

**STRATEGIC PLANNING PRACTICES AT UNITED NATIONS HIGH
COMMISSONER FOR REFUGEES IN KENYA**

By

SYLVIA MUTHONI MACHARIA

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER
OF BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY
OF NAIROBI**

NOVEMBER, 2015

DECLARATION

The research project is my original work and has not been submitted for examination to any other University.

Signed Date

SYLVIA MUTHONI MACHARIA

D61/70202/2007

This research project is submitted for examination with my approval as the University Supervisor.

Signed Date

PROFESSOR EVANS AOSA, PHD.

DEPARTMENT OF BUSINESS ADMINISTRATION

SCHOOL OF BUSINESS

UNIVERSITY OF NAIROBI

DEDICATION

This work is dedicated to my husband Mr. Mark Muigai Wanderi who is a constant inspiration in my life and whose encouragement and providence were very instrumental in the compilation of the project. To my children Wanjiku and Wanderi for the motivation you gave mum without knowing. I love you so much.

To my parents Mr. James Macharia and Mrs. Serah Kanini Macharia, you worked tirelessly to make sure that I never missed a day in school. I would not be where I am today if it were not for you.

ACKNOWLEDGEMENT

I thank the Almighty God for the good health He gave me and His providence during the whole period of undertaking this project.

Special thanks and my sincere gratitude goes to my supervisor Professor Aosa for his constant support, valuable guidance, clear thinking, his availability every time I needed to consult, passion to see me excel and positive criticism during the study without which this project would not have been of the quality it is and would not have been a success. Thank you so much for your time; it was a great privilege and an honor to be your student.

I wish to thank the senior management at UNHCR Kenya who helped me especially with the interviews and information during the project. To my family and friends, your prayers, support, understanding and encouragement during the study did not go unnoticed. May God bless you all.

ABBREVIATIONS AND ACRONYMS

COP	Country Operation Plan
FAO	Food and Agriculture Organization of the United Nations
GoK	Government of Kenya
GSP	Global Strategic Priorities
ICM	Informal Consultative Meeting
KCRP	Kenya Comprehensive Refugee Programme
KSPA	Kenya Service Provision Assessment
MFT	Multi-Functional Team
NCB	NGO Coordination Board
NGO	Non-Governmental Organization
PoC	Persons of Concern
SP	Strategic Plan
SWOT	Strength Weaknesses Opportunities Threats
UN	United Nations
UNICEF	United Nations Children's Fund
UNHCR	United Nations High Commissioner for Refugees
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme
WHO	World Health Organization

ABSTRACT

Strategic planning is the cornerstone of every organization without which the organization will never know where it is going or whether it will ever get there. While strategic planning is important, what is of more importance is how it is practiced in the different institutions or organizations. Different scholars and author have advanced that strategic planning can be formed implicit as well as formulated explicitly (Mintzerberg 1991 and Johnson and Scoles, 1993). While several studies have been done in Kenya on the strategic planning practices, most of them have been to general to elicit a comprehensive view on strategic planning practices adopted by Institutions. This study was investigating the strategic planning practices at UNHCR Kenya. The purpose of the study was to add on to the existing knowledge on strategic planning practices at United Nations High Commissioner for Refugees in Kenya. This research was a case study on Strategic Planning Practices at UNHCR Kenya. It also sought to establish the challenges UNHCR Kenya has encountered in the strategic planning process. The findings of this study will contribute to building the existing body of knowledge on strategic planning process especially in the NGO sector. A case study of strategic planning practices at UNHCR Kenya was carried out. Six senior managers from various sections were involved. The study used primary data sources collected through interviews conducted on the senior managers. The data collection instrument was a structured interview guide. The data collected from the interviews was analysed using content analysis. The study found out that the strategic planning process at UNHCR Kenya is not clearly defined. The planning process is well structured and accommodates input from all stakeholders in the refugee operation. The roles of the stakeholders in the planning process is clearly defined. The results of the study found out that there are challenges affecting the strategic planning process at the organization. The study found that annual planning and fiscal year cycle, the need to involve all stakeholders including donors, budgeting and procurement lead times that need to be accommodated within the strictly on year programming cycle dictated by the UNHCR mandate, donor priorities, composition of beneficiaries, government policies and the political environment in the country and region are some of the challenges encountered by the organization during the strategic planning process, a fact that fitted the contextual argument. The study thus recommended that given the reduced funding situation experience globally, the funding situation dictates for more innovative ways of providing assistance to persons of concern so that the organization and other stakeholders can achieve more with less. The study also provides the organization with useful information on how to improve the strategic planning practices in future by adopting innovative ways of providing protection and assistance to PoC and also improving the monitoring and evaluation within UNHCR Kenya by involving MFTs. The major limitation to this study was the target respondents for the interviews who were senior managers who had limited time for the interviews. The study recommends that further research should be done on other International NGOs in the refugee operation so as to get comprehensive information on how the players in the industry go about the process of strategic planning.

TABLE OF CONTENTS

DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT	iv
ABBREVIATIONS AND ACRONYMS	v
ABSTRACT.....	vi
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background of the Study.....	1
1.1.1 The Concept of Strategic Planning	2
1.1.2 The NGO Sector in Kenya	3
1.1.3 United Nations High Commissioner for Refugees (UNHCR)	5
1.2 Research Problem.....	7
1.3 Objective of the Study.....	8
1.4 Value of the Study.....	9
CHAPTER TWO: LITERATURE REVIEW.....	10
2.1 Introduction.....	10
2.2 Theoretical Foundation.....	10
2.2.1 Resource Based View	10
2.2.2 Game Theory	11
2.2.3 Resource Dependence Theory	11
2.2.4 Stakeholders Theory	12
2.3 Strategic Planning Practices	13
2.4 Strategic Planning Outcomes	14
2.5 Empirical studies and Knowledge gap	15
CHAPTER THREE: RESEARCH METHODOLOGY.....	17
3.1 Introduction	17
3.2 Research Design	17
3.3 Data Collection	17

3.4 Data Analysis.....	18
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION	19
4.1 Introduction	19
4.2 Demographic Information	19
4.3 Strategic Planning Practices at UNHCR Kenya	19
4.4 Discussion of the findings	24
4.4.1 Comparison with theory	24
4.4.2 Comparison with other Studies	25
CHAPTER FIVE: SUMMARY, CONCLUSION AND	
RECOMMENDATIONS.....	27
5.1 Introduction	27
5.2 Summary of Findings.....	27
5.3 Conclusion	28
5.4 Limitations of the Study	29
5.5 Recommendations	29
5.6 Suggestions for Further Study	30
REFERENCES	31
APPENDICES	36
Appendix 1: Interview Guide	36
Appendix 2: Correction Form	39

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Strategic planning is the process by which an organization's medium to long-term goals, as well as the resources plans to achieve them, is defined. Strategic planning is the process of determining the destiny of an organization and mapping the actions necessary to realize that goal. Thompson, et al (2007) notes that a company's strategy is the management's action plan for running the organization and conducting operations. The strategy an organization implements is an attempt to match the competences and resources of the organization to the opportunities found in the external environment (Johnson and Scholes, 2002). Kotler (1999) further notes that turbulent environmental changes can render yesterday's winning strategies obsolete. Organizations need to have the right fit between their internal structures and their external environment in order for them to function effectively and efficiently.

