

**STRATEGIC PLANNING PRACTICES ADOPTED BY  
COMMUNITY BASED ORGANIZATIONS IN  
RARIEDA SUB-COUNTY, KENYA**

**BY**

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## **DECLARATION**

I declare that this project is my original work and has not been presented for a ward of degree or any other university or college.

Sign.....

Date.....

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D61/69203/2011

This research project has been submitted for examination with my approval as the university Supervisor.

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## **DEDICATION**

To my mother Aska Auma and late father John Nyaoro who nurtured me from my tender age the virtue of hard work and also shaped me to whom I am today. This research is also dedicated to my dear wife Ellah, my son Brian Otieno and daughters; Valary Auma and Stecy Adhiambo for their inspiration, prayers, encouragement and support during the entire period of my study.

## **ABBREVIATIONS AND ACCRONYMS**

- CBO** – Community based organizations
- CEO** – Chief executive officer
- NCPB** – National cereals and produce board
- PESTEL** – political, economic social-cultural, technological, ecological and legal factors
- RAFDIP** – Rarieda Agroforestry Development Initiative Programme
- SWOT** – Strength, Weaknesses, Opportunities and Threats

## TABLE OF CONTENTS

<b>DECLARATION .....</b>	<b>ii</b>
<b>ACKNOWLEDGEMENT.....</b>	<b>iii</b>
<b>DEDICATION .....</b>	<b>iv</b>
<b>ABBREVIATIONS AND ACCRONYMS.....</b>	<b>v</b>
<b>LIST OF TABLES .....</b>	<b>viii</b>
<b>LIST OF FIGURES.....</b>	<b>ix</b>
<b>ABSTRACT.....</b>	<b>x</b>
<b>CHAPTER ONE: INTRODUCTION.....</b>	<b>1</b>
1.1 Background of the Study.....	1
1.1.1 The Concept of Strategic Planning.....	3
1.1.2 Strategic Planning Practices .....	5
1.1.3 Community Based Organizations in Kenya .....	6
1.1.4 Community Based Organizations in Rarieda Sub-County.....	7
1.2 Research Problem.....	8
1.3 Research Objective.....	9
1.4 Value of the Study.....	9
<b>CHAPTER TWO: LITERATURE REVIEW.....</b>	<b>11</b>
2.1 Introduction .....	11
2.2 Theoretical Underpinnings of the Study .....	11
2.3 Strategic Management.....	13
2.4 Strategic Planning .....	15
2.5 Strategic Planning Practices .....	18
2.5.1 Planning to Plan .....	18
2.5.2 Vision and/or Mission Statements .....	19
2.5.3 Environmental Scanning .....	20
2.5.4 Strategic Issues Identification .....	20
2.5.5 Prioritizing Strategic Issues.....	21
2.5.6 Strategic Choice .....	21

<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>23</b>
3.1 Introduction .....	23
3.2 Research Design.....	23
3.3 Population of Study.....	24
3.4 Data Collection.....	24
3.5 Data Analysis .....	25
<b>CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION .....</b>	<b>26</b>
4.1 Introduction .....	26
4.2 Demographic and Respondents’ Characteristics.....	26
4.3 The Strategic Planning Practices adopted by Community Based Organizations in Rarieda Sub-County.....	29
4.4 Discussion of Findings .....	41
<b>CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS.....</b>	<b>44</b>
5.1 Introduction .....	44
5.2 Summary of Findings .....	44
5.3 Conclusion.....	45
5.4 Recommendations for Policy and Practice .....	45
5.5 Limitations of the Study.....	46
5.6 Suggestion for further study.....	46
<b>REFERENCES.....</b>	<b>48</b>
<b>APPENDICES .....</b>	<b>53</b>
Appendix I: Letter of Introduction.....	53
Appendix ii: letter of authority.....	54
Appendix III: Study Questionnaire .....	55
Appendix IV: CBOs IN Rarieda Sub-County .....	60

## **LIST OF TABLES**

Table 4.1: Presence of vision and mission statement .....	30
Table 4.2: Nature of the mission and vision statements .....	31
Table 4.3: Person drawing the organisation objectives .....	32
Table 4.4: Level of adoption of Strategic planning practices.....	35
Table 4.5: Factors involved in strategic planning .....	39



## **LIST OF FIGURES**

Figure 4.1: Gender Distribution of the Respondent .....	26
Figure 4.2: Length of Service in Office.....	27
Figure 4.3: Length of Operation in Current Area.....	28
Figure 4.4: Number of Employees in the Organisations .....	29
Figure 4.5: Preplanning .....	30
Figure 4.6: Goals and Objectives are clearly spelt in the Organisation .....	32
Figure 4.7: Manner of Communicating Objectives in the Organization .....	33
Figure 4.8: Planning Process Adopted in the Organisations .....	34
Figure 4.9: Persons Tasked with Cordinating Strategic Planning .....	38

## **ABSTRACT**

The environment in which organizations exist, whether for profit or not is very competitive, turbulent and highly unpredictable. Due to that dynamism organizations need to recognize strategic planning as one good way to develop and implement strategies that would give each business unit a competitive edge. Excellent performance of an organization is a prerequisite for the achievement of the organization's long-term goals. For organizations to be able to achieve this, they have to incorporate a strategic framework into operational activities that are aimed at identifying and addressing specific issues. The ability of organizations to survive and prosper in the face of current environmental realities will depend on its ability to define its objective and strategies clearly. The purpose of this study was to determine the strategic planning practices adopted by community based organizations in Rarieda sub-county. A census survey methodology was employed in this study where the targeted population were the 15 community based organizations in the sub-county. A questionnaire was developed and personally administered to the chairmen and their secretaries in these CBOs. Data analysis was based on descriptive statistics. Strategic planning practices are very vital for the functioning of any organization. Therefore, the management of community units should come up with strategic plans and also put in place adequate mechanism for tackling challenges facing the community units in the development of the strategies and for successful implementation of the same. The study found that the practices adopted by the CBOs were vision and mission statements, formulation of compelling guidelines, environmental scanning through competitor analysis, trend analysis and evaluations. The study recommends that all CBOs should adopt policy to involve the views of all members in the strategic planning practice as it was established that only 30% of the organizations involved all members in the strategic planning process. The study also recommends that the organizations should adopt a practice of communicating to the stakeholder on the steps taken in the strategic planning process. This will be important because the study established that communication was done to a moderate extent. The study also recommends that the organizations adopt a practice of negotiating with the donors willing to fund the Strategic Planning process. This will be important because the study established that it was only done to a moderate extent. The study was limited to studying the strategic planning practices adopted in the CBOs in Rarieda Sub-County. The study did not explore the extent to which the strategic planning practices were adopted or the extent to which they affected performance. The study suggests that in future, researchers should assess the extent to which strategic planning practices are adopted in the organizations or the degree to which their adoption affected performance of the organizations.

## **CHAPTER ONE: INTRODUCTION**

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

From the 1950s through the early 1970s, senior executives recognized strategic planning as one good way to develop and implement strategies that would give each business unit a competitive edge (Mintzberg, 1994). Excellent performance of an organization is a requirement for the achievement of the organization's long-term goals. For organizations to be able to achieve this, they have to incorporate a strategic framework into operational activities that are aimed at identifying and addressing specific issues in a participatory manner in order to attain the desired outcomes. Ansoff (2005) contends the importance of taking a long term perspective in looking at the future. The ability of organizations to survive and prosper in the face of current environmental realities will depend on its ability to define its objective and strategies clearly.

All organizations exist as open systems. They are affected by external conditions that are largely beyond their control, but which present them with opportunities, threats and constraints. Therefore, to successfully position an organization in competitive situations, it has to strategically look beyond its operations (Pearce, Robinson and Mital, 2008). Due to the exigencies in the immediate and remote external environment managers are under increasing pressure to improve the competitive positions of their organizations. The study is anchored on Contingency theory which is a basic understanding in which there is no one correct model for choice. Every situation has its own unique contingent factors that determine the correct strategic choice. Strategic planning is increasingly important to the continued viability and effectiveness of organizations of all sorts, as it involves

determination of long term objectives of an organization and prescribes the course of action needed to achieve them (Cole, 2006). The environments of public and non-profit organizations have changed dramatically in the last 10 years-as a result of oil crises, demographic shifts, changing values, taxing limits, privatization, liberalization, information technology, volatile macroeconomic performance, and so on. Organizations must consider what relevant others such as competitors, customers, suppliers, creditors, government and labor are likely to do. Environmental turbulence requires for a need to identify strengths, exploit opportunities at its disposal, threats to be met and weaknesses to be overcome (Pearce and Robinson, 2002). Without strategic planning it is unlikely that these organizations will be able to meet successfully the numerous challenges that face them.

The Companies Act Cap 486 of the Laws of Kenya recognizes Community based organizations (CBOs) as civic organizations that consist of community groups operating in fairly limited administrative areas such as locations and divisions within the Sub-County. Most CBOs exist at the local, village or sub-location level and exist to advance the interests of their members and the immediate needs of the local communities in which they operate. The mandate of many community based organizations in Rarieda Sub-County includes promotion of social welfare, charity ,development in agriculture, environmental conservation, financial services, healthcare by providing opportunities for public engagement in the planning and delivery of programs and services through formal governance mechanisms or informal consultative mechanisms and through volunteerism. Another role is advocacy, which frequently takes shape through networks or coalitions of

organizations. This involves bringing issues onto a government's agenda and helping to determine whether and how a decision is made (Rarieda District, 2012).

