

Strategic Planning at Compassion International Kenya

By

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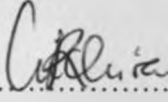
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A management research project submitted in partial
fulfillment of the requirements of the award of the degree
of Master of Business Administration (MBA),
School of Business
University of Nairobi.

November 2009

DECLARATION

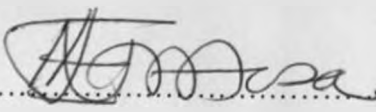
This management project report is my original work and has not been submitted for a degree in any university.

Signed  Date..... 09/11/2009

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D61/70321/2007

This management project report has been submitted for examination with my approval as the university professor.

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Dedication

"To him who is able to do immeasurably more than all we ask or imagine according to His power that is at work within us, to Him be all the glory, forever and ever! Amen".

(Ephesians 3:20-21)

Acknowledgements

Glory be to Almighty God for giving me His grace, endurance and tenacity to complete this study. I am also truly indebted to all those who offered encouragement and advice as I worked on this project. It is therefore my pleasure to thank the many people who made this project possible.

I know that I never would have begun down this path were it not for the inspiration of my father who passed on the very day I enrolled for my MBA program. His memory and the support of my loving mother kept me going when things seemed the most difficult. I truly thank you very much for helping me to realize this dream.

I thank my supervisor, Professor Evans Aosa, who was constantly available by phone and in person to offer his expertise, advice and guidance. I truly appreciate the way he pushed me to new heights and was never satisfied until I had produced the best I could offer.

I particularly thank the CIK Country Director, Mr. Sydney Muisyo who responded to my request to conduct the research at CIK. I thank all the members of management and staffs of CIK for their cooperation and assistance during my fieldwork. I am deeply indebted to my workmates for their remarkable support during the course of this work. I would also like to express my gratitude to my employers, who have given me an opportunity to work with them and experience different facets of professional life.

To Steve and Simon my brothers and all other members of my family I say thank you for your love, support, guidance, and endless patience. I am grateful to my friends Carol for undertaking the principal role of printing this work and her encouragement and Stan for his support and his frequent inquiry of the progress of the study. To all my prayer partners, I am humbled of your prayers and spiritual encouragement.

I am indebted to my many student colleagues for providing a stimulating and fun environment in which to learn and grow. To all of you, and the many others that neither time nor space will allow me to list by name, I thank you and appreciate all you have done to support me on this journey.

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ABBREVIATIONS

CDC =Child Development Centre

CD= Country Director

CDSP= Child Development Sponsorship Program

CI=Compassion International

CIK=Compassion International Kenya

CIVs=Complementary Interventions

CSP= Child Survival Program

ICT= Information and Communication Technology

IMF = International Monetary Fund

INGO= International Non Governmental Organization

LDP=Leadership Development Program

NGO=Non Governmental Organization

SMART= Specific, Measurable, Agreed upon, Realistic, and Time bound

SWOT= Strengths , Weaknesses, Opportunities and Threats

YMCA=Young Men Christian Association

YWCA=Young Women Christian Association

Abstract

Strategic planning has long been used as a tool for transforming and revitalizing corporations, government agencies and NGOs. Recently, however, skepticism about strategic planning has been on the rise. Political and economic uncertainty is the norm and the pace of technological and social change has accelerated. There is some disillusionment with planning efforts that can't keep pace. Yet few tools are better suited to help address the staggering array of challenges brought about by a changing environment. A successful strategic planning process will examine and make informed projections about environmental realities to help an NGO anticipate and respond to change by clarifying its mission and goals; targeting spending; and reshaping its programs, fundraising and other aspects of operations.

This was a case study at Compassion International Kenya (CIK) .The study set out to investigate and document the strategic planning process at CIK. It involved an in-depth and comprehensive investigation of the organization's strategic planning processes. The research utilized both primary and secondary data. Primary data was collected using pre-planned and unstructured interview guide. Secondary data was collected through a comprehensive desk review of the strategic plans and other strategic planning related documents at CIK. The data was used to supplement the information gathered from the in-depth interviews and therefore helped put the study in the right context. The data collected from the study was qualitative and as such content analysis was used to analyze the data.

The study revealed that CIK has put in place a strategic planning process unique to its context. The process is a deliberate in which top executives are the ones involved in the deliberations of the strategic planning process and then communicate it down the organization for implementation. The process is initiated by the Board Members, led by Strategic Planning Committee and facilitated by an external Consultant but the Country Director (CD) is the one principally responsible for the success of the strategic planning process. As such the CD plays a very crucial role in the process.

The strategic planning process at CIK is constrained by such factors as donors stringent, rigid and imposed conditionalities, low commitment of the board members, and the use of the consultant from a private sector background who has a limited knowledge with NGOs and is therefore not very effective. The study also revealed that CIK also leave out the members of staff, local church partners and the community in the crucial strategic planning formulation workshops. The study also points out lack of a comprehensive mechanism to enhance creativity and innovation in the strategic planning process.

In order to improve the strategic planning process at CIK, the study recommends the involvement and participation of staff, local church partner and the community in the process of strategic planning. The study also recommends the employment of both the bottom up and the top down approach to encourage flow of ideas from bottom towards the top. This will go along way in motivating lower people and making them to own up the process. Both the management and the members of the board also need to allocate more time to strategic issues and strategic thinking.

CHAPTER ONE: INTRODUCTION

1.1 Background

The ever increasing complex environment in which organizations have been subjected to is offering many difficult challenges that threaten their survival and existence. No organization exists in a static environment. Social, political and economic trends continually impact the demand for organizations' services. Thus the business operating environment has become increasingly difficult and unpredictable. Competition among firms has tended to be fierce and sophisticated. Additionally technological advancement has utterly transformed the way firms conducts business. Customers too have become well informed and stakeholders have constantly been applying relentless pressure on business managers to improve the strategic performance. This has forced organizations to resort to strategic planning (Abdulaziz, 2006).

Strategic planning is the process by which an organization develops the most desirable vision of the future, taking into account the constraints it is likely to work within and how it can realize that vision (Carter, 1999 and Graetz, 2002). Reading (2002) argues that strategic planning emphasizes the analysis of the forces of change in an environment, both internal and external. According to Thomson and Strickland (1978) and Johnson and Scholes (2002) strategic planning helps improve the coordination of the organization's activities.

Strategic planning also helps to identify a common vision and to enhance the ability of managers to control resources critical to organizational survival .Bryson (1995) adds that without a strategic plan, an organization risks losing its track and may unknowingly drift away from its values. It may also lack the ability to understand whether or not it is successfully delivering its services to its beneficiaries.

1.1.1 Strategic Planning

Drucker (1974, p.125) defined strategic planning as, “ a continuous process of making present entrepreneurial (risk taking) decisions systematically and with the greatest knowledge of their futurity; systematically organizing the efforts needed to carry out these decisions; and measuring the results of these decisions against expectations through organized systematic feedback”. Adair (2002, p.198) on his part asserts that strategic planning is about, “determining what is important in the long term for the organization”. Strategic planning thus includes setting objectives, organizing the work, people and systems to enable the objectives to be achieved; and motivating employees through the planning process and through the plans, measuring performance and, therefore, controlling the progress of the plan.

The result of strategic planning process is the production of strategies that the organizations will implement. Andrews (1987) noted that the benefits of a well designed strategic planning process are the guidance they provide organizational managers with identifying strategic issues and coordinating top management decisions. Strategic planning also helps address and provides answers to the questions of the appropriate and effective organizational responses to external and internal environmental changes.

Strategic planning process has also been credited with providing organizations with a clearer sense of strategic vision, sharper focus on what is strategically important, and an improved understanding of a rapidly changing environment. Where it is linked to resource allocation and performance measurement, strategic planning guides the top management in deploying organizational resources among various activities and in evaluating competing requests from organizational subunits for funds (Johnson and Scholes, 2002).

1.1.2 The NGO Sector in Kenya

According to Mbote (2002) voluntary development initiatives in Kenya have their basis in the emergence of church-based and independent secular organizations independent of the state in the colonial period. The church-based organizations were formed to address relief and welfare issues. Mention must also be made of local welfare organizations formed by migrant workers in the colonial period in the major towns, such as the Kavirondo Taxpayers' Welfare Association, some of which took on political overtones during the decolonization struggle.

Dees (1998) adds that charitable development initiatives in Kenya also have their basis in the Harambee motto. Harambee means pulling together for mutual assistance. NGOs in Kenya draw much of their local contemporary strength from *harambee* roots. Through harambee, people in a given locality would organize themselves to accomplish certain production tasks and assist members in need. Through harambee, communities mobilized themselves and their resources and contributed freely to efforts to build local schools, health clinics, water-wells, cattle dips and later, village polytechnics.

At independence Kenya faced serious floods and famine. She became an international centre of focus and an entry point for many foreign relief agencies and local voluntary organizations. Many local volunteer and civil society bodies such as the YWCA, YMCA and Maendeleo Ya Wanawake Organization expanded their activities during and after this period. By the late 1970s, Kenya had about 120 NGOs, both foreign and national, which were involved in more than relief and welfare activities (Nyawira, 2004).

By this time most of these NGOs had expanded their scope to include community development activities in order to address the root causes of these problems. Warm relations between the government and NGOs were exemplified especially by the support granted to the latter in terms of tax exemptions, seconding of government staff to NGOs projects and general collaboration in development endeavors (Mbote, 2002).

It was at this time also that Kenya became a favoured base for foreign NGOs operating in Eastern and Northern Africa. This was as a result of the relatively welcoming attitude of the government and also because of the absence of major political upheavals. The temperate climate of the Nairobi area and good international communications were also major factors. The new wave of famines in the region during the early 1980s was to lead to further growth in the presence of existing and new foreign NGOs.