Strategic planning has long been used as a tool for transforming and energizing organizations. Recently, however, uncertainty 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 discouragement with planning efforts that cannot 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 organization anticipate and respond to change by clarifying its mission and goals; targeting spending; and reshaping its programs, fundraising and other aspects of operations.

Thompson and Strickland, (1989) notes that an organization's strategic plan consist of the pattern of moves and approaches devised by management to produce successful organization performance. In even simpler terms strategy is the managerial game plan. Strategic planning is the entire management function of establishing organizational direction, setting objectives and devising a managerial game plan for the organization to pursue.

Strategic Planning process focuses on critical issues and priorities above and beyond routine organization operations that facilitate efficient and effective service delivery (Austroads, 1998). Strategic planning is the process of determining the destiny of an organization and mapping the actions necessary to realize that goal

The process of strategic planning is unique to different organizations. At UNHCR Kenya, it is important to plan ahead due to the urgency of UNHCR's mandate to protect refugees and asylum seekers and provide them with services within the shortest time possible. Approximately two-thirds of the refugees and asylum-seekers in Kenya have fled general insecurity in their respective countries since the 1990s. To respond effectively to the assessed needs of refugees in Kenya, UNHCRs budgets have risen in the recent years. This recent growth is driven primarily by mass influxes of refugees, enforcing the need to improve strategic planning.

1.1.1 The Concept of Strategic Planning

Strategic planning is a management tool used to turn organizations into dreams and reality. It helps organizations to attain its set goals and objectives. A successful strategic plan looks at the long-term, midrange strategic goals and objectives. The results of strategic planning are a blue print that defines organizations activities, allocation of resources that are required to accomplish organizational strategic objectives. It can either be emergent or deliberate. Quinn (1980), argue that if a firm wants to remain vibrant and successful in the long run, it must make impact assessment of the external environment. Hamel and Prahalad(1989) views organizations as composed of many individuals all of whom are engaged in making decisions that must be coordinated. For strategy to provide such coordination, it requires that the strategy process acts as a communication mechanism within the firm. Such a role is increasingly recognized in the strategic planning processes of large companies.

The four theories discussed in this proposal include the Resource-Based View, Game theory, Resource Dependence theory and Stakeholder's theory. The resource based view theory focuses on allocation of an organization's resources while the resource dependence theory shows how lack of control of scarce resources in an organization

creates uncertainty in a firm. The stakeholder's theory is used by managers to assist them to deliver the purpose of the organization to their stakeholders while the game theory is a set of concepts aimed at decision making in situations of competition and conflict.

According to Aldag and Stearns (1987), managers must continually monitor and correct, if necessary, the results of the implemented strategy to guide the organization activities toward achievement of goals. Throughout the implementation process, managers must acquire information on both the environment and activities within the organization. Managers must always keep in mind that the ultimate test of a strategic planning rests with how well the organization is able to achieve its designated goals.

1.1.2 The NGO Sector in Kenya

According to the NGO Co-ordination Board (NCB) and the NGO Coordination Act (1990) defines an NGO as a private voluntary grouping of individuals or associations not operated for profit or for other commercial purposes but for the benefit of the public. The approximate number of registered NGOs operating in Kenya in September 2015 is about 9,700 registered organizations according to the NCB. NGOs are established for the benefit of the public in the promotion of social welfare, development, charity, research or other forms of development assistance. Some of them operate in more than one sector of the economy such as health, agriculture, gender issues among others. The current increasing trends in crisis and emergencies, food security, increase in population and security needs to be re-abdicated and improved due to the more informed and demand for quality lifestyle by the society, (NCB, 2013).

According to the Kenya Service Provision Assessment 2010 (KSPA), the operational base of most of the NGOs in Kenya are supported by a network of prominent development organizations and as such they have engaged in a more complex strategic planning process due to the influence of their international parent bodies. Due to the increase in the number of NGOs and the recent changes that have taken place in the world economy, the Kenyan economy has been affected hence having a debilitating effect on the sector. The world economy, in this case referring to the

major donors of the said sector, has led to a decline in the level of donor funding. The constraint in funding has led to the managers in this sector rethinking their strategies and this creates rivalry between the NGOs due to competition for the minimal funding available. The stringent rules by the donors for the limited funding available and changes in the operating environment of the sector due to the government requirements requires strategic planning process (Ochieng, 2013). Therefore, since NGOs play an important role in many sectors, it is important to involve the management and other stakeholders in the strategic planning process right from the needs assessment stage in order to succeed, deliver quality services and to remain relevant and competitive in the ever increasing NGO world but shrinking funding.

UNHCR is an International NGO which provides humanitarian aid to Persons of Concern. Humanitarian aid refers to material or logistical assistance provided for humanitarian purposes, typically in response to humanitarian crises including natural disasters and man-made disaster. The primary objective of humanitarian aid is to save lives, alleviate suffering, and maintain human dignity. Humanitarian organisations help to ensure that there is swift, efficient humanitarian assistance available when sudden natural disasters strike or wars occur or in connection with long-term conflicts (Retrieved from <http://www.unhcr.org/pages/49c3646cbc.html>).

Regional political and security developments, climate change, and the resulting impact on human lives and livelihoods, are projected to affect humanitarian programmes and refugee operations in Kenya. Whenever there is a disaster or a humanitarian catastrophe, the UN is on the ground providing relief, support and assistance. From the population displacements caused by war, weather and natural disasters, to the impact of such disruptions on health, hygiene, education, nutrition and even basic shelter, the UN is there, making a difference.

The UN system, also known unofficially as the "UN family", is made up of the UN itself and many affiliated programmes, funds, and specialized agencies, all with their own membership, leadership, and budget. The programmes and funds are financed through voluntary rather than assessed contributions. The Specialized Agencies are independent international organizations funded by both voluntary and assessed contributions. One of the specialized agencies includes The United Nations High

Commissioner for Refugees (UNHCR), which protects refugees worldwide and facilitates their return home or resettlement. (Retrieved from <http://www.unhcr.org/pages/49c3646cbc.html>).

1.1.3 United Nations High Commissioner for Refugees (UNHCR)

The UN refugee agency emerged in the wake of World War II to help Europeans displaced by that conflict. The Office of the United Nations High Commissioner for Refugees was established on December 14, 1950 by the United Nations General Assembly with a three-year mandate to complete its work and then disband. The following year, on July 28, the United Nations Convention relating to the Status of Refugees - the legal foundation of helping refugees and the basic statute guiding UNHCR's work - was adopted. (Retrieved from <http://www.unhcr.org/pages/49c3646cbc.html>).

The start of the 21st Century has seen UNHCR helping with major refugee crises in Africa, such as the Democratic Republic of the Congo, Kenya and Somalia, and Asia, especially the 30-year-old Afghan refugee problem. At the same time, UNHCR has been asked to use its expertise to also help many internally displaced by conflict. Less visibly, it has expanded its role in helping stateless people, a largely overlooked group numbering millions of people in danger of being denied basic rights because they do not have any citizenship. In some parts of the world, such as Africa and Latin America, the original 1951 mandate has been strengthened by agreement on regional legal instruments.