### **1.1.1 The Concept of Strategic Planning**

Strategic planning has been defined as a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it (Bryson, 1995). There are various opinions on what constitutes a strategic planning process, but there is a general agreement among strategic planning researchers like Armstrong (1982); Hax and Majluf (1991); Higgins and Vincze (1993); Pearce and Robinson (1994) that the strategic planning process consists of three major components: Strategy formulation, Strategy implementation and Strategy control. For any organization to survive the environmental turbulence, they have no option but to constantly adapt to their constantly changing environments to be able to keep pace with the world around them. They must regularly engage in strategic planning to re-evaluate their positions and their environment and adapt accordingly. The term "performance" should be broader based which include effectiveness, efficiency, economy, quality, consistency behavior and normative measures (Ricardo, 2001).

Strategic planning is a management technique that began in the United States of America in the 1950's as a framework for long-term decision taking in private and commercial enterprises (Martins and Macsen, 1992). This is the time when organizations began to invent a systematic approach in deciding on how and where organizations will do its business in future. Scholes and Whitting (2005) explain that strategy is the direction and scope of an organization over the long term, which achieves advantage in a changing

environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations. It provides a framework making managerial decisions. It also reflects organization's awareness of where, when and how it should compete. Developing a strategy shows a managerial commitment to focus on a set of actions in steering the business ahead, attracting, maintaining, competing successfully and improving the company's financial and market performance (Thomson, Strickland and Gamble, 2007). Kotler (2009) explains strategic planning as the managerial process of developing and maintaining a viable relationship between the organization and its environment, through the development of corporate purpose, objectives and goals, growth strategies and business portfolio plans for company-wide operations.

Strategic planning practice is the extent to which the process of strategic planning is carried out in an organization evidenced by formulation and definition of the organization's mission; performance of situation analysis and strategy formulation and choices (Pearce & Robinson, 2008). The main reason for implementing strategic planning has been to increase the efficiency and effectiveness of organizations by laying a focus on improving both current and future operations. Strategic planning focuses on the market environment of the firm and hence, the focus is not only on projections, but also on a clear understanding market environment as a whole, especially the competitors and customers (Aaker, 1998). The most important thing is to have a focus on both the current conditions and future changes that have strategic implications.

### **1.1.2 Strategic Planning Practices**

Strategic planning practice is the act of using systematic criteria and careful investigation to formulate, implement and control strategy and formally document (Mintzberg, 1994; Pearce and Robinson, 1994). It involves positioning an organization through prioritizing its use of resources according to identified goals, in an effort to guide its direction with a focus on the future. Strategic planning is a means to an end, a method that involves intentional setting of goals and developing how to best achieve them. Planning process is sometimes detailed and formal; on other situation planning may be informal, unstructured and essentially in the mind (Thomson, 1997).

Planning is essential to provide direction and help ensure that the appropriate resources are available where and when they are needed for the pursuit of objectives. Formal strategic planning systems are most useful in stable conditions. Environmental threats and opportunities are forecasted, strategies crafted, planned and implemented. Strategies which are appropriate help organization achieve its mission and objectives. Planning is a continuous activity which gives an organization direction of where it is going. When managers and organization plan strategies be, they are seeking to be clearer about the businesses they are in or which one they should be in, be informed about their strengths and weaknesses, be able to take advantage of and capitalize on opportunities and be more effective in allocation of resources (Thomson, 1997). Planning is valuable as it helps individual managers establish priorities and address problems and this results in improved communication, coordination and commitment.

Fehnel (2000) noted that strategic planning is a systematic process in which an organization assesses its purpose or mission, its strengths, weaknesses, opportunities and threats it might meet immediately and foreseeable future. The organization then uses this assessment to decide whether or not to make changes in what it does, how it does it, and with whom ,to fulfill its purpose. Strategic planning process in practice involves forming a vision, mission statement, and performance of situational analysis and finally strategy formulation and choice (Pearce and Robinson, 2008). Without strategy, the organization is like a ship without a rudder, going around in circles (Thomson, Strickland and Gamble, 2008).

### **1.1.3 Community Based Organizations in Kenya**

Companies Act Cap 486 of the Laws of Kenya recognizes Community based organizations (CBOs) as civic organizations that consist of community groups operating in fairly limited administrative areas such as wards within the Sub-County. They are administered in Kenya by department of social services under the ministry of gender, sports, culture and social services. The majority of such organizations are self help groups that are involved in commercial or development activities for the benefit of a community in a geographical area.

The mandate of community based organizations as per the act includes promotion of social welfare, charity, development in agriculture, environmental conservation, financial services, healthcare by providing opportunities for public engagement in the planning and delivery of programs and services and advocacy done through networks or coalitions of organizations that involves bringing issues onto a government's agenda and helping to determine whether and how a decision is made.



#### **1.1.4 Community Based Organizations in Rarieda Sub-County.**

According to Rarieda District annual report (2012) Rarieda Sub-County is in Siaya County. The district covers a total area of 644 km<sup>2</sup> of which 399.6 km<sup>2</sup> is land surface, while 244.4 km<sup>2</sup> is covered with Lake Victoria, borders Busia county to the North West; Kisumu county to the east; Homabay County across the lake. To the west lies the republic of Uganda. Rarieda Sub-County lies between 0<sup>0</sup> 26' to 0<sup>0</sup> 90' and longitude 34<sup>0</sup> 10' E and 34<sup>0</sup> 35' E.

There are fifteen community based organizations that have been registered in the district from 2007 (Annual report from the ministry of gender, sports, culture and social services, Rarieda District, 2012). The activities of community based organizations in Rarieda Sub-County includes Fishing and transporting to the markets, horticultural production, tree planting for environmental conservation, promotion of implementation of sustainable management practices, village saving and loaning, visiting and conducting public barazas for awareness campaigns and trainings. In human services, the most frequently offered are youth programs (including camps), marriage counseling, family counseling, and meal services or food kitchens. In addition to providing important health services and programs, community-based organizations in Rarieda Sub-County often play important advocacy roles with the aim of strengthening the health systems in which they work. They are often called upon to collaborate with health system decision-makers and stakeholders in the development of policy, programs and services and are increasingly involved in the development and production of research to inform the development of policy, programs and services (Rarieda District, 2012).

## **1.2 Research Problem**

Strategic planning practices can be defined as the process of using systematic planning process and serious inquiry to formulate, implement, and control strategy, and document formally organizational expectations (Higgins and Vincze, 1993; Mintzberg, 1994; Pearce and Robinson, 1994). Organizations involved in strategic planning as a practice are involved in a number of steps that identify the current status of the organization , including its mission, vision for the future, operating values, needs (strengths, weaknesses, opportunities, and threats), goals, prioritized actions and strategies, action plans, and monitoring plans. In the words of Fashoyin (2005), “corporate planning is fundamental to all organizations. It involves the visualization and determination of a future course of actions that will lead an organization to achieving its desired objectives; that is the setting of objectives and the determination of how to achieve those objectives”.

The activities of community based organizations in Rarieda Sub-County includes Fishing and transporting to the markets, horticultural production, tree planting for environmental conservation, promotion of implementation of sustainable management practices, village saving and loaning, visiting and conducting public barazas for awareness campaigns and trainings. In human services, the most frequently offered are youth programs (including camps), marriage counseling, family counseling, and meal services or food kitchens. In addition to providing important health services and programs, community-based organizations in Rarieda Sub-County often play important advocacy roles with the aim of strengthening the health systems in which they work. They are often called upon to collaborate with health system decision-makers and stakeholders in the development of

policy, programs and services and are increasingly involved in the development and production of research to inform the development of policy, programs and services (Rarieda district development plan review report 2008-2012).

Various studies have been done on strategic planning practices; Busolo (2003) focused on strategic planning practices in industrial and formal private sector firms. Chelangat (2010) carried out a survey on strategic planning practices at National cereals and produce board (NCPB) in Kenya. Karube (2011) did a study on strategic planning practices in nongovernmental organizations (NGOs) in west Pokot. Mwangi (2011) focused on strategic planning practices at Plan international Kenya. Communities based organizations in Rarieda Sub-County are unique to the studies since they operate in totally different environments and thus require a study to determine strategic planning practices adopted by CBOs with special reference to Community based organizations in Rarieda Sub-County, Kenya. What are the strategic planning practices adopted by community based organizations in Rarieda Sub-County, Kenya?

### **1.3 Research Objective**

The objective of the study was to determine the strategic planning practices adopted by Community based organizations in Rarieda Sub-County, Kenya.

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

The findings will serve as a data bank that will be used by scholars and academicians as a foundation upon which related and replicated studies can be built upon to add to the existing knowledge. The academic researchers can use it to establish possible causes of

failure of strategy at planning up to evaluation of performance level in other organizations. The findings will also give them a good insight of strategic planning practices applied in community based organizations.

The study will also be useful to the government agencies and policy makers who are charged with the responsibility of coordinating the operations of community based organizations as well as developing policies that govern their operations to understand and assist them to make informed decisions on the management of CBOs and develop appropriate governing regulations which enhance good planning practices.

The findings will also provide more light to the management of community based organizations in regard to the existing body of knowledge on strategic management practices and the key factors that influence such practices in world of development. It is important that all people get empowered to take part in decision making rather than few people doing it on behalf of others and strategic planning process so as to break the culture of silence. The study will also provide useful information on the components that are important and what must be done to ensure good planning to completion stage for effective, efficient and successful implementation. It will again provide an insight to the management of the CBOs on the challenges faced in the implementation of their strategic plans and actions to be taken.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter presents relevant reviewed literature on strategic planning. The chapter starts with theoretical underpinnings of the study, followed with an overview of strategic management, strategic planning and goes on to discuss strategic planning practices in community based organizations.

### **2.2 Theoretical Underpinnings of the Study**

Strategic management may be defined as a set of decisions and actions that result in the formulation and implementation of plans designed to achieve an organization's objective through formulating the mission, developing the profile, assessing the external environment, analyzing the options, selecting the most appropriate option, developing the long range objectives, implementing the strategic choices by means of budgeted resource allocations and evaluating the success of the strategic process as an input for future decision making(Pearce and Robinson,2007).