Mbote (2002) state that the 1980s and 1990s was a period which witnessed remarkable growth in the size, scope, and activities of present day NGO sector. There was expansion or diversification of the roles of the NGO sector which saw many NGOs shift their focus away from concerns about relief to more general interests in development. They increased their involvement in socio- economic matters. The range of activities in which they began to involve themselves widened to include sectors such as energy, environment, primary health care, nutrition, education, and vocational training.

The period also witnessed a tremendous growth in number, size, and geographical spread of NGOs as well as expansion and prominence of the secular NGOs. There was a change in the relationship between the non-profit sector (particularly the secular NGOs) and the state.

State-NGO relations changed from being cordial and partneristic in the 1970s to a hostile and competitive one in the 1980s and 1990s. The state paid more attention to the work of NGOs, monitored their activities and state hostility towards the sector influenced media and public opinion and attitudes towards NGOs. In the 1980s IMF and World Bank conditionalities forced the state to decrease resources allocated to social services and therefore be more dependent on NGOs to provide some of the social services (Dees, 1998).

According to Burbank (1994) NGOs operating in Kenya can be classified into three categories as follows. First there are Relief and Welfare NGOs. These are NGOs which are focused more on providing goods and services to people, for instance under emergency situations as wars and natural disasters. Secondly there are Developmental NGOs. These ones consists of NGOs which mainly deal with community fixed structure and development projects that are long term in nature such as construction of education and health facilities. CIK falls under developmental NGOs. The last category consists of NGOs which are mainly catalysts and they aim at influencing the formal developments systems and mostly handle issues of lobby and advocacy. These are referred to as Empowering NGOs.

According to Lando (2008), Kenya is home to more than 5,000 registered NGOs with the sector accounting for over 5 percent of the country's gross domestic product (approximately US\$1.25 billion) and employing over 100,000 people. Lando (2008) states that as at October 2009 the NGOs worked across forty eight sectors including health accounting for 15% of all stated sectors; education 13%, environment 8.8%, relief/welfare 13% and water 5.9%. Human Rights and minority groups including women's rights, children and disabled people

accounted for 6.85% of all activity. NGO sector is thus one of the country's leading "industries" by size and employment.

Given its dependence on external funding, the NGO sector also has a tremendous effect on Kenya's balance of payments, especially during emergencies. According to Lando (2008) NGOs are now an integral part of Kenya's development process and have, through the council, shaped important policies such as the country's poverty reduction strategy and, more recently, Vision 2030, which aims at eradicating absolute poverty and achieve Kenya's "middle-income" designation by 2030.

Today, the environment in which NGOs operate is becoming increasingly complex and challenging. NGOs are all in competition for the same grants and funds and it is becoming very difficult to receive any. Many of the NGOs do not know an effective method of fundraising. They use a generic proposal for all applications and it can be poorly written without the necessary information needed for a proposal. There is no follow up after sending a proposal. Accepting defeat is common and they don't keep trying or try to improve their method of fundraising (Lando, 2008).

Receiving funding also has its downfalls. Often donors come with conditions that do not agree with the organizations mandate. Some also require extensive documentation that is very foreign to the context and language and education levels of the staff. Filling out a western style form can be a very difficult task and filling it out incorrectly can cause the donor to back away. But perhaps most telling to outside observers is the issue of leadership, management and governance of NGOs.

These without doubt need urgent attention if credibility is to be restored (Nyawira, 2004). Almost three decades ago, Hofer (1976) could foresee such environmental concerns and noted the lack of strategic management studies in such organizations. Kenya National Council of NGOs (2001) has noted that strategic planning produce synergy effects, increase the market power exerted by donors, and enhances their influence on politics, human rights and structural adjustment in the recipient countries.

1.1.3 Compassion International Kenya (CIK)

Compassion International (CI) is a child development organization that advocates for the needs, nurture and potential of needy children, to release them from spiritual, physical, social and economical poverty. Founded by Rev. Everett Swanson in 1952, Compassion began its ministry to children by providing Korean War Orphans with food, shelter, healthcare, clothing and Christian training (Compassion International, 2009).

According to Compassion International (2009), CI is currently assisting more than 1,000,000 children in more than 26 countries spread across Africa, Asia, the Caribbean, Central America and South America as well as in the United States of America. Children are the main focus of CI global ministry. Through long term, individual Christian's child development, CI equips children to become fulfilled Christian adults. CI considers each child it serves as an individual with unique needs and potential.

According to Compassion International (2009) CIK started its ministry in Kenya in 1980, the first project being in Narok District with the Salvation Army Church. Currently CIK works with a total of 24 evangelical denominations such as Anglican Church of Kenya, the Baptists,

Redeemed Gospel Church of Kenya, Presbyterian Church of East Africa, Deliverance Church and Full Gospel Church of Kenya among others, by inspiring them to change the world one child at time. CIK Currently ministers to over 68,000 children in Kenya through partnership with these churches in more than 260 Child Development Centers (CDCs) which are well spread all over the country. CIK purpose is to break the cycle of poverty by assistance to children on four levels namely spiritual, physical, economic and social.

CIK has a comprehensive, long term programs that reflects the commitment to individual children, holism, partnership with the church and facilitation. The programs begins from before birth of a child, a prenatal care for mothers and extend until young people have successfully completed the activities of the programs, sometime between the ages of 12 and 22. During this period, the programs of Child Survival, Child Development through Sponsorship and Leadership Development progressively build upon each other and Complementary Interventions (CIVs) are carried out to support each other (Compassion International Kenya, 2006).

Child Survival Program (CSP) focuses on children less than 4 years of ages who are vulnerable to preventable diseases such as malaria, pneumonia, waterborne diseases and complications caused by malnutrition. It's designed to help children survive and even thrive in these critical development years. Working with local church partners, CIK provides nutrition, medical assistance, parental education and social support for mothers and caregivers to help very young vulnerable children survive the first few years of life. The program serves children thorough the age of 4. at which point they are often registered into

the Child Development through Sponsorship Program (CDSP) (Compassion International Kenya, 2006).

CDSP is the most far-reaching of the programs and core of Compassion's ministry, beginning with children sometime between the ages of 3 and 9 and working with them until they are somewhere between the ages of 12 and 22. This is done through church based centers referred to as Child Development Centers (CDCs). These CDCs offer a variety of life changing opportunities such as; learning opportunities that include tutoring and guidance with homework, education, vocational training, preventive and remedial health care as well as spiritual nurturing. By the time a young person finishes CDSP, Compassion's mission of holistic development should be accomplished successfully (Compassion International Kenya, 2006).

Compassion Leadership Development Program (LDP) provides the opportunity of university education training for the most gifted and service-oriented graduates of the CDSP. LDP students seize the opportunity to develop their God given gifts and become skilled professionals and Christian leaders who can impact their churches, communities and societies. In addition to the above core programs, CIK intervene in other areas through Complimentary Interventions (CI's) Programs that have a direct bearing to the quality of the children programs such as water and sanitation, gender sanitization and mobilization, food security and support for income generating activities for its parents/caregivers. Interventions are designed to have impact on the same beneficiaries that are registered in the core programs (Compassion International Kenya, 2006).

CIK now ranks among the top NGOs in Kenya and one of the largest growing child based NGO in Kenya (Nyawira, 2004).It has a turnover of over Ksh1.425 billion (Compassion Kenya ,2009). At a time when many organizations are being affected by the global economic recession, CIK is still able to register a remarkable growth. According to Compassion Kenya (2009), CIK had over 9,645 children registered into the sponsorship program in the financial year 2008/2009.Therefore the year (2008/2009) ended with 69,109 registered children. up from 61,919 in year FY 08.CIK also opened 41 new centers for children to end the FY 08 year with 287 centers.

The operations of CIK like in many other NGOs are being hampered by many factors. Incoherent and ineffective regulation, unpredictable funding, donor dependency and a lack of project design and implementation capacity are among the major structural impediments CIK face. Given the fact that the organization has to compete if it has to survive the harsh environment, one would expect CIK to have established a strategic planning unique to its context.

1.2 Research Problem

Many scholars agree that strategic planning is an indispensable aspect of a well-defined organization. Steiner (1979, p.3) says that, "there is no substitute for long-range planning in the development of a profitable and healthy organization". Other contributors supporting Steiner's (1979) view include Thompson and Strickland (1978), Karger (1991), and Johnson and Scholes (2002).Steiner (1979) notes that strategic planning is essential to discharging responsibility of an organization as it forces the setting of objectives , reveals and clarifies

future opportunities and threats and serves as a framework for decision making throughout a company.

International NGOs in Kenya have been increasingly adopting strategic planning with the aim of increasing the effectiveness of their organizations. According to Hatch (1997) an effective NGO can be said to be one that is sustainable, legitimate and relevant. He adds that it is only effective organizations that can produce the required impact in their areas of work. Impact refers to the lasting changes in people's lives as a result of the NGOs work (Shapiro, 1996, p.15). According to Hatch (1997), the challenges facing NGOs in their efforts to strategically position themselves in their task environment can be summarized as having to do with issues of sustainability, legitimacy and relevance. Strategic planning therefore aims at helping the organization to respond proactively to the challenges and opportunities presented by the task environment with aim of ensuring organizational sustainability, legitimacy and relevance.

CIK like many other NGOs is faced with the same challenge of achieving results within the environment in which it operate and this calls for sound systems of strategic planning and implementation. The dynamic change in environmental trends challenges CIK to rethink its mandates, missions and strategies. Nyawira (2004) notes that effective strategic planning is considered to be a central management tool that any emerging organization cannot afford to skip and still remain effective.

In a study carried out by Malunga (2007) among local NGOs in Botswana, Kenya ,Tanzania ,Uganda, Zambia ,Eritrea ,Djibouti ,Somalia and Sudan identified lack of core funding,

program design and implementation, staff development and other basic organizational capacities to be the factors constraining organizational effectiveness. But of all these factors, lack of strategic planning was identified as key constraints affecting organizational effectiveness. Lack of strategic planning lead to ineffective NGOs, which in turn lead to less impact from the organizations.