The UNHCR budget has grown from US\$300,000 in its first year to US\$7 billion in 2015. At the start of 2014 there were more than 51 million uprooted people worldwide. In mid-2014, meanwhile, UNHCR was dealing with 46.3 million people of concern to the agency: 26 million internally displaced people, 13 million refugees, 1.7 million returnees, 3.5 million stateless people, more than 1.2 asylum-seekers and 752,000 other people of concern. An organization with a three-year mandate to solve the problem of refugees celebrated its 60th anniversary on 14 December 2010, aware that the humanitarian needs are unlikely to disappear. Since that landmark birthday, UNHCR has been faced with multiple crises in Africa and Europe. Therefore,

strategic planning is not a mere fashion. At a time of budgetary constraints affecting the majority of the main contributors to the budgets of the United Nations organizations, the policy-making bodies of the organizations are inclined to better optimize the use of resources, promote programmatic and organizational synergies and complementarities, and develop effective tools for planning and monitoring the implementation of plans. More coherent system-wide thematic and/or sectoral planning frameworks, if shared among the agencies, would be a positive initial step for systemic planning of inter-agency work in the context of the One United Nations initiative. (Retrieved from <http://www.unhcr.org/pages/49c3646cbc.html>).

UNHCR Kenya, which is part of the East and Horn of Africa Region, is headed by the Representative assisted by the Deputy Representative. The representative is responsible for the leadership and coordination of the Kenya operation which includes Branch Office (Nairobi), two (2) sub offices (Kakuma and Dadaab) and one (1) field office (Alinjugur). At Branch Office Nairobi, there are four main departments namely Executive Office, Protection, Programme and Administration units. Each unit is headed by an Assistant Representative who reports to the Representative and the Deputy Representative.

The Executive Office includes the office of the Representative, the Deputy Representative, Oversight, Security, Public Information and External Relations. The Protection department includes the following offices: Protection delivery, Community Services, Data Management, Eligibility and Durable Solution units. The Programme department includes Programme, Technical Services and Supply chain. The Administration department includes Administration, Human Resources, Finance, and Travel, Telecommunication, Information systems, Mail registry and Transport units. The Executive office is responsible for oversight of the functions of UNHCR Kenya; the Protection department is responsible for identifying and addressing the needs of the refugees while the Programme department is responsible for allocating resources for the various activities to be carried out.

The mandate of UNHCR, The United Nations refugee organization, is to lead and coordinate international action for the world-wide protection of refugees and the resolution of refugee problems. Its primary purpose is to safeguard the right and well-being of refugees. UNHCR strives to ensure that everyone can exercise the right to

seek asylum and find safe refuge in another state and to return home voluntarily. By assisting refugees to return to their own country or to settle in another country, UNHCR also seeks lasting solutions to their plight.

For an organization to establish a strategic plan (SP), it has to have a clear vision of what it wants to achieve, for what purpose and how. These seem to be simple questions, but in the complex environment of the United Nations system where cross-cutting issues are addressed by different organizations or entities, it is necessary to analyse, ex-ante, what exactly is expected of a strategic plan, what it will cover, what processes and tools will support it, and how its implementation and effective achievement will be measured and monitored. It should also be considered as a dynamic tool enabling the organizations to evolve as they adapt to the changing world environment in which they have to deliver their mandated services. (Retrieved from <http://www.unhcr.org/pages/49c3646cbc.html>).

According to UNHCR Kenya May 2015 Statistical summary, Kenya has been a host to refugees and asylum seekers for over two decades with the current statistics indicating 561,365 refugees and asylum seekers registered. The needs of refugees remain urgent while the funding levels have reduced significantly. This will ultimately cause the situation in the camps to deteriorate as vital health, nutrition, education, shelter, WASH and protection activities will either have to scale back or stop. In order to offer universal acceptable minimum standards of protection and assistance to the refugees, strategic planning is required. At a time of budgetary constraints affecting the majority of the main contributors to the budgets of the United Nations organizations, UNHCR Kenya is inclined to better optimize the use of dwindling resources. (Retrieved from <http://www.unhcr.org/pages/49c3646cbc.html>)..

1.2 Research Problem

Business planning facilitates organizing activities for faster decision making by identifying missing information without first requiring the commitment of resources. Planning provides tools for managing the supply and demand of resources in a way that avoids bottlenecks and it identifies action steps to achieve broader goals in a timely manner (Ansoff, 1991). For effective strategic planning, an organization has to

have its goals and objectives right, carry out a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) and have a monitoring and control system in place for measuring the results. It is therefore necessary to in-build a regular process of evaluation in the strategic planning process to ensure that the activities relevant to the success of the plan are being executed and result in the desired outcome. The evaluation of the plans shows whether policies, instruments and process arrangements are contributing to the success of the plans. This insight moves the process forward in a new cycle, towards an adjustment of the strategy or the plan. As much as strategic planning is important, what is of more importance is how it is practiced in the different institutions or organizations. Different scholars and authors have advanced that strategic planning can be formed implicitly as well as formulated explicitly (Mintzerberg, 1991 and Johnson and Scoles, 1993). Good progress has been made over a long period to improve the rigor of strategic planning.

UNHCR is almost entirely funded by direct, voluntary contributions – the bulk of it from donor nations. Some contributions are received from non-governmental organizations (NGO) and the private sector including corporations, trusts, foundations and individual citizens. This means UNHCR must compete with other humanitarian agencies for a limited amount of humanitarian funding. The situation has become tougher with the onset of the global economic crisis, with prices rising and both government and corporate donors tightly controlling limited aid budgets. Innovation is essential while planning to enable the organization to do more with less with the rising un-anticipated influx from neighbouring countries.

The aim of this research was to investigate strategic planning practices at UNHCR Kenya. The research was intended to add on to the existing knowledge on strategic planning practices at UNHCR. What are the strategic planning practices at UNHCR Kenya?

1.3 Objective of the Study

The objective of this study was to determine the strategic planning practices at UNHCR Kenya.

1.4 Value of the Study

UNHCR Kenya will be able to use this study as a management reference point for strategic planning therefore ensuring that the Persons of Concern are protected by access services in both camp and urban programmes. The study will be significant to the Donor community to provide a lesson of the strategies to be used and those to be avoided while planning on how to allocate funds to support the refugee programme.

An effective, forward-looking and well-structured strategic planning process will pave the way for transparent and meaningful reporting to stakeholders, and will facilitate further endorsement of subsequent plans by Member States and other stakeholders of the organizations.

In addition, the study will add knowledge to the existing body of literature on strategic planning and open up areas for further research for academicians and researchers. The study will be a source of reference materials for future academicians and researchers on related topics.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the concept of strategic planning, strategic planning process, and strategic planning practices.