Baum and Rowley (2005) views organizations as an open system that focuses on the relationship and interdependencies between organizations and environments. The theoretical framework of open systems has been inspired by general systems theory and by studies from mid 50s to late 70s. Organizations are conceived of as a model in which resources are obtained from the environment, processed and output distributed back to the environment. Hence, organizations are adaptive and interdependent systems, consisting of

various interrelated and conflicting subsystems attempting to satisfy and influence the dynamic needs of the environment.

Game theory can be defined as part of a large body of theory providing a formal language to describe conscious, goal-oriented, decision making processes involving one or more players. The solution concepts derived from game-theory may be thought of as normative or descriptive views of multi-person or organization's decision-making (Shubik, 1972). Game theory may also be described as the analysis of rational behaviour in situations involving interdependence of outcomes (Camerer, 1991). The essences of game theoretic models are two or more players who have a range of actions or similar freedom to a set of choices, and also have certain information. Each player has a set of preferences for the diverse possible outcomes and the results of the interaction depend on all the players' decisions. Players initially try cooperative strategies that make convergence better than under equilibrium strategies. Many organizations strategy decisions involve interdependent outcomes and therefore seem to lend themselves to game theory. Game theoretic modeling is appropriate, for example, when studying strategic actions between agents with differing goals, a situation typical of many strategic management issues.

The study is anchored upon contingency approach which considers the difference between outer organization and inner organization environment conditions and its effects on organization behavior which demonstrates that there is not just one method to manage an organization and in each special condition it is more effective to apply a method compatible with those conditions. If managers could achieve that appropriate method and

utilize it in managing the company, the organization function will be more effective (Carlisle, 1976). Pant (1998) argues how managers need to anticipate environmental change, because organizations can require considerable time to change structures. Hence, in this dynamic view that considers lag time, in order to bring an organization into fit with a future and changing environment, managers must anticipate not only the environmental change, but the organization's resistance to and time required to effect change.

### **2.3 Strategic Management**

The concept of strategic management was used first in the military to describe the mobilization and deployment of men and ammunition to defeat an enemy. The word strategy is derived from a Greek word 'strategos' which means army and leading. Competition in industry was equated to war tactics and most business organizations borrowed most of the military lexicon such as strategies, logistics, tactics, staff, chain of command, unity of purpose, frontline staff, marketing frontiers, sales force, tactical maneuvers, strategic alliances and others. Yabs (2007) defines strategic management as the formulation, implementation and evaluation of organization's plans to attain stated objectives. Strategic management is a set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company's objectives through formulating the mission, developing the profile, assessing the external environment, analyzing the options, selecting the most appropriate option, developing the long range objectives, implementing the strategic choices by means of budgeted resource allocations and evaluating the success of the strategic process as an input for future

decision making (Pearce and Robinson, 2007). It entails planning, directing, organizing and controlling of the company's strategy-related decisions and actions.

Mintzberg (1998) introduced the 5Ps of strategy as a plan, a ploy, a pattern, a position and a perspective. Strategy as a Plan specifies a consciously intended course of action that is designed in advance of the actions it governs. It is developed deliberately/purposefully and may be general or specific. Strategy as a ploy is specific maneuvers intended to outwit a competitor, for example expansion. The idea is to outsmart and shed off competitor threat. Strategy as a pattern is a pattern that emerges from a stream of actions that is developed in the absence of intentions and without pre-conception. Is visualized only after the events it governs (emergent). Strategy as a position is a means of locating an organization in the environment. Indicates how an organization will develop a sustainable competitive advantage. Strategy as a perspective gives an organization an identity and a perspective that reveals the way an organization perceives the outside world .It May be an abstraction which only exists in the mind of some interested party, for example a CEO.

According to Owolabi (2000) Strategic management is the management process by which policies are formulated and strategies are selected to achieve the goals and objectives of an organization. He argues that strategic management and strategic planning are often used interchangeably. Kaplan and Beinhooker (2003) views it is a match between the organization's resources, skills and the opportunities as well as risks found in its environment and it wants to accomplish. Gupta, Gollakota & Srinivasan (2009) asserts



that effective strategic management begins with the organization clearly articulating its vision for future. Yabs (2010) claims that strategic management process consists of three distinct stages such as strategy formulation, strategy implementation and strategy evaluation. Thompson and Strickland (2007) observe that strategy should be put into action and institutionalized into the organization's policies and activities. Organization's management should operationalize its strategies by including all employees within the organization so that at the end of the process they feel part of the whole strategy implementation process (Yabs, 2010). Pearce, et al (2010) defines strategic management as a set of decisions and actions that result in the formulation and implementation of those plans designed to attain a company's objectives. Strategy formulation enhances the organizations ability to prevent problems associated with the ever changing turbulent operating environment by furnishing the organization with a clear roadmap or direction.

#### **2.4 Strategic Planning**

Strategic planning is increasingly important to the continued viability and effectiveness of organizations of all sorts, as it involves determination of long term objectives of an organization and prescribes the course of action needed to achieve them (Cole, 2006). The main reason for implementing strategic planning has been to increase the efficiency and effectiveness of organizations by laying a focus on improving both current and future operations. Strategic planning provides a framework for organization's vision of the future. The process shows how the organization will shift to take advantage of new opportunities that help meet the needs of all stakeholders. The strategic planning process is used by organizations to establish objectives, set goals, and plan activities for achieving those goals and includes a method for monitoring progress.

Strategic planning in organizations is often considered a crucial managerial activity to ensure competitive advantage for the firm. Ohmae (1983) explains strategic planning by stating that business strategy is about competitive advantage. A firm seeks to align itself with expected changes in the environment and the overall goal is economic, related to increasing market share in its environment. Olsen and Eadie (1982) define strategic planning as a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is and reason for its existence. Strategic planning requires broad scale information gathering, generation and exploration of alternative courses of action and a focus on the future implications of short-term decisions (Olsen & Eadie, 1982).

Strategic planning involves setting a vision for the organization, scanning the external environment, assessing internal capabilities and establishing goals, performance measures, and implementation plans. Implementation addresses specifics about how the organization's financial resources, human resources, information, and reward systems, along with structure and culture, will be changed in the near term to achieve long-term, strategic goals (Bourgeois, 1984; Campbell & Garnett, 1989; Galbraith & Kazanjian, 1986; Hill & Jones, 1995; Roush & Ball, 1980). Accruing benefits from strategic planning in organizations involves changing business-based expectations for improving the bottom line to helping agencies be more relevant, responsive and efficient.

Strategic planning is an off-shoot of strategic management and is now referred to as corporate planning. According to Owolabi (2001) Strategic management is a management process where policies are formulated and strategies are selected to achieve the goals and

objectives of an organization. Kotler (2004) defines strategic planning as the managerial process of developing and maintaining a viable relationship between the organization and its environment, through the development of corporate purpose, objectives and goals, growth strategies and business portfolio plans for company-wide operations. Strategic planning is also seen as an organization's planning process towards what it wants to achieve in the long-term. It should not focus so much on today's problems but rather on tomorrow's opportunities (Kotelnikov, 2007).

Strategic planning can be viewed as a broad managerial process of developing a vision, mission, goals and objectives which act as a guide to employees using the top bottom management approach (Warner, 2000). He looks at a vision as an inspiring statement of what the organization intends to be and to achieve in the future. Strategic planning is said to result in a better match between the changing internal organizational conditions and external environment variables of the firm. The purpose of this match is to ensure that the plans constantly realign the firm's objectives and strategies with changing conditions to survive, improve the long-run performance and effectiveness of the organization. This interpretation can be found in (Ansoff, 2001). Further, Armstrong (1982) argued that strategic planning is an explicit planning process for aligning organization to its environment, rather than haphazard one. Similarly, Ansoff (2001) argued that planning generally produces better alignment and financial results than a process of trial-and error. Fundamentally, there are hurdles in transferring strategic management to government agencies, because decision making in government agencies is complex and uncertain compared to decision-making in organizations or business enterprises (Roberts, 1993).

Strategy development is equal to strategic planning systems (Khamis, 2006). These are usually the typical manifestation of an approach to may take the form of highly systematized, step by step, chronological procedures involving different parts of the organizations.

## **2.5 Strategic Planning Practices**

Strategic planning practices made up of six major activities, first, planning to plan/pre-planning; second, developing vision and/or mission statements; third, determining guiding principles or core beliefs; fourth, conducting environmental scans (external and internal); fifth, identifying strategic issues; sixth, prioritizing strategic issues; seventh, developing strategic issue resolutions; and lastly, authoring compelling guidelines (Knight, 2007).

### **2.5.1 Planning to Plan**

Several studies listed pre-planning as a critical component of organizations strategic planning processes. Also known as "planning to plan," this preliminary phase sets up the strategic planning processes (Mintzberg, 2004).

During the pre – planning stage, the views of the external and internal stakeholders concerning the status of the organization and the vision seek to achieve are discussed and a plan on what can be used to arrive at it is discussed (Ansoff, 2001). From feedback received of the internal and external stakeholders regarding the relevant data, the management of the local authority decides whether it is necessary to start planning for a strategic planning process keeping in mind the feasibility (Mintzberg, 2004). If the stakeholders favor that it is worthy to start planning for a strategic plan, the management

then informs the same stakeholder on the logistics that will be involved in the processes. If the stakeholders still think it is feasible to start planning considering the logistics then both the management and the stakeholders engages in the planning process (Johnson, 2008).

Valentine (2001), in his review of the benefits, criticisms, and obstacles of strategic planning in the nonprofit making organizations context, reported that some of the most difficult hurdles facing change agents are related to stakeholders involved in the planning process. He further attributed organization leaders' frustrations with the planning processes stemmed from a lack of awareness of group processes, organizational dynamics, and the cognitive requirements associated with planning.