Though a number of researches have been carried out in the area of strategic planning by many scholars (Kombo 1997; Njau 2000; Kiptugen 2003; Muriuki 2005; Abdulaziz 2006) the researcher is not aware of any strategic planning study conducted at CIK. The study therefore seeks to fill the knowledge gap by making an in-depth study on the strategic planning process at CIK. There is evidence that CIK has already embraced strategic planning (Nyawira, 2004). Her study focused on the strategic responses to threats posed by changing donor funding patterns by Nairobi Based Children NGOs and not CIK strategic planning. The problem to be investigated therefore in this study was: How is strategic planning process carried out at CIK?

1.3 Research objective

The objective of the study was to investigate and document the strategic planning process at CIK.

1.4 Significance of the study

In spite of the growing popularity of the concept of strategic planning there is less literature on strategic planning on NGOs operating in the country. This is because much of the

literature on strategic planning is from the public sector. Practical research on strategic planning within NGO sector is still in short supply.

The study will therefore aim to make contributions towards filling the gaps in the availability of sustainable literature on strategic planning process in NGOs operating in the country. The findings will stimulate and provoke further studies and debates among the academicians and researchers working in the field of strategic planning in NGOs. The study will also contribute to the existing body of knowledge on the practice and use of strategic planning in NGOs.

The study will also be beneficial to the Board members of NGOs since the strategic plan document is a management tool. Similarly strategic planning consultants who endeavor to provide assistance to NGOs in the fields of strategic planning will get insight on how to improve the practice of facilitating strategic planning process. To the donor community the study will provide insights on how donors can help the NGOs to have more effective strategic planning processes. Leaders of all types of organizations will also get general insights into improving strategic planning in Kenyan and other similar context.

CHAPTER TWO: LITERATURE REVIEW

2.1 The Concept of Strategy

Many authors and researchers have written both brief and lengthy definitions to explain the concept of strategy. According to Porter (1980) the concept of strategy has to do with developing a broad blueprint for how a business is going to compete, what its goals should be, and what policies will be needed to carry out those policies. Nutt & Backoff (1992, p. 56) asserts that the word "strategy" comes from the Greek "strategos," which means "a general set of maneuvers carried out to overcome an enemy during combat".

According to Drucker (1990) strategy is the basic approach to achieving the organization's overall objectives. Steiner (1979,p. 20) on the other hand defines strategy as "the forging of company missions, setting objectives for the organization in light of external and internal forces, formulating specific policies and strategies to achieve objectives and assuring their proper implementation so that the basic purposes and objectives of the organization will be met".

Mintzberg (1994) contends that people use "strategy" in several different ways, the most common being these four: Firstly is that strategy is a plan, a "how," a means of getting from here to there. Secondly strategy is a pattern in actions over time; for example, a company that regularly markets very expensive products is using a "high end" strategy. The third approach is that strategy is position; that is, it reflects decisions to offer particular products or services in particular markets. Fourthly is that strategy is perspective, that is, vision and direction.

Mintzberg (1994) further argues that strategy emerges over time as intentions collide with and accommodate a changing reality. Thus, one might start with a perspective and conclude that it calls for a certain position, which is to be achieved by way of a carefully crafted plan, with the eventual outcome and strategy reflected in a pattern evident in decisions and actions over time. This pattern in decisions and actions defines what he called "realized" or emergent strategy.

A careful examination of the definitions of the concept of strategy would reveal that the vast majority of writings on strategy are focused on the private sector. NGOs sector has however benefited from the development of strategy concepts in the private sector, and have applied many of them (Stone & Crittenden, 1994). It is however important to note that applying ideas about strategy to the NGO world, which were created in the private sector, needs to be done with caution.

This is because clear differences in these types of organizations exist. One significant difference between for-profit and not-for-profit entities is how they each determine their effectiveness. Herman & Renz (1999) have noted that while a wide variety of perspectives exist on effectiveness in the NGO world, private sector effectiveness often focuses on "profit" and/or shareholder value. They have argued that while effectiveness in the NGO world is "socially constructed" and mission accomplishment", private sector may be mostly focused on ways to "outperform rivals".

2.2 Levels of Strategy

Strategy consists of the actual roadmap towards attainment of the goals. It forms the basic driving force of the organization. Different strategies work at different levels in the organization. According to Pearce and Robinson (2005) there are three levels of strategy in an organization. These are corporate level, business unit and functional or departmental level. The main difference between them is their focus. All of them collaborate and coordinate with each other towards common, desirable outcomes.

According to Porter (1996) corporate level strategies are decided by top management. They determine an organization's comparative advantage and focus on achieving sustainable competitive advantage and affect the entire organization. Pearce and Robinson (2005) have added that, corporate level strategy takes a view at the overall scope of an organization and how to enhance stakeholder value. Issues concerning the introduction of new products or expansion into new markets or segments as well as assessing the value of a business unit in the overall portfolio of activities alongside optimal resource allocation for units are all part of this strategic level.

Business level strategies are essentially positioning strategies whereby businesses tend to secure for themselves an identity and position in the market (Pearce and Robinson, 2005). They deal with how the organization will compete. The aim here is to increase the business value for the corporate and stakeholders by increasing the brand awareness and value perceived by the customers. They can either focus on pricing or product differentiation to increase the perceived customer value.

Functional level strategy is primarily concerned with successful implementation of the strategic decisions made at corporate and business unit level through optimal utilization of

resources and competencies of the business unit. This level of strategy is extremely significant in shaping the success of other strategies as it translates strategic decisions into strategic actions by directly impacting the design of operational processes and networks, human and other resources etc (Fowler, 1997). It is imperative to note that the above levels may not be separate but there is also a great deal of interaction and interdependency among the three levels.

2.3 The Concept of Strategic Planning

According to Drucker (1990) strategic planning entails planning for an organization's future that includes setting major overall objectives, the determination of basic approaches to be used in pursuing these objectives and the means to be used in obtaining the necessary resources to be employed. This implies that going by Drucker's (1990) definition strategic planning includes setting objectives, organizing the work, people, and systems to enable the objectives to be attained; and motivating employees through the planning process and through the plans, measuring performance and, therefore, controlling the progress of the plan.

According to Irving (1970) strategic planning comprises of two parts. Firstly as the formal process of developing objectives for the corporation and its component parts, evolving alternative strategies to achieve these objectives, and doing this against a background of a systematic appraisal of internal strengths and weaknesses as well as external environmental changes. Secondly, as is the process of translating strategy into detailed operational plans and seeing that these plans are carried out.

Ackoff (1970) sees strategic planning as the design of a desired future and of effective ways of bringing it about. Johnson and Scholes (2002) believe that strategic planning process often involve highly systemized step by step; chronological procedures involving many different parts of the organization. Strategic planning thus requires the setting of clear goals and objectives. According to Karger (1991) strategic planning is what sustains strategic management since its strategic actions must result from strategic planning. This therefore implies that successful strategic management is impossible without an efficient strategic planning.

2.4 Evolution of Strategic Planning

According to Hatch (1997) formal strategic planning in organizations began in the 1950s in the United States of America and was very popular and widespread between mid-1960s to mid-1970s. SWOT analysis model dominated strategic planning of the 1950s. During this time people believed that strategic planning was the answer for all problems, and as such corporate America was "obsessed" with strategic planning.

Strategic planning at this time focused more on the “management of risk, industry growth, and market share” (Blackerby, 1994, p.25). Strategic planning at this time did not incorporate the assumption that adequate growth could be assured. Strategic planning was much more concerned with market competition since the more limited expansion of markets and products could not support the growth aspirations of all the industry players.

In the mid 1970s however most people were dissatisfied with strategic planning as they came to see strategic plans as irrelevant and most organizational critical decisions were made

outside the strategic plans. The reasons attributed to the widespread dissatisfaction with strategic planning included increased environmental turbulence, reduced business opportunities and increased competition. Strategic planning as developed in the stable environmental conditions could not cope with the challenges of the new turbulent environment.

Following that, strategic planning was cast aside and abandoned for over a decade. The 1990s however brought the revival of strategic planning as a process with particular benefits in particular contexts (Mintzberg, 1994). Porter (1987) noted that although strategic planning had gone out of fashion in the late 1970s, it needed to be re-discovered, re-thought and recast. Subsequent newer models of strategic planning were focused on adaptability to change, flexibility and importance of strategic thinking and organizational learning.

Blackerby (1994) notes that until the mid 1980's strategic planning remained mostly a private sector undertaking. Notions of customers, marketing, industry growth, and market share and risk management were foreign to the public sector. The adoption of strategic planning in NGOs is even newer (Wallace, 1997). For this reason the level of understanding and practice of strategic planning among NGOs is still low.

2.5 The Strategic Planning Process

The literature seems to agree that effective strategic planning involves a process and that the process is important for successful implementation of the plan. Steiner (1979) contends that the strategic planning process involves a series of organizational activities or processes aimed at the definition of the organizational mission, development of strategic objectives, constructing strategies, and the development of detailed action plans. The process also

includes the identification of future opportunities to be exploited as well as threats that must be avoided, the evaluation of the organization's strengths and weaknesses, and the creation of a control system to ensure that the organization remains on course to achieve intended objectives.

According to Bryson (1995) strategic planning process can be defined in terms of a simple structure he calls the ABC's of strategic planning. He explains that, A is where you are, B is where you want to be and C is how you get there. The vision, mission, and goals of the organization help it move from A to B. Strategy formulation connects A to C and strategy implementation connects B to C. Bryson (1995) has further developed a more complex ten-step strategic planning process. It should be noted that although the steps and stages are presented in a linear order, the process is not linear. The steps may overlap or may happen in parallel or the process may go back and forth.