2.2 Theoretical Foundation

It cannot be denied that there is a link between strategy and the firm's resources and skills. The resource based view of strategic management suggests that a firm is a bundle of resources and capabilities and this makes different firms differ in different ways. This view proposes analysing and identifying an organization's strategic advantages based on an examination of its physical assets, human resource and intangible assets (Barney, 2001). An organization develops competence in these resources and when done, they become the source of a firm's competitive advantage. Once an organization's bundle of resources is identified, it is determined which of these resources represents the strengths of the organization and which one represents the weaknesses to be able to determine the sources of competitive advantage. According to Barney (1991), a firm can exploit and translate the resources and capabilities to give it strategic advantage by building on their value, ensuring their scarcity and making them inimitable.

2.2.1 Resource Based View

The resource based view of strategic management focuses resources to activities on different levels of the organizations. At the corporate level, the interest is in economies of scope and corporate resources and costs are focused on determining the industrial and geographical boundaries of the firm's activities (Zack, 1999). He further stresses that at the business level, resources are focused on beating competition and profitability.

At this level an organization will focus on studying competition, analysing its own competitive imitations, focuses on its resources creating competitive advantage and

how they will catapult the organization to profitability. Together, these contributions amount to what has been termed the resource-based view of the firm.

2.2.2 Game Theory

The game theory is a theory that attempts to determine strategies that players take to ensure that they secure the best results in a wide variety of actions also referred to as games. Through mathematical and logical models, the theorists have developed types of games that explain actions and results. The games include co-operative or non-cooperative games, zero sum and non-zero sum games, simultaneous and sequential games, perfect and imperfect information games, combinatorial games, infinitely long games, discrete and continuous games, differential games, many-player and population games, sour stochastic outcomes and metagames (Moorthy, 1958). A player makes sequential moves in a game by looking ahead and reasoning backwards. Each player should figure out how the other players will respond to his current move and he uses this information to respond to the moves of the opponents. At the end of the day, the resources are shared amongst all the players in the game with the player with the best strategy having had absorbed resources from the players using weaker strategies as well. For many real-world problems, a game theoretic analysis may prove intractable. Capturing the reality of the situation may entail a model with hundreds of strategies for each player, but computing the equilibrium of such games is not easy

As Moorthy (1985. pp. 279) states Game theory cannot be used as a technique that provides precise solutions to strategic management problems. One rather obvious reason is that game theory does not have a single solution to provide, and there are other reasons

2.2.3 Resource Dependence theory

Resource dependence theory is based on the notion that environments are the source of scarce resources and organizations are dependent on these finite resources for survival. A lack of control over these resources thus acts to create uncertainty for firms operating in that environment. Organizations must develop ways to exploit these resources, which are also being sought by other firms, in order to ensure their own survival. According to Pfeffer and Salancik (1978): ... the elemental structural characteristics of environments are concentration, the extent to which power and

authority in the environment are widely dispersed; munificence, or the availability or scarcity of critical resources; and interconnectedness, the number and pattern of linkages, or connections, among organizations. These structural characteristics, in turn, determine the relationships among social actors – specifically, the degree of conflict and interdependence present in the social system. Conflict and interdependence, in turn, determine the uncertainty the organization confronts (Pfeffer and Salancik, 1978, p. 68). Pfeffer and Salancik determined three factors that influenced the level of dependence organizations had on particular resources. First, the overall importance of the resource to the firm was critical in determining the resource dependence of the firm. Second, the scarcity of the resource was also a factor. The scarcer a resource was the more dependent the firm became. Finally, another factor influencing resource dependence was the competition between organizations for control of that resource. Together, all three of these factors acted to influence the level of dependence that an organization had for a particular resource.

Resource dependence theory also inferred that a firm's strategic options were determined to a great extent by the environment. Since firms were dependent on the environment for resources, they needed to enact strategies that would allow them to acquire these resources. Therefore, the external environment had already been determined for these firms, and they experienced little strategic choice.

2.2.4 Stakeholder's theory

Stakeholder theory is managerial in that it reflects and directs how managers operate rather than primarily addressing management theorists and economists. The focus of stakeholder theory is articulated in two core questions (Freeman 1994). First, it asks, what is the purpose of the firm? This encourages managers to articulate the shared sense of the value they create, and what brings its core stakeholders together. This propels the firm forward and allows it to generate outstanding performance, determined both in terms of its purpose and marketplace financial metrics. Second, stakeholder theory asks, what responsibility does management have to stakeholders?

This pushes managers to articulate how they want to do business—specifically, what kinds of relationships they want and need to create with their stakeholders to deliver on their purpose.

Stakeholder theory suggests that the purpose of an organization or business is to create as much value as possible for stakeholders. In order to succeed and be sustainable over time, managers must keep the interests of customers, suppliers, employees, communities and shareholders aligned and going in the same direction. Innovation to keep these interests aligned is more important than the easy strategy of trading off the interests of stakeholders against each other. Hence, by managing for stakeholders, executives will also create as much value as possible for shareholders and other financiers.

2.3 Strategic Planning Practices

One of the commonly cited reasons for strategic planning is to enhance organizational Performance (Hahn and Powers, 1999 and Schneider and De Meyer, 1991). Well-designed strategic plans provide an operational framework that allows the organization to enjoy distinct competitive advantages, thus experiencing improved performance (Porter, 1997). In some cases, the objective might be to trim overhead or reorganize existing resources within the same general strategic domain. In other cases, the organization might be intent on diversifying its products or services (Byrne, 1996).

Another rationale for developing strategic plans could be to provide staff members within the organization information about the direction of the organization (as spelled out by the strategic plan) Researches show that organizations practice strategic planning in the way they do the situation analysis where they address the question of where are we now?, how they come up with the mission and vision for the institution, that is, where do we want to be and what it hopes to do to get where they would want to be (Quinn, 1993 and Johnson 1987).

The main aspect of strategic planning is in its formulation, implementation and the evaluation of the strategies (Liedtka, 1998). As much as the strategic planning practices are quite clear and specific, there is no one clear way advocated by scholars on how institutions should go about in conducting or practicing its strategic planning. Different authors and scholars have advanced that strategies can form implicitly as

well as be formulated explicitly (Mintzberg 1993 and Johnson and Scholes 1997). An additional, but equally probable, rationale for developing strategic plans is to appease different constituencies of the organization. A not-for-profit organization, like a chamber of commerce for example, might develop a strategic plan to enhance the likelihood that the members of the local community or members of the political community will have favorable impressions of the organization.

Finally, organizations might also develop strategic plans to appease funding sources or lending institutions. For example, a business with a relatively short financial track record might need a line of credit to fund future growth. The lending institution could, and probably would, require some type of business plan or strategic plan from this organization to protect the interests of the institution. To achieve improvement in performance, however, strategic plans must move beyond incremental improvements embodied in plans of the past to evoke revolutionary change within organizations, changes that make the organization unique and different (Hamel, 1996, Porter, 1997 and Slywotzky *et al.*, 1999).

2.4 Strategic Planning Outcomes

Jenster and Overstreet (1990) focused on formal strategic planning of US credit unions. They observed from their study of 283 institutions that the propensity to plan is related to key organizational processes, structural configurations, administrative procedures, managerial perceptions of environmental predictability and multiple performance measures. In addition to formal planning having differing roles among various types of organizations, communication between management and board was important for enhanced organizational performance.