### **2.5.2 Vision and/or Mission Statements**

An organizations vision articulates the position that the organization wishes to attain in the near future. It encapsulates the basic strategic intent. It is more dreamt of than articulated. It is a powerful motivation to action and is defined as a description of something in the future. While the essence of a vision is a forward looking view, a mission is what an organization does to achieve its vision (Conley, 2002).

Conley (2002) categorized most planning templates as having a vision or a mission statement. He clearly differentiated the two terms. In their planning models, distinctions between vision and mission occurred as a result of their development in different planning stages. The vision statements served as catalysts for longer range and/or broader based aims, and mission statements focused efforts towards shorter range and/or narrower based ends. In either case they comprise the guiding principles/core beliefs (Cook, 2005).

### **2.5.3 Environmental Scanning**

Environmental scanning is a distinguishing feature of strategic planning from traditional and long-range planning models (Pearce, 2008). Through this process, the strategic planning team members see the organization as a whole in relation to its environment (Bryson, 2008). Environmental scanning consists of two sub processes, external and internal environmental analyses. According to Bryson (2005), these environmental scanning provides the strategic planning team with valuable information for subsequent stages in the planning process. Knight (2007) Suggest that analysis served as an organizational barometer by indicating environmental factors beneficial in determining the future strategies and tactics to be used in fulfilling the ideal vision. Organization strategic planners must conduct their internal and external analyses with complete objectivity as failing to deal with all arising issues in an open and frank manner severely detracts from the validity of the ensuing plan (Cook, 2005).

### **2.5.4 Strategic Issues Identification**

The data obtained from the external and internal environmental analyses are utilized by the planning team to identify specific strategic issues. Basham and Cook (2005) asserted that a critical analysis of the organization's external and internal environments provided information so that the planning team produced a statement of needs for the district. Knight (2007) described this step in the strategic planning process as a goal setting stage. He elaborated that in this stage needs are established and what needs to be done to achieve the results established.

According to Bryson (2005), strategic issue identification is the heart of the strategic planning process. Bryson further defined a strategic issue in profit and non-profits

organizations as a fundamental policy question or challenge affecting an organization's mandates, mission, and values; product or service level and mix; clients, users, or payers; or costs, financing, structure, or management.

### **2.5.5 Prioritizing Strategic Issues**

Realizing that the identified strategic issues ultimately impact the district's deployment of resources, some organization strategic planning models (Bryson, 2005) suggested planning teams prioritize strategic issues according to some type of order. Suggested prioritizing bases included: logical (Bryson, 2005), second, temporal political; and financial Bryson (2005)

A logical basis for prioritizing include factors, such as, need for action magnitude and importance) rightness and usefulness) and impact on strengths/weaknesses (Pearce, 2008). Ranking based on temporal factors means assessing probable duration to resolve (Bryson, 2005) and/or urgency Political factors considered for purposes of prioritizing strategic issues include social costs (Kaufman et al., 2006) and political opportunities.

Terms associated with financial concerns for ranking strategic issues are ability to respond (Cooper, 2005), the cost to meet (Kaufman et al., 2006), and available resources. Also, a sub process such as conducting a detailed cost/benefit analysis, as suggested by Valentine (2001), could aid planning team members' prioritizing efforts.

### **2.5.6 Strategic Choice**

The planning team is now charged with keeping current strategies and/or developing resolutions as responses to the derived strategic issues identified in the preceding step. The outcome of the strategic issues resolution step, according to Bryson (2005), does not

necessitate or mandate change to occur in purposes, policies, programs, procedures, resource allocations, decisions, or actions. Patterns of practice represent an organization's past and current strategies, and the status quo may, in fact, exemplify effective modes that can adequately address the named strategic issues. Many times, however, development is needed to sufficiently address strategic issue resolution.

Various authors' terminologies embedded in their models complicated the process picture. The major obstacle dealt with the use, or perhaps misuse, of the terms strategies, goals, objectives, and assorted combinations of these terms such as strategic goals and strategic objectives. For example, Bryson (2005) asserted through his planning model that broad-based strategies to be developed at this point to address the emergent needs identified by the strategic issues. Other strategic planning models suggested that planning teams produce goals for the organization resulting from their collaboratively determined strategic issues (Pearce, 2008). Knight (2007) advocated writing objectives while Kaufman et al. (2006) supported the authoring of strategic objectives as responses to the planning team's cited strategic issues.



## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter presents various stages and phases that were followed in completing the study. It involves a blue for the collection, measurement and analysis of data. In this section the procedures and techniques that were used in the collection, processing and analysis are identified. Subsections include research design, target population, data collection methods, validity, reliability and data analysis.

### **3.2 Research Design**

The study adopted a descriptive research design. The survey was on community based organizations in Rarieda sub-county. The study aimed at collecting data from all COBs so as to compare units of study of various demographics concerning the research objective. Hence survey was considered most appropriate design to adopt in this study .A descriptive survey is a process of collecting data on an existing phenomenon from all or a selected number of respondents of the concerned universe (Kothari, 2003).

According to Kothari (2005), descriptive design describes the present status of a phenomenon, determining the nature of the prevailing conditions, practices, attitudes and seeking accurate descriptions. This design was appropriate since the study required an accurate examination of the strategic planning practices in community based organizations in Rarieda Sub-County.

### **3.3 Population of Study**

The population of this study were all 15 community based organizations in Rarieda Sub-County (Ministry of gender, sports, culture and social services Rarieda district, 2012). Therefore, a census survey was carried out where two respondents were chosen from each CBO to participate in this study, and more specifically the chairman and the secretary.

The respondents were chosen because they are the ones charged with the responsibility of overseeing strategic planning formulation, implementation and control. The selection of the CBO units as the target population of the study was due to the critical role they play at the grassroots level in providing capacity, mobilizing resources, promotion of implementation of sustainable land use management practices, village saving and loaning and linking donors and the locals. The role played by CBOs is very vital and that is why it became important to study strategic planning practices adopted by community based organizations in Rarieda Sub-County.

### **3.4 Data Collection**

The study used primary data that was collected through semi-structured self administered questionnaires. It consisted of structured questions made of both open and closed ended questions that were designed to elicit specific responses for qualitative and quantitative analysis respectively. The questionnaires were administered to both the chairmen and the secretaries of the community based organizations.

The questionnaires were administered using 'pick immediately' method to ensure high response rate. This instrument was chosen because it is cost effective to the researcher.

The questionnaires were made up of two sections namely: section A and section B. Section A sought to find out the general information about the CBO while section B sought to establish strategic planning practices in community based organizations.

### **3.5 Data Analysis**

Data analysis was based on descriptive statistics. It was used to summarize and relate variables which were obtained from the administered questionnaires. The primary data obtained was edited for accuracy, consistency and completeness. It involved coding the information about specified characteristics and using descriptive statistics like frequency distribution tables, pie charts and bar graphs to describe occurrence and distribution of the characteristics (Kothari, 2005). The data analyzed was presented in table format and graphs for ease of interpreting and reporting. This method of analysis was desirable as it allowed the researcher to gain an in-depth insight on strategic planning practices adopted by community based organizations in Rarieda sub-county.

Descriptive statistics helped the researcher to simplify large amounts of data collected from the CBOs in a sensible way. It was able to reduce lots of data into a simpler summary using numerical and graphical approach. The data was classified, tabulated and summarized using descriptive measures, percentages and frequency distribution tables. The findings were presented in form of frequency tables, pie charts, bar graphs and percentages.

## CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

### 4.1 Introduction

The research objective was to determine strategic planning practices adopted by community based organizations in Rarieda Sub-County. This chapter presents analysis, the findings and discussions with regard to the objective of the study. A total of 30 questionnaires were issued out and all were duly filled and returned back that gives a 100% response rate. A census survey was employed and the primary data obtained from the respondent were edited for consistency and completeness and analyzed. The findings are presented in percentages and frequency distributions tables, mean and standard deviations, pie charts, bar graphs.

### 4.2 Demographic and Respondents' Characteristics

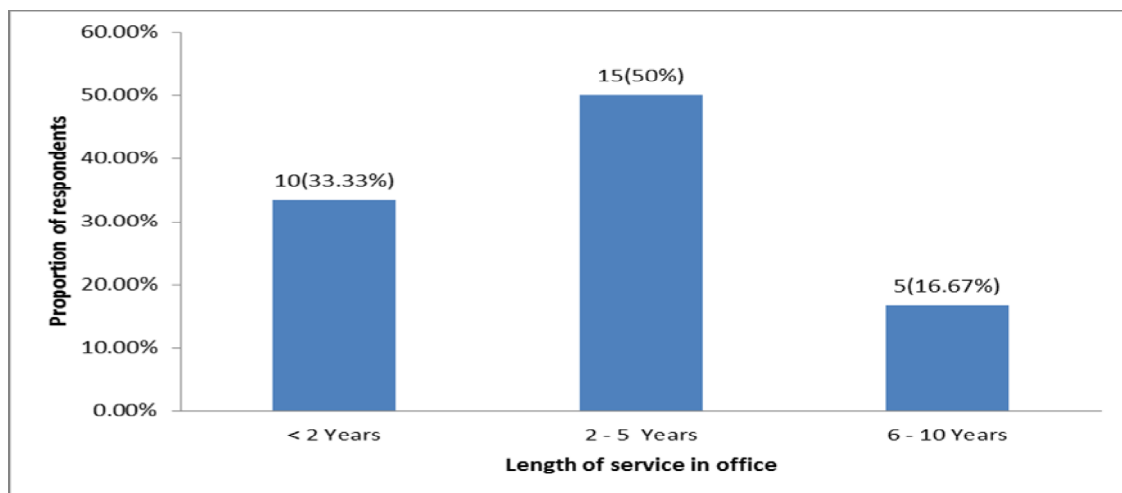
The demographic information considered in this study included gender, length of continuous service with the organization, duration of organization existence, number of active members. Figure 4.1 shows the gender distribution of the respondents.



