's (2014) research in Bosnia and Herzegovina complemented the current study by showcasing how strategic planning contributes to more logical resource administration and efficient public service delivery. Additionally, Momanyi's (2018) research results in Kenyan higher learning institutions aligned with the current study findings, emphasizing a high correlation between strategic planning and objective achievement.

Sandada's (2014) study on South African SMEs further reinforced the alignment, as both the current study and Sandada's findings underscored the positive influence of factors like environmental scanning and resource alignment on organizational performance. Chinyamurindi

et al.'s (2023) study on social enterprises provided additional support, indicating strong connections between strategic planning, networking capacity, and performance, aligning with the emphasis on strategic communication in the current study. Linge's (2016) study on PBOs in Somalia aligned as well, indicating a significant relationship between strategic planning and organizational effectiveness, particularly in humanitarian aid delivery.

However, the current study found that strategic communication did not yield a statistically significant effect on organizational performance. This was in contrast to Sandada's (2014) study on South African SMEs, where strategic communication, particularly factors like staff involvement, was identified as contributing to enhanced performance. Similarly, the current study did not find a statistically significant effect of allocation and alignment of resources and strategies on organizational performance. This contrasts with findings from studies such as Haigh (2019), which suggested that the success of MBA programs is significantly influenced by strategic planning activities, possibly including resource allocation. Sandada's (2014) study on South African SMEs also found that factors like material supply and economic incentives, part of resource allocation, contributed to enhanced performance which contradicted the current study regression findings.

## CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

### 5.1 Introduction

In this concluding chapter, a comprehensive summary of the study findings was provided, expounding on the conclusions drawn from the results. Practical recommendations were outlined based on these findings, offering actionable insights. However, the study also encountered limitations, which are discussed in detail within this chapter. To conclude, the chapter identified areas for further research, laying the groundwork for future investigations in the field.

### 5.2 Summary of Study Findings

The regression model demonstrated that approximately 80.3% of the variance in organizational performance was explained by the combined effects of control and review of strategy, allocation and alignment of resources and strategies, strategic formulation, and strategic communication. This suggested a strong overall fit of the model in capturing the relationships among these variables, and the statistical significance was confirmed by a highly significant overall model fit with an F-statistic of 58.014 and a corresponding p-value of 0.000.

In exploring strategic formulation's influence on PBOs in Nakuru County, respondents generally held a positive perception, marked by consensus. Analysis revealed a substantial positive correlation with organizational performance, and regression results affirmed its significant impact, highlighting the importance of effective strategic formulation.

The examination of strategic communication perceptions indicated an overall favourable outlook, with respondents sharing a belief in its positive impact. However, despite a positive correlation with organizational performance, the regression analysis found statistical insignificant effects between strategic communication and organizational performance.

Allocation and alignment of resources and strategies garnered moderate agreement among respondents, with one statement showing more diverse perspectives. While correlation analysis confirmed a significant positive relationship with organizational performance, the regression results diverged, indicating that Allocation and alignment of resources and strategies yielded a statistically insignificant effect with organizational performance.

Control and review of strategies was perceived consistently as important for achieving organizational effectiveness. Correlation analysis and regression results both highlighted a significant positive relationship, emphasizing the crucial role of strategic control in organizational performance.

### **5.3 Conclusion**

Based on the study findings, the study concluded that **strategic formulation plays a crucial role in shaping the performance of Public Benefit Organizations in Nakuru County. Respondents generally held a positive perception, with consensus among them.** The subsequent correlation analysis demonstrated a substantial positive relationship with organizational performance and the regression results reinforced its significant impact. This underscored the pivotal role of effective strategic formulation in influencing and enhancing the overall effectiveness of PBOs in Nakuru County.

The study's exploration of strategic communication led to the conclusion that, despite an overall favourable outlook and shared belief in its positive impact, this variable did not yield statistically significant effects on organizational performance, as indicated by the regression analysis. This nuance suggested a divergence between perceived effect and quantitative measures, emphasizing the importance of considering both qualitative and quantitative aspects when assessing the influence of strategic communication on PBOs in Nakuru County.