Hopkins and Hopkins (1997) found the relationship between strategic planning intensity and performance not only to be strong, but also reinforced the importance of strategic planning intensity to the financial success in the financial service firms. Strategic planning expertise and belief in a positive planning-performance relationship was found to have the strongest direct effect on strategic planning intensity. In addition, as organization increase in size and structural complexity, planning intensity becomes weaker rather than stronger.

Schwenk and Shrader (1993) recently meta-analyzed fourteen studies on formal strategic planning and performance in small firms. While they did not find that planning necessarily improves performance, they argued against the assertion that strategic planning is only appropriate for large firms. As such, they concluded that strategic planning promotes long-range thinking, reduces the focus on operational details and provides a structured means for identifying and evaluating strategic alternatives.

A study by Wooldridge and Floyd (1990) of 20 organizations and 157 managers, showed a statistically significant relationship between middle management involvement in strategy and organizational performance. Burgelman (1994), who performed a comparative study of Intel Corporation's strategic planning in two semiconductor businesses, also concluded the same. During a time of shrinking market for its Dynamic Random Access Memory (DRAM), resources were diverted away from the core DRAM business to new, more profitable opportunities in the microcomputer business hence enhancing Intel Corporation's profitability.

2.5 Empirical studies and Knowledge gap

Several scholars have studied the concept of strategic planning adopted by organizations. For example, Agwu (1992), in his study on strategic planning in higher education by focussing on Arkansas senior colleges and universities found that today's colleges and universities have experienced rapid change and educational administrators are confronted with changes associated with aging facilities, changing technology, changing demographics, increasing competition, rising costs, funding cuts and so on. However, Powell's (1992) study suggests that planning is associated with higher performance in presence of environmental uncertainty. This view recommends that success in the future will require that companies institutionalize strategic policy planning.

While else in Kenya, a number of studies have been carried out to document strategic planning such as Sharbani 2001; Sagwa 2002; Wanjohi 2002; and Busolo 2003. All these studies show that organizations carry out strategic planning. However, the

strategic planning approach followed varies from one organization to the other.

UNHCR Kenya has provided protection and assistance to about 500,000 refugees for more than 20 years which can be attributed to proper strategic planning. The question is how does UNHCR undertake strategic planning?

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter will present methods that will be adopted by the study in obtaining the research data. The chapter is outlined into research design, population of the study, data collection techniques and data analysis. The research will identify the procedures and techniques that will be used in the collection, processing and analyzing of data.

3.2 Research Design

Research design refers to how the researcher organized the research study to answer a set of questions. Research design works as a systematic plan outlining the study, the researchers' methods of compilation, details on how the study will arrive at its conclusions and the limitations of the research. The research design may incorporate both quantitative and qualitative analysis. This study was a case study since the unit of analysis is one organization.

According to Kothari (1990) a case study is a powerful form of qualitative analysis that provides a systematic way of looking at events, collecting data, analyzing information and reporting the results. A case study is an empirical inquiry that investigates a phenomenon within its real-life context on a unit of study that could be an institution, family, district, community or a person (Yin, 1984). Baxter and Jack (2008) argued that a case study is a form of qualitative analysis where studies are done on institutions and from the study, data generalization and conclusions or implications drawn.

3.3 Data Collection

Data collection is the process of gathering and measuring information on variables of interest, in an established systematic manner that enables one to answer stated research questions, test hypotheses and evaluate outcomes. The data can be either qualitative or quantitative.

The study relied mostly on primary data sources. The primary data was collected using interview guides. An interview guide is a research instrument consisting of a series of questions to be asked during an interview for the purpose of gathering information from the interviewees. The data was collected from five senior managers at UNHCR by booking an appointment with each interviewee and using the interview guide to gather the information. The senior managers are mainly head of departments and those who undertake the actual programming in the organization. To ensure that the interviewees were well prepared for the interview, the researcher shared the interview guide with the interviewees before the interview date.

3.4 Data Analysis

Analysis of the data can be defined as the process of inspecting, cleaning, transforming and modelling data with the goal of discovering useful information, suggesting conclusions and supporting decision making. It can also be define as the process of systematically applying statistical and/or logical techniques to describe and illustrate, condense and recap, and evaluate data. The data collected for this study was qualitative and was analysed through content analysis.

The interview guide does not limit the respondents on answers and has a potential for generating more information with more details. The data was first sorted out around key central questions and used in pattern matching and explanation building. This was done to establish whether it would fit or fail the research questions.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The chapter comprises of the results of the study. The analysis of the study is based on questions contained in the interview guide. The researcher managed to interview five out of six of the senior managers of UNHCR Kenya in different capacities that were targeted for the interview. This constituted 83 per cent response rate.

4.2 Demographic information

The respondents were requested to indicate the position they hold in the UNHCR Kenya office. From the findings, the respondents were the Assistant Representatives for Programme, Protection and Administration units and senior managers in the Programme Unit. This implies that the information on strategic planning practices in UNHCR Kenya was collected from the relevant personnel thus credible for the study.

Further, the respondents were requested to indicate the period of time they had been working in UNHCR Kenya. From the findings, three of the respondents indicated that they had been working for more than 10 years while the 2 had worked for between 5 to 10 years. This clearly indicated that majority of the respondents had been working for more than 5 years and had experiences on the strategic planning practices being adopted by the office.

4.3 Strategic Planning Process at UNHCR Kenya

The respondents were requested to indicate whether the office has a strategic plan. From their responses, all the respondents indicated that the office does have a strategic plan called the Country Operation Plan (COP). They indicated that the plan is developed by all stakeholders in the refugee programme. From the findings, it was evident that strategic planning is a norm at UNHCR Kenya. The strategic planning process is done on a yearly basis for the subsequent year. In the beginning of the year, a needs assessment is conducted at the different locations of operation. This involves situation and gap analysis where the needs of the Persons of Concern (PoC) are assessed and identified. The persons involved in the consultations includes UNHCR

staff with specific technical expertise on various aspects of the programme, Implementing and Operational NGO Partners, the Government of Kenya (GoK) through the Department of Refugee Affairs, representatives from the refugee community, donors and other UN agencies e.g WFP, UNICEF, FAO, WHO, who provide sector specific inputs.

After identifying the needs and also taking into account the Global Strategic Priorities (GSPs), an agreement is reached on the selected objectives and priorities for the operation which are outlined in a document for review and validation at the country level by senior managers. This is done in March of every year. In the same month, the document is then submitted to UNHCR Headquarters to review the plan and the budgetary requirements. After the review is complete, the UNHCR headquarters reverts back to the country office with comments on adjustments and revision of the strategic plan and the budget. Subsequently, a consensus is reached between headquarters and the country office. The plan and the budget is then submitted in October to the UNHCR Executive Committee comprising of donors for endorsement and approval. Detailed planning then commences in October/November on the basis of the endorsed COP.

According to the interviews, UNHCR Kenya has a guideline for drafting strategic objectives. These guidelines are issued every year by UNHCR headquarters in Geneva and are used to guide stakeholders involved in the drafting of strategic objectives. The guidelines issue instructions on how the selection of the objectives should be done and the basis of selecting these objectives. The instructions are in form of a template which is system based that captures the objectives, output and their respective budgets. However, the selected objectives vary in different country operations depending on the nature of the operation as well as the needs of the PoC. The strategic plan sets targets which will be used to monitor progress towards achieving the strategic objectives therefore assisting in reporting on the implementation of activities.