The first step according to Bryson (1995) is to initiate and agree on a strategic planning process. Bryson (1995) argues that this is the most important step as it involves getting the key organizational decision makers and other appropriate stakeholders to agree that strategic planning is needed and advantageous. It also involves ensuring that all participants are not only on board but are also committed and supportive of the entire planning process. It is therefore very important to get the right participants who will participate willingly in the planning process from beginning to the end.

The second step involves identifying the organizational mandates relating to the organization. Bryson (1995) has noted that the first working task of any strategic planning group should be to identify clearly the organizational mandates to ascertain why the organization exists and

what it is expected to do. The strategic planning group at this step identifies all mandates and ensures that each mandate is clearly understood and placed within the proper context of the overall organization.

Clarifying organizational mission and values is the third step of strategic planning process according to Bryson (1995). He adds that a mission statement should provide the core reason for the organization's existence - its purpose. Usually stated in broad terms, a mission statement should be a unifying point for all organizational activities and should describe the organization's ideal. A mission statement is an image of a desired state of affairs that inspires action, determines behavior, and fuels motivation.

Bryson (1995) insists that organizational values should be clarified. Value statements back up and support organization's mission statement. They should provide a guide to decisions and embellish on the basic organizational beliefs. In other words value statements show what an organization holds dear. It is an integrity check, a way of life; it sets the tone for the organization and compels management decisions.

Bryson (1995) identifies the assessment of the external and internal environments to identify strengths, weaknesses, opportunities, and threats (SWOT) as the fourth step of the strategic planning process. He says that organization always contends with both its internal and external environments. The main aim of the SWOT analysis is to identify and capitalize on the strengths, be aware of the weaknesses, explore the opportunities and reduce the threats facing the organization

The fifth step of the strategic planning process is to identify the strategic issues facing the organization. Bryson (1995, p.30) defines strategic issues as, a “fundamental policy questions or critical challenges that affect an organization’s mandates, mission, and values; product or service level and mix; clients, users, or payers; or cost, financing, or management”. According to Bryson (1995), the typical questions at this stage include such questions as, “What is indeed the policy question or challenge?” Next, “Can the organization do anything about it?” “If the organization can do anything about the strategic issue or challenge, then what is it that the organization can in fact do?” And lastly, “What are the consequences of doing nothing?” Bryson(1995,p.32) believes that answers to these questions should provide the strategic planning group with a clear indication of the issue(s), the group’s ability or capacity to deal with the issue(s), the group’s impression of the issue’s importance or priority, and other key things the group may need to do to confront proactively the issue or issues at hand.

Formulation of strategies to manage issues facing the organization is the sixth step of the process. The strategy should describe how the organization will proceed, and specify the activities an organization will use to move ahead. This can be done through the usual brainstorming process, asking how key issues can addressed.

The seventh step is to review and adopt the strategies or strategic plan. The significance of this step is to review the former steps. This gives the strategic planning group an opportunity to re-think, correct or modify, and reinforce their strategy. Bryson (1995, p.31) notes that at this stage the top management should not only be fully cognizant of the strategic plan but should be prepared to make some decisions

Establishing an effective organizational vision is the eighth step Bryson (1995, p.32) defines vision as a “picture of the desired, preferred future an organization seeks to create”. It is crucial to note that the timing or sequence of this step. Bryson (1995) says that he did not establish the step earlier in the planning process but rather at later stages because some organizations simply are not prepared to make or conceive an organizational vision for success. This is because they have not given it any constructive forethought, they have no information or data base to formulate a meaningful vision, and/or there has been little or no communication (internally or externally) about a vision for success (p.33).

The ninth step is to develop an effective implementation process. The stage involves mapping out what is to be done, who is responsible for what, when it is to be completed, allocating resources and managing human resources, including such areas as the reward system, approaches to leadership, and staffing (Bryson, 1995, pp.36-37).

The tenth and the final step is the reassessment of the strategies and the strategic planning process. Bryson (1995) has emphasized that the reassessment of the strategies and the strategic planning process gives an organization an opportunity to figure out what's working well and where an organization need to improve. He adds that this is a key part of strategic planning process which helps organization to continue to verify and demonstrate that the process is operating in a state of control, identify possible process changes and shifts, and promote continuous improvement.

It should be noted that there is no one prescribed model, methodology, flow chart, or set of procedures by which strategic planning is accomplished. Steiner (1979) noted that strategic

planning processes range from those that are virtually informal to those that are highly formal, comprehensive, and complex. In well-managed organizations, however, strategic planning is inextricably interwoven into the entire management process, including thought and decision-making processes, and as a result, displays many variations among organizations.

2.6 Rationale for Strategic Planning.

Strategic planning has become the norm in organizations of all kinds and dimensions. Scores of forces have led to them embracing strategic planning, but none more so than the need to be seen as professionally managed. Johnson and Scholes (2002) have argued that strategic planning provides the management with an opportunity to influence the future of the organizations thereby controlling its destiny. They (Johnson and Scholes, 2002) add that strategic planning is a very powerful communication tool since it lays bare the organization's aspirations and goals. Since Strategic planning often involves people in strategy development, it engenders ownership of the strategy by the employees involved.

According to Phillips and Martinho (1999) the sole purpose of strategic planning is to improve strategic performance. Organizations for that reason perform strategic planning in the hope that their strategic importance would be augmented. Schraeder (2002) confirms that this is the most commonly cited reason for strategic planning. Karger (1991) observes that strategic planning is what sustains strategic management since its strategic actions must result from strategic planning. Therefore, successful strategic management is impossible without strategic planning.

According to Graetz (2002) the role of strategic planning is to realize and support strategic development through a strategic thinking process and integrates these back into the business .Carter (1999) asserts that strategic planning is a means of monitoring the rapidly changing environment and taking informed decisions based on the outcome of the monitoring exercise. According to Reading (2002), strategic planning provides the key managers with a clear understanding of the business and its unique features. Reading (2002) further notes that strategic planning provides a clear vision of where the organization is going and what needs to be done to get there

2.7 Participants of Strategic Planning Process

According to Collins (2001) and Bryson (1995) the first step in strategic planning involves getting the key organizational decision makers and other appropriate stakeholders together. Bryson (1995) noted that all participants should not only be on board but are also committed and supportive of the entire planning process. The key players in the NGO strategic planning process according to Hudson (1995) are board, management, donors, consultants and communities.

2.7.1 Management

Thompson & Strickland (1984) contends that in the context of strategic planning the top manager must act as the driving force of the organization, with a capability of creating change, making things happen, and otherwise causing the organization to be better positioned in its environment. This is so because the top manager, more than any other manager in the organization, is in a position to influence the current and future direction of the organization.

The top manager should allocate adequate resources and focus the energy of the organization on the achievement of the strategic objectives. This is done by creating an organizational climate that supports strategic planning, spending an appropriate amount of time on strategic planning, accepting strategic planning as its major responsibility, and galvanizing organization-wide commitment to the successful implementation of the chosen strategy(Ugboro,2005).

The other role of managers is to incorporate evaluation into their planning and to promote the process of evaluation to all staff as well as to incorporate evaluation into their planning and to promote the process of evaluation to all staff. To do this they need to gain knowledge of evaluation, the part it plays within the organization and to use evaluation findings to inform decision making and future planning (Holzhaus, 1992).

2.7.2 Board of Directors

David (2003) has noted that NGOs with an effective board are more likely to be successful in their strategic planning processes than those that do not have. David (2003) says that the board of an NGO plays the governance role, which means that it is responsible for the oversight, sustainability and impact of the NGO. According to Fowler (1997) building an effective board calls for choosing people with commitment, being professionally attractive organization and investment in team building.

According to Thaw (1997), the board is supposed to continuously scan the environment and anticipate the future before it arrives by seizing opportunities and recognizing and addressing threats posed by then political, economic, technological and socio-cultural factors in the task environment to the organization. Herman and Renz (1999) add that the board should lead the

strategic planning process. This means that the board should ensure that the board and management understand what all the steps of the process are as well as ensuring that someone from management or the board is accountable for each of the steps of the strategic planning process.

Kemp (1990) notes that through its governance mandate, the board is the keeper of the company's mission, vision and core values as should thus participate in the strategic planning process. Kemp (1990) clarify that participating entail spending time through committees or as an entire board, reviewing outputs from the strategic planning process, understanding what is being developed and approving the strategic direction that is ultimately determined for the organization.

2.7.3 Consultants

According to Cunningham (1996) the role of consultants will depend on a number of factors. Strategic planning requires the investment of human resources. An organization may have resources internally. An organization can be creative in utilizing staff, volunteers and placement students to get the job done. In these situations, consultants can act as facilitators, assisting the participants in discussing difficult topics, ensuring all viewpoints are expressed and keeping things moving.

Cunningham (1996) adds that in other situations, an organization may want to ensure a neutral set of eyes by having the consultant go beyond the facilitator role and offer suggestions and alternatives to help the group clarify its task and goals. Consultants can also be an extra pair of hands to undertake specific elements of the strategic planning process such as literature reviews and report writing

A challenge that most NGOs face is to find good consultants suited to their needs. Taylor (2001) argues that since there are no agreed standards and certification for consultants and that quality control among consultants, especially independent consultants are difficult, there is likelihood of hiring consultants who may not have the required behaviors, skills, experience and expertise for helping NGOs. The same challenge is seen when hiring consultants from other contexts and countries. Bryson and Einsweiler (1988) observed that although these consultants may build reputations in their countries and contexts, they may not perform as well as in different contexts and countries if they don't take their time to understand the context they are going to work in.

Despite the above observations, French and Bell (1995) maintains that strategic planning processes need consultants because consultants bring objectivity and independence of opinion, which may be difficult to generate internally. They argued that "do it yourself strategic planning attempts often end in frustration and stalemate." It is worth noting that although organizations have many similarities, each is also unique, and one should look for adaptability in consultants.