In terms of allocation and alignment of resources and strategies, the research findings concluded that, while respondents showed moderate agreement, the quantitative impact did not align with perceptions. Despite a significant positive relationship observed in the correlation analysis, the regression results indicated that this variable did not have statistically significant effects on organizational performance. This suggests a disparity between perceived agreement among respondents and the actual quantitative effect of resource allocation and strategic alignment in PBOs.

Regarding control and review of strategies, the study concluded that this aspect is crucial for achieving organizational effectiveness among PBOs in Nakuru County. Both perception and quantitative impact aligned, with correlation analysis and regression results highlighting a significant positive relationship between control and review of strategies and organizational performance. This underscored the consistent importance of strategic control mechanisms in influencing the overall effectiveness of PBOs in the county.

#### **5.4 Recommendation**

Based on the findings, the study recommended that policymakers in Nakuru County's Public Benefit Organizations (PBOs) should prioritize the development and implementation of robust strategic planning frameworks. Policy guidelines should encourage organizations to regularly revisit and adapt their strategic plans to the dynamic environment, ensuring alignment with organizational goals. Collaborative efforts between PBOs and relevant governmental bodies could involve the establishment of a monitoring and support system to guide and assess the effectiveness of strategic formulation practices. Policymakers should advocate for the integration of robust control and review mechanisms into the governance structures of Public Benefit Organizations (PBOs). Establishing sector-specific guidelines for periodic strategy assessments,

perhaps through collaborations with industry experts, can enhance organizational resilience and effectiveness.

Policymakers should consider creating an environment that fosters transparent and effective communication channels within PBOs. Initiatives promoting training and skill development in communication strategies for organizational leaders and staff could enhance the practical implementation of communication plans. Moreover, fostering collaborations between PBOs and communication experts may provide valuable insights into tailoring communication approaches to the specific needs of the sector. Policymakers should focus on promoting best practices and knowledge-sharing platforms among PBOs to enhance resource allocation processes. Additionally, collaborative initiatives with academic institutions or consultancy services could provide organizations with tools and frameworks for aligning resources strategically. Policymakers could support initiatives that promote knowledge exchange among organizations to share best practices in resource allocation.

The study advocated for a transformative shift in the culture of Public Benefit Organizations (PBOs) towards strategic thinking. To achieve this, organizational leaders were urged to invest in comprehensive training programs and workshops that empowered staff at all levels to actively contribute to the strategic planning process. Specifically, stakeholders should prioritize the development of strategic formulation skills among employees to enhance the overall strategic thinking capacity within PBOs. Additionally, the study underscored the critical need for robust control and review mechanisms within PBOs. Organizational leaders were recommended to emphasize the implementation of these mechanisms through regular assessments and reviews, ensuring continued alignment with organizational goals. Practical guides and toolkits, developed collaboratively with industry experts, are proposed to support PBOs in implementing effective



strategic planning and control measures. Such resources can serve as valuable aids in fostering a culture of strategic agility and adaptability within the organizational framework.

Strategic communication involving establishment of communication protocols within PBOs was recommended. This could include regular training sessions on effective communication strategies, emphasizing the importance of transparent and timely information flow. PBO leaders should encourage a culture that values open communication and provides platforms for feedback and dialogue. Collaboration with communication professionals or institutions could facilitate the development of practical guidelines tailored to the unique needs of PBOs in Nakuru County. PBOs were encouraged to adopt flexible approaches that consider both qualitative and quantitative factors. Emphasizing adaptability and fostering a culture of learning within PBOs could enhance their ability to align resources strategically.

### **5.5 Limitations of the Study**

The study encountered a limitation due to its reliance on cross-sectional data collected through questionnaires. Cross-sectional data provides a snapshot of information at a specific point in time, limiting the ability to observe changes over time. Additionally, questionnaire-based data collection is subject to response biases, as respondents might provide socially desirable answers or misinterpret questions, potentially impacting the accuracy and reliability of the findings. The study acknowledges these inherent challenges associated with cross-sectional data and questionnaire methods.

Another limitation pertained to the geographical scope of the study, as it focused solely on Public Benefit Organizations (PBOs) in Nakuru County. This geographic restriction may limit the generalizability of the findings to PBOs in other regions, potentially overlooking variations in strategic planning practices and organizational performance in diverse contexts. The study

recognizes this limitation, emphasizing the need for caution when extrapolating the results beyond Nakuru County.