From the interviews, UNHCR's GSPs represent important areas where the office is making concerted efforts through its operations to strengthen protection, improve the quality of life and seek solutions for refugees and other people of concern. They are a

common set of key priorities and a “blueprint” for planning in UNHCR operations worldwide meant to bring programmes into line with international standards. GSP results are used as key inputs for UNHCR’s programme cycle.

The GSPs are revised after every two years. In 2012, UNHCR’s High Commissioner, Mr. Antonio Guterres launched a review of the GSPs with UNHCR senior management and member States including a comprehensive stocktaking of their relevance and use in field operations and at Headquarters. Overall, the review process confirmed that the GSPs for 2012-2013 – which had been carefully identified through broad consultations – remained relevant. It was agreed that continuity in terms of the content of the GSPs and sustained engagement toward their achievement over several years was important in order to achieve and measure progress. An informal consultative meeting (ICM) of members of the Executive Committee and NGO partners in February 2013 identified several areas where the GSPs could be expanded or reinforced, and this information was taken into consideration in the revision process. For example, the 2014-2015 framework incorporates a new GSP which focuses on coexistence with hosting communities. The new set also reflects strengthened focus in such areas as gender, child protection and self-reliance. At the same time, the ICM affirmed support for the goals of keeping the priorities focused and manageable. Following this consultative process, the High Commissioner approved the 2014-2015 GSPs at the beginning of March 2013. Going forward, UNHCR continues to present “Global Engagements” in order to provide comprehensive reporting on progress and to highlight trends in the GSP areas.

From the findings, there is a KCRP forum. In late 2013, UNHCR initiated a review of the planning and prioritization processes in the three refugee operations in the country – Dadaab, Kakuma and the urban programme – and invited all partners to jointly review and define the comprehensive needs, prioritized activities and overall funding requirements of the country’s refugee operation. The forum comprises of UNHCR, Partner agencies and Donors. It has resulted to an inclusive planning process and complementary programming with the resources known to be available for refugee protection and assistance to all actors in the refugee operation. Some refugee actors receive funding from the same donors, therefore a joint prioritization process of refugee priorities is necessary to allocate resources optimally to avoid duplication of

activities among refugee actors. The forum commenced in November 2014 and the KCRP document is reviewed annually.

According to the findings, there are monitoring and evaluation mechanisms in place at UNHCR Kenya to assist in ensuring the strategic plan is followed. In the beginning of there year, indicators are established to enable the operation to see if they are being achieved or not. These indicators also include the GSPs. They represent important areas where the operation is making concerted efforts through its operations to strengthen protection, improve quality of life and seek solutions for refugees and other people of concern.

From the findings, there are codes provided by UNHCR for specific functions which are followed while implementing activities. These codes assist to identify activities which are not being implemented as planned and corrective measures are put in place to assist in achieving the required results.

Financial verifications are also conducted on a quarterly basis to verify whether the funds are being used for their intended purposes. Partners are required to provide frequent financial and performance reports to confirm that the agreed activities have been implemented within the agreed timelines. They also share mid-year and year-end reports to account on how the activities are implemented and funds utilized and by adhering to the laid out policies and guidelines. Recommendations are done after every financial and performance verification and adjustments are made accordingly.

Site visits are also conducted to observe and ascertain the level of implementation. This includes performing interviews with PoCs, reviewing reports and undertaking assessments and surveys. For thematic areas, UNHCR conducts ad-hoc evaluations to confirm the realities on the ground

From the findings, there are several challenges experienced while monitoring and evaluating attainment of strategic goals and objectives. They include lack of documented information resulting to inconsistencies in the information gathered.

Management and consolidating of massive data and information gathered from diverse sources was also cited as a challenge. However, there are measures being put in place to streamline data collection such as online tools.

Humanitarian workers access to PoC, fluidity of the situation in the field and lack of collaboration with stakeholders were viewed as challenges. A harmonized monitoring and evaluation approach within UNHCR between the different departments is weak and needs to be enhanced.

The respondents were requested to indicate the factors that influence strategic planning practices at UNHCR Kenya. From their responses, majority of the respondents indicated that strategic planning practices are influenced by the annual planning and fiscal year cycle, the need to involve all stakeholders including donors, budgeting and procurement lead times that need to be accommodated within the strictly on year programming cycle dictated by the UNHCR mandate. Other respondents indicated that there is influence from donor priorities, composition of the beneficiaries, government policies and the political environment in the country and region.

According to the interviews, UNHCR funding is voluntary funding therefore the requirements of the donors have to be honoured. That is why the donors are involved in the needs assessment so that they can be informed of the actual needs of the PoC to assist in identifying the gap they would want to fund.

From the interviews, it was clear that strategic planning has various benefits to the organization. The strategic plan has assisted the Kenya refugee operation in fundraising strategies and resource allocation. By identifying the needs, including donors in the needs assessment and matching the budget to each activity, the operation has attracted funding which has assisted in operationalizing the plan.

The plan has also enabled the operation to identify gaps that are not well funded or that have not been addressed. This has allowed adjustments to be made to accommodate these gaps and meet the basic needs for PoC.

The strategic plan has enabled the organization to respond to emergencies adequately. This has been done by identifying and reallocating resources with ease, enabling the organization to save the lives of the asylum seekers by providing protection and assistance as soon as it is required and in areas where it is required.

The strategic plan has enabled the organization to use the available resources in an optimum way therefore avoiding wastage of resources. It has also assisted in better coordination of activities among different refugee actors.

The strategic planning process has aided in establishing a common understanding and agreement between stakeholders, which in turn has improved planning and implementation of programmes through a consultative process throughout the implementation process. It has been used as an instrument for achieving system-wide or inter agency planning, coordination and cooperation in all sectors. UNHCR has also been able to involve those agencies not being funded by UNHCR through the KCRP.

4.4 Discussion of the findings

This section discusses the findings of the study by relating the objectives of the study with existing literature. It makes comparison between the study and the theories that were discussed as well as comparison with studies that have been done in the past that were found to relate to this study.

4.4.1 Comparison with Theory

The findings of the study concur with what various theoreticians and studies identified as the areas of focus and action during the strategic planning process. The objective of the study was to investigate the strategic planning practices at UNHCR Kenya. In the context of the resource based view theory, the resources that an organization has, play a big role in the strategic planning process. At UNHCR Kenya, the strategic plan assists in fundraising from donor countries and institutions. With a detailed and well-structured strategic plan that identifies the PoC needs and matches the needs to a budget, more resources can be attained from donors and well-wishers. The resources acquired through the fundraising are aligned to the different priorities that have been

identified. This enables implementation of the plan to be effective and therefore enhance protection and assistance to PoC. A comprehensive plan will have a positive impact to the end user and therefore serve its intended purpose. It was established that a combination of the resources that the organization acquires and the competent staff and Partners the organization engages in has contributed to the success in coming up with a comprehensive plan that meets the needs of the PoC, therefore improving their lives.