**Figure 4.1: Gender distribution of the respondent**

From figure 4.1, the study involved 17(56.67%) female and 13(43.33%) male. These clearly show that the study presented the views of male and female respondents.

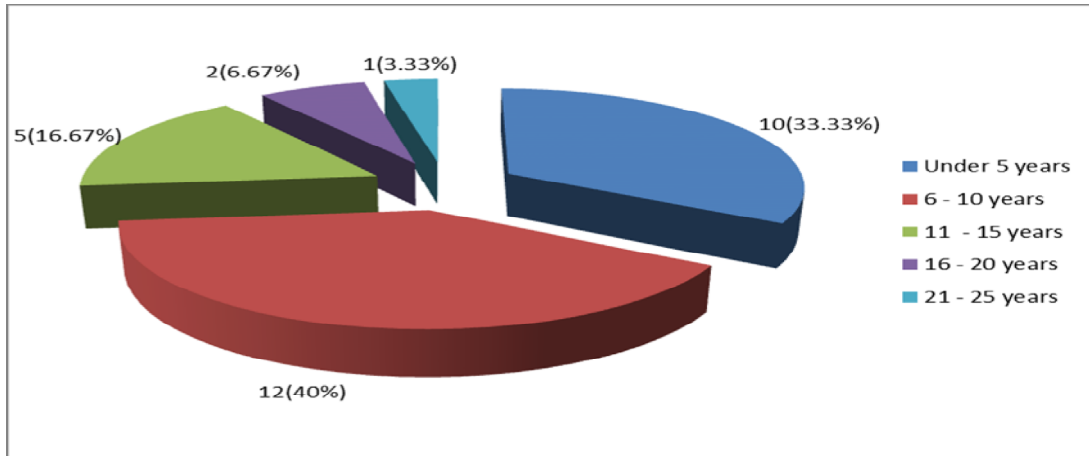
The study explored the length of stay the respondents had taken in office. Knowing the length of stay in the office is a good indicator in explaining the period the respondents had spent observing the strategic planning practices in the organisations and thereby presenting reliable finding on the strategic planning practices adopted by community based organizations in Rarieda Sub-County. Figure 4.2 shows the results of the findings.



**Figure 4.2: Length of service in office**

From figure 4.2, a total of 10(33.33%) respondents had been in office for periods less than 2 years, 15(50%) respondents had been in office for periods ranging between 2 and 5 years and lastly 5(16.67%) respondents had been in office for periods ranging between 6 and 10 years. These findings shows that most respondents had been in office for periods greater than 2 years, this is time long enough to observe the strategic planning practices adopted in the organisation.

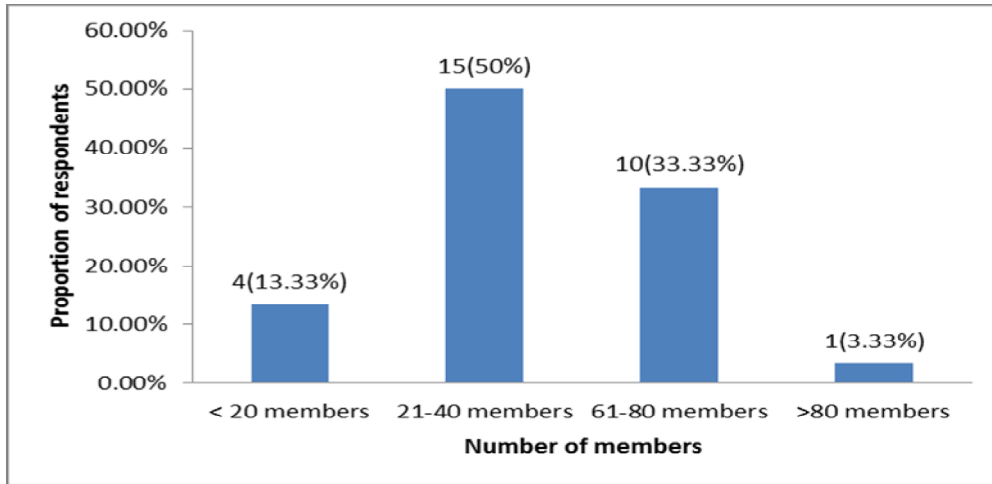
Similarly, the study explored the period that the respondents had taken in the current area and presented the findings in figure 4.3.



**Figure 4.3: Length of operation in current area**

From figure 4.3, a total of 10(33.33%) respondents had been in the current area for periods less than 5 years, 12(40%) respondents had been in their current area for periods ranging between 6 and 10 years, 5(16.67%) respondents had been in their current area for periods ranging between 11 and 15 years, 2(6.67%) respondents had been in their current area for between 16 and 20 years and lastly 1(3.33%) respondents had been in the current area for periods longer than 20 years. These findings show that most respondents had been in the current area long enough to observe the strategic planning practices in that area.

The study explored the number of employees in their organisations. The number of employees may be a good pointer to explaining the size of the workforce designing, enforcing or monitoring the strategic planning practices. Figure 4.5

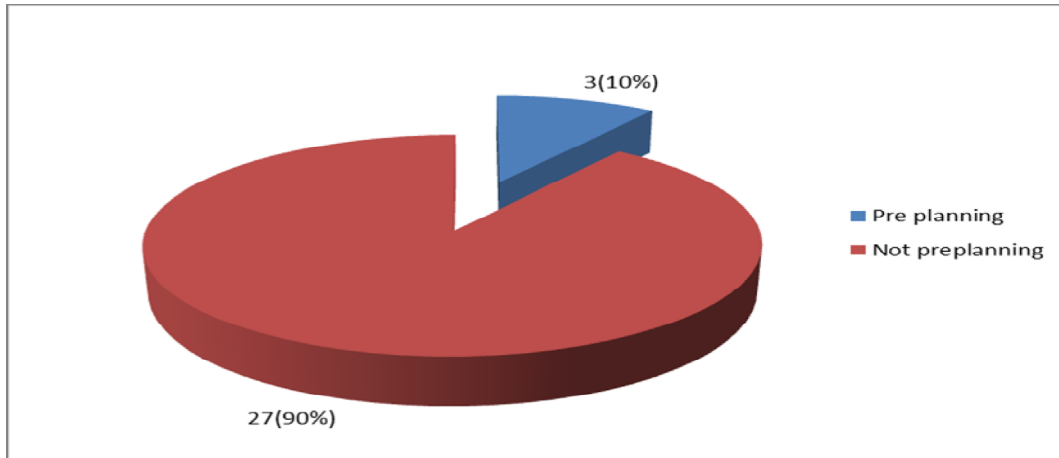


**Figure 4.4: Number of employees in the organisations**

From figure 4.5, 4(13.33%) respondents were sampled from organisations with less than 20 members, another 15(50%) respondents were sampled from organisations with the number of employees ranging between 21 and 40 members, 10(33.33%) respondents were sampled from organisations with the number of employees with the number of employees ranging between 61 and 80 members and 1(3.33%) respondents were sampled from organisations with more than 80 members. Most respondents were sampled from organisations with more than 20 members, this means that most organisations had a large enough workforce to implement the strategic planning practices.

### **4.3 The Strategic Planning Practices adopted by Community Based Organizations in Rarieda Sub-County.**

The objective of the study was to examine the strategic planning practices adopted by the community based organizations in Rarieda. The study started by examining whether the organizations were planning to plan or in other words pre-planning. The findings of the analysis are as presented in Figure 4.5.



**Figure 4.5: Preplanning**

From Table 4.5, it emerged that the organizations were not planning to plan or they were not pre-planning. Only 3(10%) respondents said that their organizations were planning to plan or in other words were engaged in pre-planning. The other 27(90%) of the organizations said that they were not pre-planning.

One strategic planning practice is having a vision and mission statement. The vision and mission statements are meant to describe the goal of the organization and the steps and strategies needed to achieve that goal. Table 4.1 shows the findings of the study.

**Table 4.1: Presence of vision and mission statement**

<b>Presence of vision and mission statement</b>	<b>Frequency</b>	<b>Percentage</b>
Present	30	100
Not present	0	0
<b>Total</b>	<b>30</b>	<b>100</b>



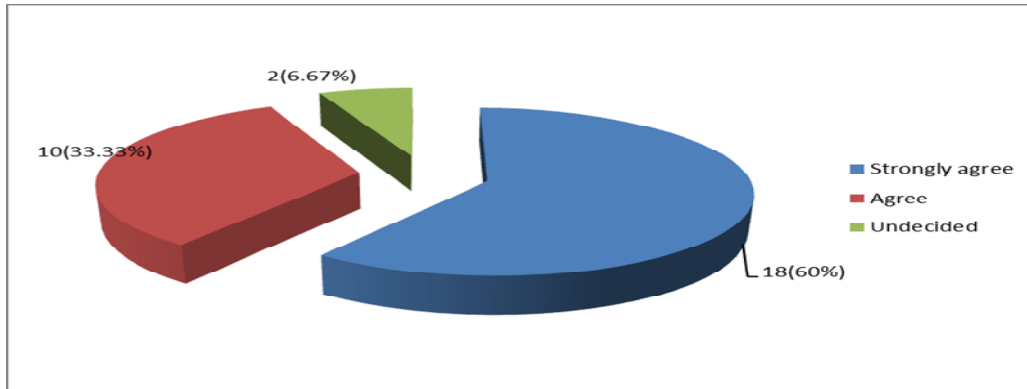
All the 30 respondents were sampled from organization's that had vision and mission statements. This shows that CBOs in Rarieda district practiced the strategic planning practice of having a vision and mission statement. The study assessed nature of the vision and mission statements and presented the findings in table 4.2.