2.7.4 Donors

Donors are no longer simply the chequebook for the NGOs, passively sponsoring the work of local NGOs. Donors are now assuming a much more assertive and complex array of roles and responsibilities in the NGO world. According to Vivian (1994) donors ensure adequate resources for NGOs, as most local NGOs are dependent on donors for their survival. He has noted that if donors stopped funding NGOs most of them would cease to exist. Most NGOs cannot afford to fund their own strategic planning processes. The role of donors in this case therefore plays the role of financier.

According to Handy (1988) donors may push their agenda into the organization's strategic planning process. They may do this by pushing the NGO into the areas that they fund. These areas may not be in line with what is needed in the NGO constituency. Handy (1988) notes that in such situations NGOs are often in dilemma on whether to follow donor money or their constituencies especially when donors keep changing their priorities of what they will fund.

Harding (1994) has noted that donors may also put having a strategic plan as a prerequisite in the funding to the organization. This may force the NGO to superficially go through a strategic planning without fully internalizing and owning. He further notes that most donors do not usually commit to long term funding that will ensure the implementation of the strategic plan and similarly do not fund administration costs. They only fund the implementation of the strategic planning without funding the implementers. This consequently leads to lack of capacity among the local NGOs to effectively implement the strategic plans.

2.7.5 Community

The importance of communities in the process of strategic planning cannot be underestimated. This is because the ultimate aim of strategic planning is to position the NGO so that it can demonstrate impacts in the lives of the people in the communities the NGO serves. Bryson and Einsweiler (1988) notes that community participation might result in better decisions and better community members. Active participation educates and empowers the community members and at the same time commits and makes them responsible for the results of the strategic plan.

Malunga (2007) however notes that in many NGOs it is not clear what role communities can play in the actual formulation of the strategic plans, the implementation of the strategic plans, and the monitoring and evaluation of the strategic plan. Fowler (1997) observed that local communities would only be in position to influence strategic directions of the organization if they were able to demand what they want from NGOs.

Malunga (2007) has however noted that communities have been involved in strategic planning processes in NGOs through community assessments or evaluations before the actual strategic planning process. This involves asking people or involving community members to participate in the strategic planning workshops and seminars. The rationale of the assessments or evaluations is to identify the needs and priorities of the communities and this is used as an input into the strategic planning process.

2.8 Limitations of Strategic Planning

While it is true to say that the benefits of strategic planning are manifold, it is imperative to note that strategic planning is not a panacea for NGO challenges. Mintzberg (1994) argues that while strategic planning processes have become common in NGOs there is distinct lack of evidence that the process achieve any worthwhile results. He asserts that an NGO typically requires 9-12 months to complete a strategic planning process. During this time it is often difficult for an NGO to respond to emerging opportunities or threats, because it has not yet agreed upon a “direction,” and is thus worried that any new commitments it makes will be out of line with the official strategic direction, which is still forthcoming. The organization is essentially “on hold,” unable to move until its strategic plan is completed.

Drucker (1990) adds that the process requires environmental research, which is expensive and time-consuming, thus is often out of reach for resource-thin organizations. Further, it is often counterproductive for nonprofits that function in rapidly changing environments. The usual strategic planning process also requires significant resources – both funds, and staff and board time. He further notes that during the process day-to-day work is often compromised; and, at times, it comes to a grinding halt. This is particularly true for small organizations.

There will be internal resistance to formal planning due to multiple factors. These are factors such as information flows, decision making, and power relationships which will be perturbed. There are risks and fears of failure, new demands will be placed on managers and staff and the fact that most people wish to avoid uncertainty. The old ways of doing things, old policies, old strategies, and operating processes may be so entrenched that is difficult to change.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

This was a case study at CIK. It involved an in-depth and comprehensive investigation of the organization's strategic planning processes. Yin (1984, p. 2) has defined case study research method as "an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used".

The case study design was chosen as it provided qualitative data which were of interest to the study. Patton and Appleman (2003) has added that wherever the case study research has been used, it has enhanced the understanding of a complex issue or object and can extend experience or add strength to what is already known through previous research. Case study designs have also been credited for allowing the researchers to use one or more of the several research methods depending on the circumstances. Such methods include in-depth interviews, use of questionnaires, documents and report study (Stake, 1995). Most recently the researchers who have successfully used this research design in their studies include (Njau, 2000), (Kiptugen, 2003), (Muriuki, 2005,), (Abdulaziz, 2006) among others.

3.2 Data Collection

The research utilized both primary and secondary data. Primary data was collected using pre-planned and unstructured interview guide. Questions were open and unstructured to allow greater depth and breadth in the responses. The researcher made use of personal interviewing as a mode of communication to allow for flexibility of data collection. This allowed for a vast amount of data to be collected. The interviews took place within the respondents' place

of work. These were conducted during less busy times of the day especially very early in the morning or in the evening after work. The researcher clarified questions, prodded for deeper insight into issues and generally guided the discussion to focus on the objective of the study. Similar studies (Njau 2000; Kiptugen 2003; Muriuki 2005; Abdulaziz 2006) have successfully employed this method of data collection.

The respondents were drawn from the top level management. This is because the kind of information being sought required much insight into realities of strategic planning and these were the right respondents to provide the information. The researcher interviewed ten respondents who constituted the CD, the assistant CD and the eight Unit managers.

Secondary data was collected through a comprehensive desk review of the strategic plans and other strategic planning related documents at CIK. Other pertinent organizational documents such as organizational strategic meeting minutes, annual reports and publications were also reviewed. This information was used to supplement the information gathered from the in-depth interviews and therefore helped put the study in the right context.

3.3 Data Analysis

Data analysis is “a process of bringing order, structure and meaning to the mass of collected data. It is a search for general statements about relationships among categories of data” (Marshall and Rossman, 1990, p.111). The data collected from the study was qualitative and as such content analysis was used to analyze the data. Content analysis is “a research tool focused on the actual content and internal features of media. It is used to determine the presence of certain words, concepts, themes, phrases, characters, or sentences within texts or

sets of texts and to quantify this presence in an objective manner” (Marshall and Rossman, 1990, p.111).

In this study the analysis focused on a conceptual and qualitative content of the data from the respondents. The main variables considered included the formulation of the strategic planning process at CIK, involvement in the planning process, and the on going evaluation and control of the process. The interview guides were vetted and edited to check for the consistency, validity and reliability .The information gathered was then analyzed and divided into logically groupings using qualitative analysis to facilitate interpretations This technique has successfully been used in related studies in the past by the researchers such as (Njau 2000; Kiptugen 2003; Muriuki 2005; Abdulaziz 2006).

CHAPTER FOUR: FINDINGS AND DISCUSSIONS

4.1 Introduction

The nature of data collected was qualitative in nature. The interview guides were edited and checked for consistency. The data from various interview guides were then collected into one interview guide for ease of analysis. The data was then analyzed using content analysis. The themes that emerged from the analysis were then interpreted based on the objective of the study.

4.2 Findings

4.2.1 The Respondents Profiles

The researcher collected primary data from 10 respondents. All senior managers were available for the interview. These are people who are fully conversant with the strategic planning process since they have been involved in both strategy development and in the actual strategic planning process before. Most of these people had participated in the strategic planning process at CIK for more than once and all except one had worked for the organization for periods ranging from 6-11 years.

The researcher was able to interview the managers of all the key departments of the organization as well as the Country Director (CD) himself. This ensured that all representatives' views from different corporate and functional areas were received. The data received could therefore be said to represent the view of the entire organization. The understanding of the strategic planning process at CIK is quite high. All the respondents interviewed knew about the current CIK strategic plan and exhibited a clear understanding of the process.

The table below gives a summary of the respondents interviewed during the data collection.

Table 1: The Respondents Profile

Respondent No.	Department	Current Job	Period worked at CIK(in Years)
1	Country Director Office	Country Director	11
2	Country Director Office	Assistant Country Director	10
3	Program Implementation	Program Implementation	8
4	Human Resource	Senior Human Resource Manager	8
5	Program Communication	Program Communication Manager	6
6	Human Resource	Training and Support Manager	8
7	Finance	Finance Manager	7
8	Evaluation and Research	Evaluation and Research manager	3
9	Program Communication	Tour and Visits Manager	6
10	Program Communication	Sponsor and Donors Services Manager	7

Source: Research Data

4.2.2 Rationale for Strategic Planning at CIK

All the respondents interviewed indicated that CIK is driven to engage in a strategic planning process by a variety of forces. Firstly, CIK conducts strategic planning so as to get a clear definition of its purpose and establish realistic strategies and activities that are consistent with its mission. Secondly, CIK undergoes the strategic planning process to establish unity of purpose amongst the key stakeholders and to ensure optimum and effective utilization of the organization’s resources with respect to the identified priorities.

The third reason as to why CIK goes through the strategic planning process has to do with the donors. Respondents indicated that strategic plan document is a donor requirement and

that it is a prerequisite for funding. CIK therefore develops the strategic plan as a fundraising tool. Fourthly, CIK is also expected to perform the strategic planning process by the parent (global) Compassion International. Finally it goes through the Strategic planning process as a chronological requirement. That is, in case the previous strategic plan expires. The current strategic plan will expire in 2010.

4.2.3 Key challenges facing CIK

CIK is constrained in the strategies and policies it can pursue by several factors. According to majority of the respondents, the key challenge facing CIK has everything to do with the donors. Donors always impose stringent, rigid and imposed conditions and at times the donor funding is unpredictable. Most donors do not usually commit to long term funding that will ensure the implementation of the strategic plan and similarly do not fund administration costs. They only fund the implementation of the strategic planning without funding the implementers. Similarly donors at times withdraw their funding as a result of the global recession.

Other challenges include low commitment of the board members, limited capacity in terms of staff, equipment, ICT and support systems. The respondents interviewed indicated that there is need to increase the organizational capacity so that the organization can be able to respond to the needs of the community. CIK has also to contend with the high expectations from the beneficiaries as a result of increasing levels of poverty in the country.