The interviews further confirms that there exists a strong relationship between the Stakeholder's theory and the strategic planning process at UNHCR. The focus of the stakeholder's theory is articulated in two core questions (Freeman 1994). First, it asks, what is the purpose of the firm? and what responsibility does management have to stakeholders? It is evident that UNHCR Kenya has involved all stakeholders in the refugee operation in the most critical stage of the strategic planning process – needs assessment. Without understanding the needs of the PoC, it is difficult to provide the required assistance. UNHCR Kenya undertakes a needs assessment exercise which involves all stakeholders including the PoC to assist in identifying the priorities that will enable effective strategic planning. With the needs identified, UNHCR will be able to better articulate the needs and plan accordingly to achieve the expected impact to the PoC by meeting the minimum global standards in terms of human basic needs.

4.4.2 Comparison with other Studies

From the findings on strategic approaches from other institutions, the study established that the UNHCR Kenya had considered approaches from other institutions. According to the interviewees, there were a variety of perspectives, models and approaches used in planning, the way the strategic plan is developed depends on the nature of the organizations' leadership, culture, complexity of the operation, number of PoC and the expertise of the planners. There are a variety of strategic planning models including goal based and issue based.

The interviewees said that the goal-based planning is probably the most common and starts with focus on the organizations mandate, objectives to work toward the mandate, strategies to achieve the goals and action planning. Issue-based strategic

planning often starts by examining issues facing the organization, strategies to address those issues and action plans.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. The aim of this research was to establish the strategic planning practices adopted by UNHCR Kenya. The study sought to determine which strategic planning practices were adopted and the challenges which faced the organization in the strategic planning process. This chapter contains a summary of the results as presented in the previous chapter and give conclusions and recommendations based on the findings of the study. The chapter also provides the limitations of the study based on the analysis of the entire study and suggestions for further research.

5.2 Summary of Findings

From the research findings, UNHCR Kenya has a clearly defined strategic planning process. The planning process is well structured and accommodates input from all stakeholders in the refugee operation. The roles of the stakeholders involved in the planning process is clearly defined.

The Representative of UNHCR Kenya is responsible for the formulation, delivery and implementation of the strategic plan at the organization. The study found that the Representative and the senior management provides oversight on the entire strategic planning process and they ensure that timelines are met for making the various submissions to UNHCR headquarters.

The strategic planning process involves all stakeholders and their input on the needs assessment is essential. It enables all participants to own the plan and ensure that the implementation is done seamlessly. The gaps are also identified during the mid-year review in the implementation year and reallocations are effected as required.

The study established that monitoring and evaluation of the strategic planning process is a continuous process throughout the implementing year. The organization is able to

identify if an implementing partner is performing by August of the implementing year and can make a decision whether to retain or drop the partner in the subsequent year. Although the monitoring and evaluation team should be formed by a multi-functional team (MFT), the MFT is not always available. This proves to be a challenge in that evaluation will not be accurate especially when sector specialists are not available.

The study established that UNHCR Kenya has a complex refugee programme with a protracted refugee situation. In the past four year, the operation has been dynamic in responding to two major influxes from neighbouring countries while undergoing a transition in terms of partnerships and innovations in assistance delivery. Some of the changes have been brought about by external factors, difficulty in mobilizing resources, a greater realization by all refugee actors of the unsustainable nature of the planning approach used and the complex security climate in Kenya has contributed to the shrinking of humanitarian space in the country. These factors makes the planning process more difficult.

With regard to the urban programme, the research established it has proved difficult to plan for urban refugees due to their scattered nature in terms of where they live. Contrary to the camp setting in Dadaab and Kakuma, urban refugees are more difficult to plan for because they are situated in different locations.

5.3 Conclusion

From the study, it can be concluded that the concept of strategic planning is well developed at UNHCR Kenya. The strategic planning process is structured in such a way that the process flows from one step to the next. UNHCR staff and all stakeholders have clearly defined roles.

The study revealed that the strategic planning process is inclusive with oversight from the Representative and the Senior Management. The study reveals that reduced funding dictates for more innovative ways of providing assistance to PoC so that the organization and other stakeholders can achieve more with less.

UNHCR Kenya's strategic plan has been influenced by various external and internal factors. External factors include donor priorities, government policies, and the political environment in the country and region.

UNHCR Kenya carries out monitoring and evaluation of its strategic plans through the use of GSP indicators, codes for specific functions, financial and performance verifications and site visits.

5.4 Limitations of the study

This study encountered several limitations. The study had targeted senior managers in the different departments at UNHCR Kenya. This being the case, it meant that they had very limited time for an interview due to their tight schedules, therefore I could not get exhaustive information. There was also lack of cooperation with one of the senior managers who did not give me an interview appointment.

The study faced time limitations. The duration that the study was to be conducted was limited hence exhaustive and extremely comprehensive research could not be carried on strategic planning.

5.5 Recommendations

No research is considered an end in itself as research findings lead to more areas of further research with a view to bridge the knowledge gap in an area of study. The researcher conducted a case study of UNHCR Kenya and therefore recommends that for a more generalized conclusion to be made on the strategic planning practices for International NGOs, a study should be done or conducted for other UN agencies and international NGO's in Kenya.

It is also recommended that repeat surveys will also offer a distinct advantage as they enable us to capture the net effect changes. By repeating the survey at a different time and asking fairly similar questions, it enables us to collect information that can easily be compared.

5.6 Suggestions for Further Study

The researcher conducted a case study of UNHCR Kenya. The study established that the office carries out strategic planning as evidenced by the practices identified in the study. Further, the factors that influence the strategic planning were identified. The study therefore makes the following recommendations:

With the reduced funding experienced globally, UNHCR Kenya should endeavour to come up with innovative ways of providing protection and assistance to PoC. By doing this, the organization will be able to achieve more with the reduced funding levels without compromising on the delivery of services to the beneficiaries.

For the strategic plan to have a more positive impact to the PoC, there is need for enhanced cooperation and coordination within UNHCR Kenya to improve on monitoring and evaluation. A strong MFT, represented by sector specialists, will assist in this process and enable more positive and accurate results to be achieved.

The organization should improve on the collection and consolidation of data from the different sources to assist in providing credible reports to the stakeholders as required. Gaps will be identified and action taken accordingly. The reports will assist in fund raising since donors will be made more aware of the realities on the ground and therefore make more informed decisions.

REFERENCES

- Agwu, P. (1992). Strategic planning in higher education: A study of application in Arkansas senior colleges and universities. *Dissertation Abstracts International*, 53(08), 745A. (UMI No. AAC 9300582)
- Aldag, R.J. & Stearns, T.M. 1987. Management. Cincinnati: South-Western Publishing Co.
- Armstrong D (1996) *Human Resource Management Strategy, 8th Edition*, Prentice Hall Publishers, New Jersey Great Britain.
- Austrroads. (1998). *Principles for Strategic Planning*. Collie Planning and Development Pty Ltd, State of Play Document, Comparison of Planning Systems in Australian Territories.
- Ansoff, H.I. (1965). *Corporate Strategy*, Maidenhead, McGraw-Hill
- Ansoff, I. and McDonnell, E., (1990). *Implanting Strategic Management*, 2nd Edition Prentice Hall.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.
- Baxter, P. & Jack, S. (2008), Qualitative case study methodology: Study design and implementation for novice researchers, *The Qualitative Report*, 13(4), 544-559
- Bresser C. and Bishop G. (2003). Strategic Responses to Market Changes. *International Journal of Medical Marketing* 3(1): 80-85.
- Burgelman, R. (1994). Fading memories: a process theory of strategic business exit in dynamic environments. *Administrative Science Quarterly*, Vol. 39 No.1 Vol. 39 pp.24 - 56.