**Table 4.2: Nature of the mission and vision statements**

<b>Nature of vision and mission statements</b>	<b>Frequency</b>	<b>Percentage</b>
Forward looking	30	100
Based on the past achievements	0	0
<b>Total</b>	<b>30</b>	<b>30</b>

From table 4.2, all the respondents said their vision and mission statements were all forward looking and none was based on past achievements. A good vision should be forward looking; this shows that the CBOs in the study had well defined vision and mission statements.

The other strategic practice is having compelling guidelines or in other words clearly spelt goals and objectives. The study explored the presence of clearly spelt goals and objectives and presented the findings in figure 4.6.



**Figure 4.6: Goals and objectives are clearly spelled in the organisation**

From figure 4.6, a total of 18(60%) respondents were sampled from organisations strongly agree that they had clearly spelt out goals and objectives in their organisations, 10(33.33%) respondents agreed that their organisations had goals and objectives while only 2(6.67%) respondents were undecided on whether or not there were clearly spelt out goals and objectives in the organisation. These findings show that the organisation were practicing the strategic planning practice of having compelling guidelines in the organisation. The study went on to examine the person who were drawing up the objectives and presented the findings in table 4.3.

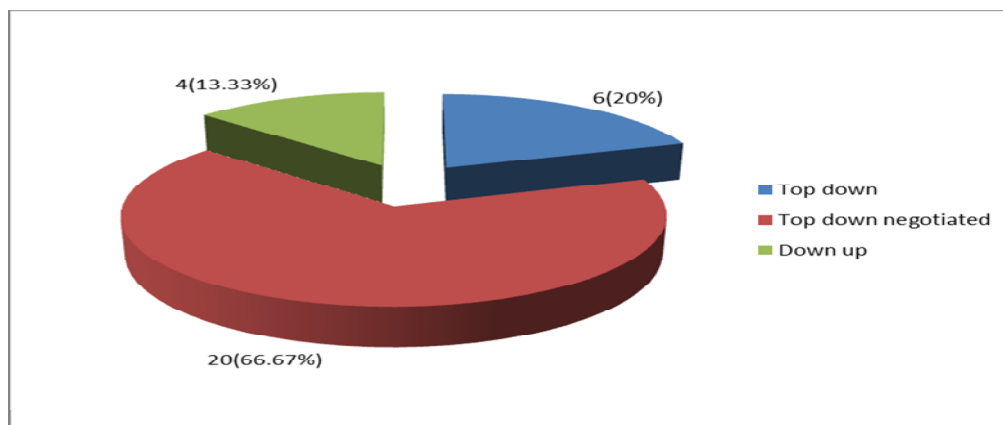
**Table 4.3: Person drawing the organisation objectives**

Person who draws up the objectives	Frequency	Percentage
All members participated	16	53.33
Management committee	12	40
Top management	1	3.33
Consultant	1	3.33
<b>Total</b>	<b>30</b>	<b>100</b>

From table 4.3, 16(53.33%) respondents said that all members participated in drawing the objectives of the study. It was reported by 12(40%) respondents that in their organizations the management committee was tasked with drawing the organization objectives. One respondent said that in his organization it was the duty of the top management to draw up the objectives of the study. Lastly 1(3.33%) respondent said that in his organization they tasked the consultant with the duty of drawing up the organization objectives. These findings show that their manner of drawing up the objectives of the organization was inclusive.

The study examined the manner in which the organization communicated the objectives throughout the organization. The results of the analysis are as presented in figure 4.7.

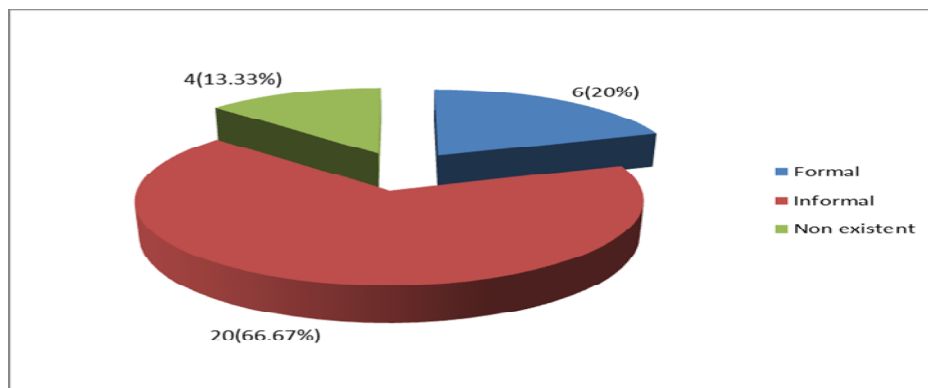
**Figure 4.7: Manner of communicating objectives in the organization**



It was reported by 6(20%) respondents that their organizations used a top down approach in communicating organization objectives, 20(66.67%) respondents said that their organizations used a top down negotiated approach in communicating the organizations objectives and lastly 4(13.33%) respondents were of the opinion that their organization

used a down up approach of communicating the organization objectives. The research investigated the planning process that was adopted in the organizations and presented the results of the findings of the results in figure 4.8.

**Figure 4.8: Planning process adopted in the organisations**



It was established that the most organisations used a informal process in planning. It was reported by 20(66.67%) respondents that their organisations used an informal process in planning, 6(20%) respondents reported that their organisations used formal processes of planning and lastly 4(13.33%) respondents retorted that there were no formal planning process in their organisation.

The study explored the level of adoption of strategic planning practices. The strategic planning practices that were explored were mission statements, vision vtatement, trend analysis, competitor analysis and on going evaluation. On responding to the extent to which strategic planning practices were adopted, the respondents were to respond as either very often, often, sometimes, rarely or never. Very often had a score of 5, often was given a score of 4, sometimes was scored as 3, rarely was scored at 2 and never was scored at 1. For each strategic planning practice, the scores were summed up and divided

by the total number of respondents to give a mean score. A mean score less than 1.5 meant that on average the particular strategic planning practice was not practiced in the organisations; a mean ranging between 1.5 and 2.5 meant that on average the strategic planning practice was rarely practiced; a mean ranging between 2.5 and 3.5 meant that the aspect was practiced sometimes, a mean ranging between 3.5 and 4.5 meant that the aspect was often practiced and a mean score greater than 4.5 meant that the aspect was very often practiced. Table 4.4 shows the extent to which the factors strategic planning practices were practiced.

**Table 4.4: Level of adoption of Strategic planning practices**

<b>Apects/Practices</b>		<b>Very often</b>	<b>often</b>	<b>Sometimes</b>	<b>Rarely</b>	<b>Never used to</b>	<b>Mean</b>
Mission Statement	Freq.	14	6	2	6	2	3.8
	%	46.67	20	6.67	20	6.67	
Vision Statement	Freq.	13	9	3	1	4	3.867
	%	43.33	30	10	3.33	13.33	
Trend Analysis	Freq.	7	5	9	5	4	3.2
	%	23.33	16.67	30	16.67	13.33	
Competitor Analysis	Freq.	5	6	5	9	5	2.9
	%	16.67	20	16.67	30	16.67	
On Going Evaluation	Freq.	13	7	4	6		3.9
	%	43.33	23.33	13.33	20		

When the respondents were asked to rate the level to which mission statements were used in their organizations, 14(16.67%) respondents said that they were adopted more often, 6(20%) respondents said that they were often used, 2(6.67%) respondents reported that the mission statements were sometimes used in the planning process, 6(20%) respondents said that vision statements were rarely used in the planning process and 2(6.67%) respondents said that mission statements were never used in the planning process. The mean response was 3.8, meaning that on average mission statements were often used in the planning process.

Secondly, the respondents were asked to rate the level to which vision statements were used in the planning process, 13(43.33%) respondents said that vision statements were adopted in the planning process more often, 9(30%) respondents said that they were often used, 3(10%) respondents reported that the vision statements were sometimes used in the planning process, 1(3.33%) respondents said that vision statements were rarely used in the planning process and 4(13.33%) respondents said that vision statements were never used in the planning process. The mean response was 3.867, meaning that on average vision statements were often used in the planning process.

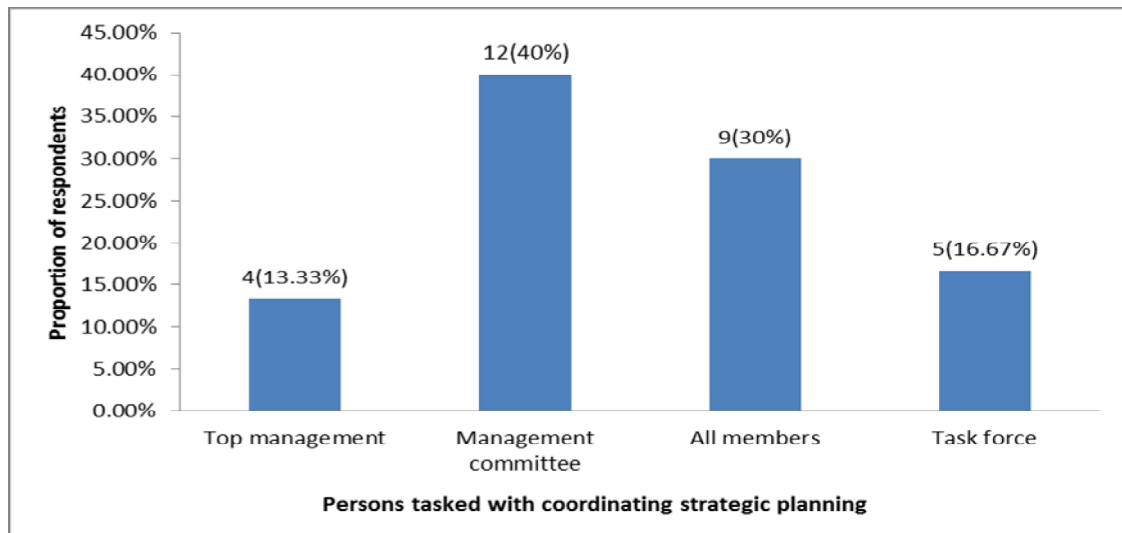
Thirdly, the respondents were asked to rate the level to which trend analysis were used in the planning process, trend analysis are a component of environmental scanning of strategic planning, 7(23.33%) respondents said that trend analyses were adopted in the planning process more often, 5(16.67%) respondents said that trend analysis were often used, 9(30%) respondents reported that trend analysis were sometimes used in the planning process, 5(16.67%) respondents said that they were vision statements trend analysis were rarely used in the planning process and 4(13.33%) respondents said that

trend analysis were never used in the planning process. The mean response was 3, meaning that on average trend analysis were sometimes used in the planning process.