Furthermore, the study was constrained by its focus on only four aspects of strategic planning: strategic formulation, strategic communication, allocation and alignment of resources and strategies, and control and review of strategies. This limited scope might not fully capture the complexity and multifaceted nature of strategic planning in PBOs. The study acknowledges this limitation, highlighting that other dimensions of strategic planning, which could also impact organizational performance, were not explored.

### **5.6 Areas for Further Studies**

Further studies can extend the understanding of strategic planning and organizational performance by employing a **longitudinal research design**. Longitudinal studies enable researchers to track changes and developments over an extended period, providing a more comprehensive view of how strategic planning practices evolve and impact organizational performance over time. **This approach could address the limitation associated with relying on cross-sectional data**, offering a more dynamic perspective on the relationship between strategic planning and organizational outcomes.

Expanding the geographical scope beyond Nakuru County would be a valuable direction for future research. Comparative studies involving PBOs in different counties, regions, or countries could reveal variations in strategic planning practices and their effects on organizational performance across diverse contexts. Such research would contribute to a broader understanding of the contextual factors influencing the relationship between strategic planning and performance, helping policymakers and practitioners tailor strategies to specific environments.

Future studies could delve into additional dimensions of strategic planning that were not covered in the current research. Exploring aspects such as innovation, risk management, and stakeholder engagement within the context of PBOs could provide a more nuanced understanding of the strategic planning landscape. Investigating these dimensions could unveil critical factors that contribute to or hinder organizational success, offering practical insights for PBO leaders and policymakers seeking to enhance strategic planning practices for improved performance.

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## APPENDICES

### Appendix I: Questionnaire

All information received is for academic purposes only and can be kept strictly secret. The researcher can remain anonymous while preparing the report.

#### SECTION A: GENERAL INFORMATION

1. Indicate the Category your PBO is located (Pick the most applicable)
  - a) Health HealthCare
  - b) Education and Training
  - c) Environmental Conservation
  - d) Social Services
  - e) Community Development
  - f) Advocacy and Human Rights
  - g) Arts and Culture
2. How old has your Public Benefit Organization (PBO) been in operation?
  - a) Less than 1 year
  - b) 1 – 5 years
  - c) 6 – 10 years
  - d) 11 – 20 years
  - e) Over 20 years
3. Does the organisation review its strategic plans more than once in a year?
  - a) Always
  - b) Sometimes
  - c) Never

#### SECTION B: OBJECTIVE ONE

##### Strategic Formulation

Please score the following statements from 1 to 5, with 1 being strongly disagree and 5 being strongly agree. Put a checkmark in the corresponding box.

No.	Description	1	2	3	4	5
1.	The strategic formulation process in your organization is efficient and aligned with organizational goals to achieve the overall vision					
2.	Strategy formulation is implemented regularly and is an integral part of your organisation's overall operations					
3.	A framework or body concerned with the process of strategy formulation has been established within your organization					
4	Strategy formulation incorporates aspects into the business that involve budgetary allocations and investments within the organisation					
5.	Beneficiaries and donors/funders are involved in strategic formulation process					
6.	The organization regularly evaluates actual performance in the context of strategic formulation and implementation to gauge the scope of success or failure of the implemented strategies					

## SECTION C: OBJECTIVE TWO

**Strategic Communication**

Please score the following statements from 1 to 5, with 1 being strongly disagree and 5 being strongly agree. Put a checkmark in the corresponding box.

No.	Description	1	2	3	4	5
1.	Strategic communication has been used within the organisation to communicate concepts or information that serve or satisfy the long-term strategic goals of your organization					
2.	Strategic communication has enhanced your organisation’s quality service					
3.	Strategic communication has enhanced your organisation’s ability implement the long-term goals and adhere to them					
4.	Strategic communication has enhanced your organisation’s ability to formulate actionable goals and objectives that have improved overall performance					

**SECTION D: OBJECTIVE THREE**

**Allocation and Alignment of Resources and Strategies**

Please score the following statements from 1 to 5, with 1 being strongly disagree and 5 being strongly agree. Put a checkmark in the corresponding box.