4.2.4 Strategic Planning Process at CIK

As part of the preparations for strategic planning, CIK has put in place a task force called Strategic planning committee to manage the strategic planning process. The committee comprises of people drawn from members of the board, senior management and some selected supervisors .The team is in charge of the overall responsibility of driving the strategic planning process. It identifies the tasks to be carried out, its own terms of references and those of consultants.

The strategic planning process at CIK is initiated and authorized by the board during one of their meeting. During the meeting the board begins planning discussions and exploring the hiring of an outside consultant to assist in the process. The meeting also determines whether the organization is ready and who should be involved in the process and how. Then the board goes on to get an external consultant. The consultant should have experience with group training, be an outsider and should have a good analytical mind. This is followed by formulation workshop sessions.

Prior to formulation workshop, all the departmental managers are challenged to conduct internal organizational assessments of their respective departments so that they can state their perceived departmental priorities. The assessments findings are then discussed among the members of staff as a way of preparing for the formulation workshop. The strategic planning committee then gathers at a three days workshop usually at an offsite location, where it usually has an opportunity to do a deeper analysis's of CIK and its environment so as to arrive at effective strategic decisions and to look at the findings of various departments.

On the first day, workshop participants are divided into groups with the task of discussing the challenges and achievements of the CIK. The sessions are usually characterized by an open and honest 'diagnosis' of the organization. The participants carry out a critical analysis of the strengths and weaknesses, as well as the external opportunities and threats (SWOT) of the organization. The aim of the analysis is to clearly clarify the conditions within which CIK operates in so as to determine how it will position itself with respect to its performance and deliverance and plan for the future. The facilitator moves between the groups, listening and making suggestions. He makes sure that the groups do not focus only on weaknesses and threats, but devotes a lot of time to achievements and strengths.

The facilitator also urges groups to do everything possible to separate issues from personalities. The SWOT discussion is kept focused on functions, processes and procedures and not on the performance of individuals. He makes it clear that the process is not a staff performance appraisal. The discussion groups also reviews the political, environmental, socio-cultural and technological context CIK is operating within and identifies the general trends, threats and opportunities for the organization.

The groups then come together for a plenary session. Each has long lists of the issues they saw. The facilitator and the CD then re-write the list contents into some new categories: "high priority" / "some priority" / "low priority". This is usually a difficult step in the workshop as people may feel distressed if something they saw as important becomes low priority. But the aim of the process is tackle the issues facing the organization one by one. Low priority issues do not have to be forgotten.

Workshop sessions on the second day conduct a stakeholder analysis identifying the state of their relationships with various stakeholders and the actions that could be taken to improve the various relationships. Stakeholder relationships analyzed includes the government, the parent compassion international, donors, other NGOs, the business and private sector, the media fraternity, the local church partners and the community being served. A needs analysis to identify constraints faced by CIK and areas for improvement is also conducted.

The third and final day of the workshop involves a guided visualization and brainstorming session bringing together issues and discussions from the previous two days. The aim is to identify an agreed mission articulating the role and function of CIK and a vision describing the envisioned future of the organization. Every team member is given an opportunity to give his or her view on what the organizational vision and mission statements should be.

The various visions mission and values statements are deliberated upon and comprehensively checked to ensure the agreed vision statement would represent the organization's ideal picture. Both the mission and vision statements and the core values agreed should be in line with mission and vision statements and the core values of the parent Compassion International .This mission and vision would become part of the Strategic Plan for CIK for the next three years. It was noted that the determination of the mission and vision statements as well as the core values and core strategy has taken only once and has not been revised.

Based on the SWOT, stakeholders and the needs analysis, and in consistent with CIK vision and mission, participants then identifies the organizational and strategic issues facing the organization and also the tentative actions to address the challenges in future. Strategic issues

are the fundamental issues the organization has to address to achieve its mission and move towards its desired future. To address strategic issues and develop deliberate strategies for achieving their mission, the consultant guides the participants to set the strategic goals. Strategic goals are the milestones the organization aims to achieve that evolve from the strategic issues. The SMART goals model is essential to setting meaningful goals. Smart goals are specific, measurable, agreed upon, realistic, and time/cost bound.

The consultant then facilitates the development of the organizational strategic plan document in line with the vision and mission statement developed. The team then discusses and identifies the organization's activities and the roles, responsibilities and resources needed to undertake each activity. At this stage, there is serious brainstorming sessions between and among the players until an agreed strategic direction is arrived at. The agreed plan has both qualitative and quantitative objectives. The team concludes the session by converting the quantitative objectives into financial figures. The consultant is responsible for consolidating the deliberations into a single strategic plan document. This is done according to a predefined format. This becomes the first draft of the strategic plan.

This first draft is then circulated to all parts of the organization for comments and input. It is also placed on the intranet. Comments are received and a second draft of this document is re-circulated within the organization. Draft 3 is then circulated for final scrutiny and comments of selected stakeholders. This final draft 4, incorporating final comments, goes to the Board for ratification.

Once submitted to the board, it is anticipated that the strategic plan will be considered and discussed by the board beginning at its next or subsequent meeting, and that it will be formally approved by the board at such time thereafter as the board concludes that the 'updated' strategic plan actually reflects the values and goals of the organization. Once the strategic plan is approved by the board of directors it becomes ready for implementation.

All unit managers are expected to communicate the strategic plan to their respective departments. Additionally the strategic plan team organizes a one day workshop to communicate to all the employees of the new strategic plan. All the partnership facilitators also organize a separate one day workshop for their respective clusters to brief the local church partners of the new strategic plan.

Throughout the year, the strategic planning committee conducts periodic evaluations of strategies, tactics, and action programs. This is done alongside the implementation process to assess the success of the strategic planning process. The current performances against previously set expectations are measured to ensure everything is moving in the desired direction. The CD is very keen to ensure that the process is on the course. The strategic planning committee also constantly reviews the strategic plan, make necessary changes, and adjust its course based on these evaluations. The revised plan takes into consideration emergent strategies, and changes affecting the organization's intended course.

The table below summarizes the Strategic Planning Process steps at CIK.

Table 2: Strategic Planning Process Steps at CIK

1. SWOT analysis
2. Stakeholders , Needs analysis
3. Vision and Mission, Core Values
4. Strategic issues
5. Strategic goals
6. Strategy Execution Plan
7. Review of the strategic plan
8. Approval by Board
9. Implementation
10. Monitoring and Evaluation

Source: Research Data

4.2.5 Participants of the Strategic Planning Process

From the research findings it was found out that the key players of strategic planning process at CIK are the Board, Country Director, Management and the Donors. This section discusses the field research findings in relations to the roles and responsibilities played by the different participants in strategic plan process at CIK.

4.2.5.1 The Board and the Country Director (CD)

From the research findings, the Board initiates the strategic planning process and provides the strategic direction of the process. The board members participate in the strategic planning training workshops to acquaint themselves with their roles and responsibilities.

Once the first draft of the strategic plan is ready, it is circulated to the board members for the review and comment. and the board is invited to communicate with the senior management at any time regarding the plan or any of its elements.

At CIK the CD is both the member of the Board and also the Senior Manager. He therefore plays a very crucial role in the strategic planning process. During the strategy formulation stage the CD clearly define a clear and inspiring mission for the organization, establish challenging strategic objectives, and guide the formulation of strategies that achieve the strategic objectives.

In the implementation stage, the CD allocates adequate resources and focuses the energy of the organization on the achievement of the strategic objectives. He does this through creating an organizational climate that supports strategic planning and accepting strategic planning as his major responsibility. CD is thus in charge of the entire process and is fully responsible for the overall success of the process and ensures that the proposed strategic plan is justifiable before presenting it to the board for approval.

4.2.5.2 Management

The management comprises of the team of departmental managers led by the CD. At CIK the management plays a leading role in the strategic plan process. The management works very closely with the CD to ensure that the strategic planning process moves smoothly and as expected. The management also ensures that there are adequate resources and a conducive organizational climate to support the process.

It is also the role of management to communicate the strategic plan within the organization so that it could be internalized within the organization. The management also takes up the leading role of consciously implementing the strategic plan. The management has also put in place a functional performance appraisal and monitoring and evaluation system to monitor the strategic plan process, measure the performance of the project and the strategic plan. It was also noted that the management plays a leading role in fundraising for the implementation of the strategic plan. All the managers interviewed indicated that donors generally deal with the management while ignoring the board on funding matters.

4.2.5.3 Donors

From the research findings it was noted that donors put having a strategic plan as a prerequisite in the funding to the organization. The respondents did admit that the donors priority and not necessary those of CIK are the ones that the donors funds. This force the organization to superficially go through a strategic planning without fully internalizing and owning.

This confirms what Harding (1994) noted about the role of donors in strategic planning process within the NGO sector. It was observed that donors funds project and activity implementation that directly translate into result on the ground. The managers interviewed however, indicated that some donors provide them not only with funds but also advice and guidance on how to go through strategic planning process.

4.2.5.4 Consultant

Initiating a strategic planning process can be very scary with many new activities that can trigger some changes. It is for this reason that many organizations hire a strategic planning consultant to lead the organization through the process. At CIK, the consultant plays the facilitation role, assisting the participants in discussing difficult topics, clarifying groups' tasks and goals and ensuring all view points are expressed and the process is kept moving. He also writes up the strategic plan document draft.

Although respondents did admit that consultant helps in bringing objectivity independence and expertise which may be difficult to generate internally, there was a feeling that the consultants who facilitated the formulation of CIK strategic plan in the last strategic planning process came from a private sector background and according to managers interviewed the consultant had limited knowledge with NGOs and was therefore not very effective. It was noted although the CIK had gone through strategic planning process for three times, the organization has engaged consultant only once.

4.2.6 Challenges that CIK experiences during the Strategic Planning Process

CIK encounter a multitude of problems as they go forward with their strategic planning process. From the research findings it was observed that strategic planning process at CIK is constrained by donors stringent, rigid and imposed conditionality such as funding projects and activities rather than organizational priorities. This forces the organization to superficially go through the strategic planning process without fully internalizing and owning.