Moreover, the respondents were asked to rate the level to which competitor analyses were used in the planning process, competitor analysis are another component of environmental scanning, 5(16.67%) respondents said that competitor analysis were adopted in the planning process more often, 6(20%) respondents said that competitor analysis were often used, 5(16.67%) respondents reported that competitor analysis were sometimes used in the planning process, 9(30%) respondents said that competitor analysis were vision statements trend analysis were rarely used in the planning process and 5(16.67%) respondents said that competitor analysis were never used in the planning process. The mean response was 2.9, meaning that on average competitor analysis were sometimes used in the planning process.

Lastly, the respondents were asked to rate the level to which ongoing evaluation were used in the planning process, evaluations are the other component of environmental scanning, 13(43.33%) respondents said that On Going Evaluation were adopted in the planning process more often, 7(23.33%) respondents said that On Going Evaluation were often used, 4(13.33%) respondents reported that On Going Evaluation were sometimes used in the planning process, 4(20%) respondents said that On Going Evaluation were vision statements and trend analysis were rarely used in the planning process and 6(20%) respondents said that On Going Evaluation were never used in the planning process. The mean response was 3.9, meaning that on average On Going Evaluations were often used in the planning process.

The study examined the persons tasked with coordinating strategic planning and presented the findings in figure 4.9.



**Figure 4.9: Persons tasked with coordinating strategic planning**

It was reported by 4(13.33%) respondents that it was the top management that was tasked with coordinating strategic planning, 12(13.33%) respondents said that it was the management committee that was tasked with coordinating strategic planning, 9(30%) respondents said it was the responsibility of all members to coordinate the strategic planning process and lastly 5(16.67%) respondents said it was the responsibility of a task force to coordinate strategic planning.

The study explored the extent to which your organization incorporated some specific factors in its Strategic Planning Process. The respondents were to respond as either to a Very large extent – which was given a score of 5, large extent which was given a score of 4, moderate extent which was given a score of 3, less extent which was given a score of 2 and not at all which was given a score of 1. For each factor the scores for all the



respondents were summed up and divided by the total number of respondents to give a mean. A mean less than 1.5 meant that the factor was not incorporated in strategic planning, a mean ranging between 1.5 and 2.5 meant that the factor was incorporated in strategic planning to a less extent, a mean ranging between 2.5 and 3.5 meant that the factor was incorporated in strategic planning to a moderate extent, a mean ranging between 3.5 and 4.5 meant that the factor was incorporated in strategic planning to a great extent and a mean greater than 4.5, meant that the factor was incorporated in strategic planning to a very great extent. table 4.5 shows the extent of adotion.

**Table 4.5: Aspects involved in strategic planning**

<b>Factor</b>	<b>Mean</b>	<b>interpretation</b>
All members of the CBO are involved through participation in the Strategic Planning process.	3.87	Large extent
The extent to which the community will be involved in the whole Strategic Planning process are agreed upon.	3.70	Large extent
A need for Strategic Planning is agreed upon by the management committee and the members	3.60	Large extent
Agreements on how the strategic plan will be monitored and evaluated are made and resources are available for the implementation.	3.37	Moderate extent
A communication of Strategic Planning process is made to all stakeholders.	3.30	Moderate extent
The task force carries out adequate negotiation with the	3.11	Moderate

donors willing to fund the Strategic Planning process.		extent
Terms of reference for the task force are in place and the roles and responsibilities of the task force throughout the Strategic Planning process are clearly spelt out.	2.87	Moderate extent
A task force to manage the Strategic Planning	2.77	Moderate extent
Resources are available for task force to carry out its work.	2.77	Moderate extent

The study found that all members of the CBO were involved through participation in the Strategic Planning process to a large extent with a mean response of 3.87. The community was involved in the whole Strategic Planning process is agreed upon to a large extent with a mean of 3.7. The study established that a need for strategic planning was agreed upon by the management committee and the members to a large extent with a mean of 3.6. The study established that agreements on how the strategic plan are monitored and evaluated are made and resources are availed for the implementation to a moderate extent, with a mean response of 3.37. It was established that communication of strategic planning process was made to all stakeholders to a moderate extent, with a mean of 3.37. The task forces were set to carry out adequate negotiation with the donors willing to fund the strategic planning process to a moderate extent. Terms of reference for the task force were in place and the roles and responsibilities of the task force throughout the Strategic Planning process are clearly spelt out to a moderate extent with a mean of 2.87. A task force was in place to manage the Strategic Planning to a moderate extent with a mean response of 2.77. The resources were also available to the task force to implement

the strategic plan were facilitating the strategic planning to a moderate extent with a mean of 2.77.

#### **4.4 Discussion of Findings**

The study established that the operations of the organizations were in many ways tailored to depend on the needs of the communities that the organizations were located. From the needs of the organizations, the organizations derived their objectives and this determined what they included in their strategic plans. From their plans and activities, they brought positive change to the community through their actions. This follows the open systems theory which according to Baum and Rowley (2005) views organizations as open systems that interdependent with the environment. The open systems theory explains that organizations actions are highly dependent on the environment they operate and this influences their actions which in turn influences the environment in which they operate.

The study found that the actions that the CBOs implemented to influence the environment were designed to achieve an organization's objective through formulating the mission, developing the profile, assessing the external environment, analyzing the options, selecting the most appropriate option, developing the long range objectives, implementing the strategic choices by means of budgeted resource allocations and evaluating the success of the strategic process as an input for future decision making. This mirrors the Game theory which explains that the type of strategy adopted by a player in a game is dependent on the strategy adopted by the other player in the game, and the aim is to get advantage over the opponent (Camerer, 1991). Contingency approach which considers the difference between outer organization and inner organization environment conditions and its effects on organization behavior which demonstrates that there is not

just one method to manage an organization and in each special condition it is more effective to apply a method compatible with those conditions as suggested by (Carlisle, 1976).

The study established that organizations practicing strategic planning had vision and mission statements. Conley (2002) explains that a vision statement articulates the position that the organization wishes to attain in the near future. It encapsulates the basic strategic intent. It is more dreamt of than articulated. It is a powerful motivation to action and is defined as a description of something in the future. While the essence of a vision is a forward looking view, a mission is what an organization does to achieve its vision. This study established that the mission statements for the organizations were all forward looking just as Conley (2002) explains, and they were all explained what the organization wanted to achieve in future.

The study found that most organizations were planning but did not preplan or plan to plan. Only 3(10%) respondents said that their organizations planned to plan or preplanned. The preplanning process is normally the stage when the organizations bring together the views of the external and internal stakeholders concerning the status of the organization what needs to be done by the different stakeholders to achieve the organizations objectives are discussed and a plan developed (Mintzberg, 2004). The findings of this study show that most organizations are missing out on the important aspect of getting the views of the different stakeholders such as community members, the government or even other partner organizations before they instate their plans.

The study established that the organizations were doing environmental scanning to a moderate extent. For instance it was established that the organizations were doing trend analysis and competitor Analysis to a moderate extent and ongoing evaluation evaluations were being done too often. Trend analysis and competitor analysis were external environmental scans while evaluations were internal scans. Environmental scanning consists of two sub processes, external and internal environmental analysis. According to Bryson (2005), these environmental scanning provides the strategic planning team with valuable information for subsequent stages in the planning process. These may mean that the CBOs were missing out on valuable information from the environment in the planning process.

The study established that up to 28(93.33%) of the organizations were having clearly spelt out goals and objectives. This showed that most organizations were having strategic issues identification in their strategic planning process. Knight (2007) describes strategic issues identification as the step in the strategic planning process as a goal setting stage. He elaborated that in this stage needs are established and what needs to be done to achieve the results established.

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

### **5.1 Introduction**

This is a final chapter of the study. It provides a summary of the research findings, provides a conclusion and gives recommendation for policy and practice. The purpose of the study was to explore the strategic planning practices adopted by community based organizations in Rarieda Sub-County.

This chapter is composed of five sections namely: the summary of findings, conclusion, recommendations for policy and practice, limitations and suggestion for further study.