No.	Description	1	2	3	4	5
1.	The organisation has policies					

	that aid in the allocation and alignment of resources with its strategies and overall objectives					
2.	Allocation and alignment of resources in the implementation of strategies is constrained within the organisation					
3.	The more resources are allocated to a specific objective and the more it is aligned with the resources used to achieve said objective the more positive the outcome on the basis of performance and strategic planning					
4.	The resource allocations are in line with the organisation's strategic objectives					
5.	The alignment of resources to strategic objectives is based on the value and the performance that the attainment of the objectives would accrue to the organisation					

**SECTION E: OBJECTIVE FOUR**

**Control and Review of Strategy**

Please score the following statements from 1 to 5, with 1 being strongly disagree and 5 being strongly agree. Put a checkmark in the corresponding box.

No.	Description	Strongly Agree	Disagree	Neither	Agree	Strongly Agree
1.	Your organisation regularly undertakes the control and review of existing strategies					
2.	The control and review of existing strategic planning ensure that the strategies in place are effective and comply with trends in the industry within which your organisations situated					
3.	The control of strategy objectives and the review of old strategies can be directly attributed to the performance of your organization					
4.	To some extent I do believe there is a relationship between the effectiveness of organizational performance and the control and review of strategic planning.					

## SECTION F: ORGANIZATIONAL PERFORMANCE

Please score the following statements from 1 to 5, with 1 being strongly disagree and 5 being strongly agree. Put a checkmark in the corresponding box.

No.	Description	1	2	3	4	5
1.	The overall performance of our organization meets or exceeds our strategic goals and objectives.					
2.	Our organization effectively utilizes its resources to achieve desired outcomes and impact.					
3.	Our organization demonstrates a high level of accountability and transparency in its operations and financial management.					
4	Our organization continuously seeks feedback from stakeholders and beneficiaries to improve its programs and services.					
5.	Our organization fosters a culture of innovation and adaptability to respond to changing needs and challenges.					

Thank You for your Participation

## **Appendix II: List of Public Benefit Organizations in Nakuru County**

### COMMUNITY DEVELOPMENT

1. Bondeni Health Unit
2. Hope worldwide Kenya

3. New Life Africa International
4. Kenya youth against Gender Violence Program
5. International Centre for Education and Talent Development
6. Health mission Development

## HEALTH AND HEALTHCARE

1. Kenya AIDS NGOs Consortium
2. Langa langa Health Centre youth group
3. Molo Coalition against stigma
4. National Empowerment Network of people living with HIV/AIDS in Kenya
5. O'Gilgei Empowerment youth group
6. Family AIDS Initiative Response
7. Rongai Social Economic women organization
8. United Matatu youth group
9. Women fighting AIDS in Kenya
10. Ministry of Health
11. Repacted Kenya
12. PGH Mothers Breast feeding groups

## EDUCATION & TRAINING

1. Equity Bank
2. Muslim advocating for knowledge to reach out the youths
3. Psychological Conflict awareness and Control Agency
4. Probation girls Hostel Rehabilitation Centre  
Nakuru youth friendly Centre
5. Kenya Council of IMAAMS and ULAMAA

## ARTS & CULTURE

1. Genesis arts and Creation
2. Uprising Comedians
3. Playmakers theater youth group
4. Tears group Kenya

## SOCIAL SERVICES

1. Kenya Red Cross Society
2. Amref Kenya
3. Volunteers for Rural Kenya
4. International Rescue Committee

## ENVIRONMENT & CONSERVATION

1. Ministry of Agriculture
2. Farming Systems Kenya
3. Once Acre Fund

## ADVOCACY AND HUMAN RIGHTS

1. Transparency International
2. Amnesty International
3. Mid-rift Human Rights Network
4. Women Enterprise fund
5. Young women Entrepreneurs Kenya
6. Dandelion Africa
7. Faith Action and Works Silc Women Group
8. Philadelphia Women Crisis
9. Saving the girl child Kenya
10. Image Group Africa
11. Youth Outreach
12. Reformed youth group Kenya Nakuru