The other challenge faced during the process was the commitment of the board members. Although board members usually go through training to orient themselves of their roles and responsibilities, the respondents interviewed indicated that the board doesn't play their governance role well as far as the strategic planning process is involved. The board has not put in place appropriate and documented policies, systems and procedures for the process and is mostly not available for the process monitoring and the evaluation. This could indicate that their commitment is low. Another sign of poor commitment is that too many board members miss strategic planning meetings.

The use of the consultant is another challenge. The consultants who facilitated the formulation of CIK strategic plan in the last strategic planning process came from a private sector background and according to managers interviewed the consultant had limited knowledge with NGOs and was therefore not very effective. Additionally the consultant didn't understand the culture and identity of the organization.

Time constraints are other challenges that CIK has to contend with during the strategic planning process. All the senior managers who are involved in the strategic planning process are very busy people who have to attend to other organizational issues and as such they only allocate limited time to the strategic planning process.

4.2.7 Monitoring and Evaluation Mechanisms

Monitoring and evaluation of the strategic planning process and of the strategic plan is an ongoing process which takes place alongside the implementation process. The strategic planning committee working alongside the evaluation and research department is responsible

for monitoring all areas of the organization's activity, and for evaluating it to determine the impact, quality and effectiveness of its work. Implementation is monitored through various levels and established mechanisms including self-monitoring, special appraisals, functional or system monitoring and issue-based or thematic monitoring.

The strategic planning committee uses reports against its annual operational plans to review progress towards meeting the strategic aims and objectives. They therefore ensure that whoever is doing the work is keeping appropriate records so that progress can be assessed. There is daily, weekly, monthly and quarterly evaluations where a financial performance against the budget is evaluated. Variances analysis is carried out and every manager is held responsible for variances.

4.3 Discussion

From the content analysis of the findings it was noted that although CIK is driven to engage in a strategic planning process by a variety of forces, none is more compelling than the need to comply with the donors' requirement. It was noted that the strategic planning process at CIK is not consciously aimed at achieving strategic fit or relevance but to 'please' the donors so as to secure funding. The fact that the donors' priorities and not necessarily those of CIK are the ones that the donors fund could indicate that donors more than CIK determine the priorities. The findings do agree with the theory ascribed to in the literature review.

It was noted that strategic planning process at CIK is preceded by a series of meeting by both members of board and management. The meetings determines whether the organization is ready and who should be involved in the process .The unit managers are also challenged to conduct internal organizational assessments of their respective departments so that they can

state their perceived departmental priorities prior to the strategic planning process formulation workshops.

This shows that adequate preparation is crucial to an effective strategic planning process. These findings concurs with Malunga's (2007) views that good preparations leads to better performance of the strategic plans formulated. The findings however indicated that CIK does not conduct assessment with their beneficiaries to get their input into the strategic planning process as proposed by Malunga's (2007).

The results indicated that strategic planning process at CIK involves a series of organizational activities or processes aimed at the definition of the organizational mission, development of strategic objectives, constructing strategies, and the development of detailed action plans. This perspective is in harmony with the theory ascribed to in the literature review. The process is authorized by the board members, led by strategic planning committee and facilitated by an external consultant but the CD is the one principally responsible for the success of the strategic planning process. As such the CD plays a very crucial role in the process. This is in agreement with the conceptual framework ascribed to.

Experience-sharing, focal group discussions, plenary discussions, brainstorming, consultations and use of external consultant are techniques that make the workshops interactive, motivating, and inclusive. These techniques are employed to ensure ownership of the strategic planning process by the participants and commitment to the implementation of the respective strategies. SWOT analysis, Stakeholders analysis and needs analysis are tools employed to identify, discuss, and analyze different organizational-development aspects. The SMART goals model is used to develop the strategic goals.

These findings concur with the Bryson's (1995) contention that in depth discussions and involvement of key stakeholders in the strategic planning process is not only vital for the success of the process but also for the implementation of the strategic plan developed. They also incur with the conceptual discussion ascribed to concerning the use of tools employed to identify, discuss, and analyze different organizational-development aspects and the use of SMART goals model to develop the strategic goals

It was noted that the current strategic plan in its current form, includes organization vision, and mission statement and describes the attributes that the CIK considers to be its core values. Also incorporated into CIK's strategic plan is a core strategy that addresses to whom it serves, what it does and vital place of sponsors. The understanding of the strategic planning process at CIK was quite high. All the respondents interviewed knew about the current CIK strategic plan and exhibited a clear understanding of the process. This helped the organization to reach a common understanding of the strategic planning process during the preparation of the current organizational strategic plan.

All the managers interviewed demonstrated consciousness of its vision and mission's statement, core values and the core strategy. All the respondents who were interviewed remembered the CIK's vision and mission statement, core values and the core strategy. They even went ahead to explaining what they mean in the context of the organization, how there would be lived practically and how the strategic plans were being reflected in their areas of operation.

From the research findings it was noted that CIK has adopted a formalized top-down strategic planning model. Under this model, strategic planning is a deliberate process in which top executives are the ones involved in the deliberations of the strategic planning process and then communicate it down the organization for implementation. A drawback of this top-down approach according to Ugboro (2005) is that there is very little flow of ideas into the strategic planning process from the members of the organization down the rank.

In strategic planning process, the board of an NGO is supposed to initiate the process, participate in the preparation and formulation processes, approves the strategic plan document formulated, fundraise for the implementation of the strategic plan, and to ensure that there are appropriate policies, systems and procedures to facilitate the implementation of the strategic plan; and finally to monitor and evaluate the implementation of the strategic plan (Malunga, 2007).

The research findings indicate that, the board initiate the strategic planning process, is present at the formulation workshops and approves the strategic plans formulated. The board however does not participate in fundraising. They also do not play any role to ensure that the organization has appropriate polices, systems and procedures to ensure effective implementation of the strategic plan. Additionally the board does not play an active role in consciously monitoring and evaluation the strategic plan. This could indicate that the board's commitment is low and does not play its governance role well regarding strategic planning.

The research findings indicated that CIK management takes a leading role in the strategic planning process .The management also plays a leading role in fundraising for the implementation of the strategic plan, takes up the leading role of consciously implementing the strategic plan and has put in place a functional performance appraisal and monitoring and

evaluation system to monitor the strategic plan process, measure the performance of the project and the strategic plan. The findings agree with the views Thompson & Strickland (1984) about the role of management in strategic planning.

Donors ensure adequate resources for NGOs and as such they play the role of financier of strategic planning process. The findings of this study indicated that donors are interested in the results their money is producing. As such donors' priority and not necessary those of CIK are the ones that the donors funds. This force the organization to superficially go through a strategic planning without fully internalizing and owning it. Previous studies on the role of donors in strategic planning process in NGOs (Malunga, 2007) presented comparable results to that of this study.

Research findings showed that consultant at CIK act as a facilitator, assisting the participants in discussing difficult topics, ensuring all viewpoints are expressed and keeping the process moving. Research findings are in agreement with Cunningham's (1996) views. It was however noted that, the consultant who facilitated the formulation of CIK strategic plan in the last strategic planning process came from a private sector background and according to managers interviewed the consultant had limited knowledge with NGOs and was therefore not very effective. These findings confirm what Bryson and Einsweiler (1988) cautioned as the challenge of hiring consultants from other contexts. They said that although these consultants may build reputations in their contexts, they may not perform as well as in different contexts if they don't take their time to understand the context they are going to work in.

Members of staff have information (input) that can result in a more effective strategic plan because they interact with the community (beneficiaries) more than the top management. The

research findings however indicated that employees are minimally involved in the process. Some respondents argued that CIK being a large organization, it is not practical to assemble everyone for all stages of the planning process, and that it's costly to do so. Employees are thus involved indirectly, by having line managers collect information from them, and funnel it into the strategic planning process more directly. These findings conformed to findings of other studies on role of NGOs employees regarding strategic planning.

The local church partners are partner with CIK in achieving its mission and are supposed to provide information on their priorities that will inform CIK on their inputs into the strategic planning process. This is because strategic plan is operationalised at the local church partners' levels. The research findings indicated that CIK usually doesn't involve local church partners in the strategic planning formulation workshops. Strategic planning process is purely left in the hands of CIK and the local church partners are only involved in the implementation of the strategic plan. This could indicate that local church partners are failing to participate at a 'strategic level' in the strategic planning process.

According to Malunga (2007) communities are supposed to be involved in strategic planning processes in NGOs through community assessments or evaluations before and throughout the actual strategic planning process. The rationale of the assessments or evaluations is to identify the needs and priorities of the communities and this is used as an input into the strategic planning process. The research findings indicated that CIK usually doesn't have any representative from the beneficiary in the strategic planning formulation workshops. One would therefore conclude that the community served by CIK can neither make claims and demands on the NGOs serving them nor hold the organization accountable.

An area of significant concern is the time spent on strategic planning process. Mintzberg (1994) argues that an NGO typically requires adequate time to complete a strategic planning process. From the research findings it was noted that the time allocated to the formulation workshops for the strategic plans is usually short and this makes it difficult to cover all the sessions supposed to be covered. It was noted that much of the work supposed to be covered in the preparation stage is compressed into the formulation stages. This squeezes out the already tight time required for this stage. This is attributed to the so many organizational issues the managers have to attend. This is in agreement with the view of Drucker (1990) who contends that strategic planning process is expensive and time-consuming.

The research findings showed that donor practices in general are the greatest hindrances to an effective strategic planning process at CIK. The practices include stringent, rigid and imposed conditionalities, allocation of funds at projects rather than on organizational basis and funds not arriving on time as agreed. Strategic planning process would be more effective if both the CIK and the donors worked as genuine partners in achieving the CIK missions and goals. These findings are in harmony with theory ascribed to in the literature review.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter concludes the study by presenting the summary and the major conclusions from the discussion of the findings. The chapter also makes recommendations on how CIK can improve its strategic planning process. The chapter also suggests areas needing further research and also highlights the limitations of the study.