### **5.2 Summary of Findings**

This section presents a summary of findings. The study found that all the CBOs had vision and mission statements. The mission and vision statements were often used in the strategic planning process of the CBOs in Rarieda. The CBOs also had formulated compelling guidelines in goals and objectives for the CBOs. The people who were tasked with drawing the goals and objectives were mostly all the members and the management committee. The objectives were communicated from bottom to top manner in most organizations. The organizations also adopted on going evaluations in the strategic planning process to a great extent. The competitor and trend analyses were used to a moderate extent in the strategic planning process. The CBOs involved the management committees and members in coordinating strategic planning. The members, the management committee and the community were involved in strategic planning to a great

extent. The study established that agreements on how the strategic plan are monitored and evaluated are made and resources are availed for the implementation to a moderate extent. Communication of Strategic Planning process was done to all stakeholders to a moderate extent. Task force was set to carry out adequate negotiation with the donors willing to fund the Strategic Planning process to a moderate extent. Terms of reference for the task force were in place and the roles and responsibilities of the task force throughout the Strategic Planning process are clearly spelt out to a moderate extent and resources were also available to the task force to implement the strategic plan were facilitating the strategic planning to a moderate extent.

### **5.3 Conclusion**

The purpose of the study was to explore the strategic planning practices adopted by Community based organizations in Rarieda Sub-county. The study found that the practices adopted by the CBOs were vision and mission statements, formulation of compelling guidelines, environmental scanning through competitor analysis, trend analysis and evaluations. Mission and vision statements were present in all the organizations, this according to Conley (2002) a vision statement articulates the position that the organization wishes to attain in the near future. While the essence of a vision is a forward looking view, a mission is what an organization does to achieve its vision.

### **5.4 Recommendations for Policy and Practice**

The study recommends that all CBOs should adopt policy to involve the views of all members in the strategic planning practice. This is because it was established that only 30% of the organizations involved all members in the strategic planning process.

The study recommends that the organizations should adopt a practice of communicating to the stakeholder on the steps taken in the strategic planning process. This will be important because the study established that communication was done to a moderate extent.

The study also recommends that the organizations adopt a practice of negotiating with the donors willing to fund the Strategic Planning process. This will be important because the study established that it was only done to a moderate extent.

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

The study was limited to studying the strategic planning practices adopted in the CBOs in Rarieda Sub-County. The study did not explore the extent to which the strategic planning practices were adopted or the extent to which they affected performance.

The study was limited to the views of the chairman and the secretary. The study did not get views from other stakeholders in strategic planning process, i.e. the community members.

In addition, the time constraint faced by the researcher and there is need for a more exhaustive research to be undertaken that will involve more findings and time coverage.

### **5.6 Suggestion for further study**

The study suggests that in future, researchers should assess the extent to which strategic planning practices are adopted in the organizations or the degree to which their adoption affected performance of the organizations.



The study suggests that in future a study on the strategic planning practices adopted in the CBOs while capturing the views the community members and other stakeholders involved in the strategic planning process.

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## APPENDICES

### Appendix I: Letter of Introduction

Boaz NYAORO,

C/O University of Nairobi,

School of Business,

Department of Business Administration

P. O. Box 30197-00100 NAIROBI.

Date:.....

#### **To Whom It May Concern,**

Dear Sir/Madam,

#### **RE: REQUEST TO PARTICIPATE IN AN ACCADEMIC RESEARCH.**

I am a post graduate student at the University of Nairobi pursuing Masters of business administration (MBA).In partial fulfillment of the course requirement, I would like to conduct a research on **“The strategic planning practices adopted by community based organizations in Rarieda Sub-County, Kenya”**.

Your CBO has been selected to participate in this study kindly assist me in getting the required data by completing the questionnaire attached. The research is for academic purpose only and thus the responses will be treated with utmost confidence. You are required to give your responses as honestly as possible.

Thanks for participating and may God bless you.

Yours Faithfully,

Boaz Nyaoro.

(Reg.D61/69203/2011).

## APPENDIX II: Letter of Authority



### **UNIVERSITY OF NAIROBI** **SCHOOL OF BUSINESS** **KISUMU CAMPUS**

Telegrams: "Varsity" Nairobi  
Fax: 4181650  
Kisumu, Kenya  
Telex: 22095Varsity  
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P.O Box 19134-40123  
Kisumu, Kenya

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Date: 24<sup>th</sup> July 2013

#### **TO WHOM IT MAY CONCERN**

The bearer of this letter Mr. Nyaoro Boaz Agwenge.

REGISTRATION NO: D61/69203/2011

The above named student is in the Master of Business Administration degree program. As part of requirements for the course, he is expected to carry out a study on **"Strategic planning practices adopted by community based organizations in Rarieda sub-county, Kenya."**

This is to kindly request your assistance to enable him complete the study.

The exercise is strictly for academic purposes and a copy of the final paper will be availed to your organization on request.

Your assistance will be greatly appreciated.

Thanking you in advance.

Sincerely,  
  
**MR. ALEX JALEHA**  
**CO ORDINAOTR, SOB, KISUMU CAMPUS**  
Cc File Copy  


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### APPENDIX III: Study Questionnaire

#### A Survey Of The Strategic Planning Practices Adopted By Community Based Organizations In Rarieda Sub-County, Kenya.

Please read the questionnaire carefully and then record your answer as objectively as possible according to the instructions given. All responses provided will be restricted to the purposes of this study only.

You are requested to respond to all questions.

#### Section A: General Information

1. Name of the CBO\_\_\_\_\_
2. Name of the respondent\_\_\_\_\_
3. Position of the respondent\_\_\_\_\_
4. Gender:                      Male ( )    Female ( )
5. Length of continuous service in office?
  - 1) Less than two years ( )    c) 6-10 years ( )
  - 2) 2-5 years ( )    d) Over 10 years ( )
6. For how long has your organization operated in the area?
  - a) Under 5 years ( )    d) 16-20 years ( )
  - b) 6 -10 years ( )    e) 21- 25 years ( )
  - c) 11 -15 years ( )    f) Over 26 years ( )
7. How many active members do you have?
  - a. Below 20 members ( )    d) 61-80 members ( )
  - b. 21-40 members ( )    e ) 81-100 members ( )

c. 41 -60 members ( )

f) Over 101 members ( )

**Section B: Nature of strategic planning practices**

8. Does your organization engage in planning to plan or pre planning?

Yes ( )

No ( )

9. Does your organization have a mission and vision statement?

Yes ( )

No ( )

10. How would explain the mission and vision statement of your organization?

Forward looking

( )

Based on past achievements

( )

11. Goals and objectives are clearly spelt out in your organization

a) Strongly agree

b) Agree

c) Undecided

d) Disagree

e) Strongly disagree

12. From the following indicate by ticking who in the organization draws up the objectives?

a) Top management

( )

b) Management committee

( )

c) All members participate

( )

d) Consultants

( )

e) Others (Specify?)\_\_\_\_\_

13. From the following indicate by ticking how are the objectives communicated?

- a) Top- down ( )
- b) Top- down Negotiated/Consultative ( )
- c) Down - top ( )

14. Indicate by ticking which of the planning processes below are characteristic of your organization

- a) Formal i.e. meetings, written down etc ( )
- b) Informal i.e. not written, hoc etc ( )
- c) Nonexistent ( )

15. On a range between 1 to 5 whereby 1) denotes Very Often, 2) Often Used, 3) Sometimes Used, 4) Rarely Used and 5) Never Used, indicate by ticking the number that best explains the extent to which each of the following are used in strategic planning in your organization

	<b>Factor</b>	1	2	3	4	5
A	Mission Statement					
B	Vision Statement					
C	Trend Analysis					
D	Competitor Analysis					
E	On Going Evaluation					

16. Indicate by ticking who is tasked with coordinating the Strategic Planning within the organization?

- a) Top management ( )

- b) Management committee ( )
- c) All members participate ( )
- d) Task force ( )
- e) Others (Specify?)\_\_\_\_\_

17. Indicate by ticking the number that best describes the extent to which your organization incorporates the following factors in its Strategic Planning Process (Use the scale below)

- 1) Very large extent
- 2) Large extent
- 3) Moderate extent
- 4) Less extent
- 5) Not at all

	<b>Factor</b>	1	2	3	4	5
1	A need for Strategic Planning is agreed upon by them management committee and the members					
2	A task force to manage the Strategic Planning					
3	Terms of reference for the task force are in place and the roles and responsibilities of the task force throughout the Strategic Planning process are clearly spelt out.					
4	Resources are available for task force to carry out its work.					
5	All members of the CBO are involved through					

	participation in the Strategic Planning process.					
6	Agreements on how the strategic plan will be monitored and evaluated are made and resources are available for the implementation.					
7	The extent to which the community will be involved in the whole Strategic Planning process are agreed upon.					
8	A communication of Strategic Planning process is made to all stakeholders.					
9	The task force carries out adequate negotiation with the donors willing to fund the Strategic Planning process.					

#### **Appendix IV: CBOs IN Rarieda Sub-County.**

- 1) RARIEDA AGROFORESTRY DEVELOPMENT INITIATIVE PROGRAMME (RAFDIP).
- 2) GAGRA COMMUNITY BASED ORGANIZATION.
- 3) MASALA COMMUNITY BASED ORGANIZATION.
- 4) GREEN VILAGES COMMUNITY BASED ORGANIZATION.
- 5) MADIANY ORPHANS AND VULNERABLE CHILDREN COMMUNITY BASED ORGANIZATION.
- 6) KASIKU COMMUNITY BASED ORGANIZATION.
- 7) IMPROVE YOUR VILLAGE COMMUNITY BASED ORGANIZATION.
- 8) RAMOYA COMMUNITY BASED ORGANIZATION.
- 9) NAM LOLWE CO-OPERATIVE SOCIETY.
- 10) RAGOCH COMMUNITY BASED ORGANIZATION.
- 11) MASANGA COMMUNITY BASED ORGANIZATION.
- 12) ORRKAN COMMUNITY BASED ORGANIZATION.
- 13) ODEDE COMMUNITY BASED ORGANIZATION.
- 14) ARAM YG SHG COMMUNITY BASED ORGANIZATION.
- 15) KOKWIRI POVERTY ALLEVIATION COMMUNITY BASED ORGANIZATION

(Rarieda District, 2012).