5.2 Summary

The Strategic planning process at CIK is a highly formalized, rational and analytical process with well ordered and defined steps. The strategic planning committee headed by the organizational CD and being facilitated by an external consultant leads the process of strategic planning in ensuring involvement of all organizational key participants. The process is well documented.

A series of meetings and workshops are held for the purpose of evolving a potential strategic plan and coupled with CIK programme reviews do help to inform the planning process. The managers of key departments, participates in the strategic planning process. Previous organizational capacity assessments and other evaluation reports gathered over a span of three years also inform the strategic planning process. SWOT analysis, Stakeholders analysis and needs analysis are tools that are employed to identify, discuss, and analyze different organizational-development aspects. The SMART goals model is used to develop the strategic goals.

Experience-sharing, focal group discussions, plenary discussions, brainstorming, consultations and use of external consultant are techniques that make the workshops interactive, motivating, and inclusive. These techniques are employed to ensure ownership of the strategic planning process by the participants and commitment to the implementation of the respective strategies.

CIK has adopted a formalized top-down strategic planning model. Under this model, strategic planning is a deliberate process in which top executives are the ones involved in the deliberations of the strategic planning process and then communicate it down the organization for implementation. Through this approach there is very little flow of ideas into the strategic planning process from the members of the organization down the rank.

Generally, all the players except the management do not play their roles effectively. The key challenges faced by the board are low commitment and failure to provide strategic leadership. For the donors factors includes stringent, inflexible conditions attached to their money and project rather than organizational funding .The consultant too has limited knowledge with NGOs and is therefore not very effective. The communities fail to participate at a 'strategic level' in the strategic planning process and fail to hold CIK accountable for its performances of the strategic plans.

CIK employees are also involved minimally and indirectly, by having line managers collect information from them, and funnel it into the strategic planning process more directly. Local church partners are also not present in the strategic planning formulation workshops and are only involved in the implementation of the strategic plan. They too therefore fail to

participate at a "strategic level" in the strategic planning process. This is despite the fact that the local church partners are partner with CIK in achieving its mission.

The research findings also indicated that strategic planning process at CIK is constrained by donors stringent, rigid and imposed conditionality such as funding projects and activities rather than organizational priorities. CIK has therefore find itself listening more to the donor community than to the beneficiaries and consequently not been able to impact the beneficiary as it ought to.

5.3 Recommendations

The recommendations of the study include both suggestions to the management of CIK as well as other NGOs that use strategic planning as a management tool to achieve their objectives. The study recommends that CIK should ensure staff participation in the process of strategic planning. Most often when staff involvement and participation is lacking, it is difficult for staff to own the strategy.

The organization also needs to involve the local church partners in the process as well as the beneficiaries or the community. Communities need to become more proactive in ensuring that their voice is incorporated into the strategic planning process and ensuring that they hold the NGOs accountable for their position as the performance strategic plans as they relate to the communities.

To improve the strategic planning process at CIK, the organisation need to consider employing both the bottom up and the top down approach to encourage flow of ideas from to

bottom toward the top. This will go along way in motivating lower people increasing the diversity of ideas flowing into the organization. This is to ensure that everyone within the organization is encouraged to put forward their ideas without fear of censure and to encourage staff to submit any ideas for improvement.

5.4 Limitations of the Study

The study was carried within limited time and resources. All the respondents being the senior managers of the organization are very busy people and as such they could only allocate limited time to the interviews. This constrained the scope as well as the depth of the study. Considerable time was also spent arranging for appointments with the respondents. Some of the respondents were not readily available forcing these interviews to be carried out on the phone. This had a great impact on the cost of the study.

Strategic planning has become the norm in organizations of all kinds and dimensions today. This was a case study by design focusing only on one organization, CIK. As such the findings arising from this research are case specific and may not be generalized to other organizations particularly local NGOs. Case studies are also said to be subjective in nature.

5.5 Suggestions for further research

In order to shed more light on strategic planning in NGOs and build on the findings of this study, the study recommends further research on the impact of strategic planning on the performances of NGOs .To allow generalization of the research findings , a cross sectional survey can also be carried out to investigate strategic planning within the NGO sector.

It may also be necessary to do another research to find out on how to build the capacity of the board to play their leadership role in strategic planning more effectively. The board being the custodian of the organization takes the ultimate responsibility for the strategic planning process. CIK board still remains weak in discharging its governance and strategic planning leadership roles. It would therefore be important through research to establish the causes for this failure and how they can be dealt with in order to improve the board's governance and strategic leadership roles.

5.6 Conclusions

From the analysis of the findings, the following conclusions can be made. Firstly, it is clear that CIK has put in place a strategic planning process unique to its context. The process is initiated by the board members, led by strategic planning committee and facilitated by an external consultant but the CD is the one principally responsible for the success of the strategic planning process.

Secondly, it was noted that CIK has adopted a formalized top-down strategic planning model. Under this model, strategic planning is a deliberate process in which top executives are the ones involved in the deliberations of the strategic planning process and then communicate it down the organization for implementation. Through this approach there is very little flow of ideas into the strategic planning process from the members of the organization down the rank.

Thirdly it was observed that all the players except the management do not play their roles effectively. Strategic planning process would be more effective if all the key stakeholders' capacity is enhanced to make them play their roles and responsibilities effectively. CIK

therefore need to invest in the 'strategic capacity' of the board, donors, consultant and community to effectively manage the strategic planning process.

The fourth major conclusion that can be drawn from the findings is that donor practices in general are the greatest hindrances to an effective strategic planning process at CIK. The practices includes stringent, rigid and imposed conditionalities, allocation of funds at projects rather than on organizational basis and funds not arriving on time as agreed. Strategic planning process would be more effective if both the CIK and the donors worked as genuine partners in achieving the CIK missions and goals.

To improve the strategic planning process at CIK the organisation need to consider employing both the bottom up and the top down approach to encourage flow of ideas from to bottom toward the top. This will go along way in motivating lower people and making them to own up the process. Both the management and the members of the board also need to allocate more time to strategic issues and strategic thinking.

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APPENDICES

Appendix 1: Letter of introduction

Dear respondent,

I am a Post Graduate student at the University of Nairobi doing a research entitled, Strategic planning process at Compassion International Kenya as part of the requirement for the degree of Masters of Business Administration (MBA).

The research aims at studying Strategic Planning Process at Compassion International Kenya. The objective of the study is to establish and document the Strategic Planning Process at CIK.

The information collected will be used only for academic purposes and will be treated in the strictest confidence. Your name will not be mentioned in the report. A copy of the research report will be availed to the organization on request.

Thank you for your attention and assistance.

Yours sincerely

Sincerely,

GICHIRA CHARLES GICHOB I

Appendix 2: Data Collection Checklist

SECTION A: RESPONDENT’S PROFILE

Position held in the organization.....

Department.....

Years of experience in the Organization.....

SECTION B (Country Director, Assistant Country Director and Program Manager)

a. Formulation of the Strategic Planning Process

- 1. Is there a vision described or articulated of where and what the CIK wants to be in the future? What’s the organizational Vision?
- 2. Are the mission and core purposes of CIK accurately reflected in the Organization’s strategic plan and Planning process? What’s the organizational mission’s statement?
- 3. What were the reasons for calling for the strategic planning process? What were the key challenges facing the organization?
- 4. How was the preparation for the strategic planning process done? What went well? What did not go well?
- 5. Describe your organizational strategic planning process and the structures in place. Describe the main steps?
- 6. What went well during the formulation of the strategic plan? What did not go well? How can formulation of strategic plans be improved?

b. Involvement in Planning

- 7. What role do you play and how much time do you commit in the process of corporate strategic planning? What role and responsibilities do the following play in the strategic planning process? How much time did each spend in strategic planning?
 - i. Board

- ii. Management
- iii. Donors
- iv. Consultants
- v. Communities
- vi. Local Church Partner

c. Creativity and Innovation in Strategic Planning Process?

- 8. What mechanisms and structure has the organization put to enhance Creativity and Innovation in Strategic planning process?

d. On going Evaluation and Control of Strategic Process

- 9. How was the strategic planning process monitored? What tools and systems were used? What went well? What did not go well? How can monitoring and evaluation of Strategic Planning Process be improved?
- 10. On the whole, are you satisfied with the Strategic Planning process at CIK? What recommendations would you have for improving or revising the strategic planning process?

SECTION C (Departmental Managers)

a) Formulation of the Strategic Planning Process

- 1) Is there a vision described or articulated of where and what the CIK wants to be in the future? What's the organizational Vision?
- 2) Are the mission and core purposes of CIK accurately reflected in the Organization's strategic plan and Planning process? What's the organizational mission's statement?
- 3) Who calls for the strategic planning process at CIK

- 4) What were the reasons for calling for the strategic planning process? What were the key challenges facing the organization?
- 5) How was the preparation for the strategic planning process done? How can preparations for the preparations of strategic planning process be improved?
- 6) Describe your organizational strategic planning process and the structures in place. Describe the main steps?
- 7) What went well during the formulation of the strategic plan? What did not go well? How can formulation of strategic plans be improved?

b) Involvement in Planning

- 8) What role do you play and how much time do you commit in the process of corporate strategic planning?

c) Creativity and Innovation in Strategic Planning Process?

- 9) What mechanisms and structure has the organization put to enhance Creativity and Innovation in Strategic planning process?

d) On going Evaluation and Control of Strategic Process

- 10) How was the strategic planning process monitored? What tools and systems were used? What went well? What did not go well? How can monitoring and evaluation of strategic planning process be improved?
- 11) On the whole, are you satisfied with the Strategic Planning Process at CIK? What recommendations would you have for improving or revising the strategic planning process?