- Busolo D. (2003). Strategic planning at the motor vehicle franchise holders in Nairobi. *Unpublished MBA Project*, School of business, University of Nairobi.
- Byrne, J. (1996). Strategic planning. *Business Week*, Vol. 46 No.3490
- Chimbugia P (2011), *Internal Communication for Developing Good Communication*, Mc-Graw Hill Publication Company Ltd., 7 West Patel Nagar, New Delhi.
- Cole, G. A. (1996), *Management: Theory and Practice*, Lexington Avenue, New York.
- DeCenzo R. and Robbins P (2008). The effects of remuneration in an organization, Mc-Graw Hill Publication Company Ltd., 7 West Patel Nagar, New Delhi.
- Dibrell, C. Down, J. & Bull L. (2007). *Dynamic strategic planning: achieving strategic flexibility through formalization. Journal of Business and Management*, 11(3), pp 35
- Freeman, R. E. 1994. The politics of stakeholder theory. *Bus. Ethics Quart.* 4 (4)409–421.
- Galbreath, J. (2005). “Which resources matter most for firm success? An exploratory study of resource based view.” *Technovation* 25: 979-987.
- Hahn, W. & Powers, T. (1999). The impact of planning sophistication and implementation on firm performance. *Journal of Business and Economic Studies*, Vol. 5
- Hamel, G. & Prahalad, C. (1989). *Strategic intent. Harvard Business Review*, May-June 1989
- Hamel, G. (1996). Strategy as revolution. *Harvard Business Review* 75
- Hopkins, W. & Hopkins, S. (1997). Strategic planning-financial performance

relationships in banks: A causal examination. *Strategic Management Journal*, Vol. 18 No.8, pp.635-52

Jenster, P. & Overstreet, G. (1990). Planning for a Non-Profit Service: A Study Of Us Credit Unions. *Long range planning*, Vol. 23 No.2

Johnson, G. (1987). *Strategic Change and the Management Process*. Oxford: Basil Blackwell.

Johnson, G. & Scholes, K. (1997), *Exploring Corporate Strategy: Text and Cases*, Prentice Hall, Cambridge.

Johnson G. and Scholes K. (2002), *Exploring Corporate Strategy; texts and cases*. New Delhi, Pearl Offset Press Ltd.

Kothari, C. (1990). *Research Methodology- Methods and Techniques*(2 Ed). New Delhi, C.A: Division of Wiley Eastern,

Kotler (1999), *What Leaders Really Do*. *Harvard Business Review*. Harvard Business School Press.

Learned, E. Christensen, C. Andrews, K. & Guth, W. (1965), *Business Policy: Text and Cases*, Chicago, IL: Irwin,

Liedtka, J. (1998). *Linking Strategic Thinking with Strategic Planning*. *Strategy & Leadership Journal*, Vol 11 Issue 3, pp.30-5

McCarthy, D. (1986). Business Policy and Strategy: Concepts and Readings. *Strategic Management Journal*, Richard D, Irwin, Inc.

Mintzberg, H. (1991). Learning 1, Planning 0: Reply to Igor Ansoff. *Strategic Management Journal*, Vol 12

Mintzberg, H. (1993). The Pitfalls of Strategic Planning. *California Management*

- Moorthy, K. (1985). Using game theory to model competition. *Journal of Marketing Research*, 262-282.
- Ochieng, D. (2013). *Strategic change management practices and performance of non-governmental organization in Nairobi, Kenya* (unpublished MBA Project). University of Nairobi, Kenya.
- Pearce, J. & Robinson, R. (1997) *Strategic Management: Strategy Formulation and Implementation*. 3rd Ed, Richard D. Irwin Inc.
- Pearce J.A., and Robinson R.B, (2008), *The Tenuous Link between Formal Strategic Planning and Financial Performance*, *Academy of Management Review* 12
- Pfeffer, J. and Salancik, G. R. (1978), *The External Control of Organizations: A Resource Dependence Perspective*, Harper & Row, New York.
- Porter, M. (1997). Creative Advantages. *Executive Excellence*, Vol. 14
- Powell, T. (1992). Organizational Alignment as a Competitive Advantage. *Strategic Management Journal*, Vol. 13 No.2
- Quinn, J.B. (1980), *Strategies for Change: Logical Incrementalism*, Homewood, IL: Irwin
- Quinn, J. (1993). *Managing Strategies Incrementally*. Sydney: Prentice-Hall
- Roach, J. & Allen, M. (1983). *Strengthening the Strategic Management Process*. Maidenhead, McGraw-Hill
- Sagwa T. (2002). Strategic planning in the pharmaceutical manufacturing firms in Kenya. *Unpublished MBA Project*, School of Business, University of Nairobi.

- Schwenk, C. & Shrader, C. (1993). Effects of Formal Strategic Planning on Financial Performance in Small Firms: A Meta-Analysis. *Entrepreneurship: Theory and Practice Vol 17*
- Schneider, S. & De Meyer, A. (1991). Interpreting and Responding To Strategic Issues: The Impact Of National Culture. *Strategic Management Journal, Vol. 12*
- Shamoo, A.E., Resnik, B.R. (2003). *Responsible Conduct of Research*. Oxford University Press.
- Sharbani N. (2001). A study on strategic planning within hotels and restaurants in Nairobi. *Unpublished MBA Project*, School of business, University of Nairobi.
- Slywotzky, A. Mundt, K. & Quella, J.A. (1999). Pattern Thinking. *Management Review, Vol. 88*
- Thompson, A.A and Strickland, A.J (1989), *Strategy Formulation and Implementation; Tasks of the General Manager*, 4th Edition, Irwin Boston.
- Thompson, A.A, Strickland, A.J and Gamble, J.E, (2007), *Crafting & Executing Strategy; The Quest for Competitive Advantage*. Irwin New York
- UNHCR Kenya May 2015 Statistical summary
- UNHCR Website
- Wanjohi P. (2002). *Strategic Planning in the insurance firms in Kenya*. Unpublished MBA Project, School of Business, University of Nairobi.
- Wooldridge, B. & Floyd, S. (1990). The Strategy Process, Middle Management Involvement And Organizational Performance. *Strategic Management Journal, Vol. 11*
- Yin, R. (1984). *Case Study Research: Design and Methods*. Newbury Park, CA: Sage
- Zack, M. (1999). *Knowledge and Strategy*. Boston, MA: Butterworth-Heinemann.

APPENDICES

INTERVIEW GUIDE

Note: This questionnaire is designed for academic purposes only and the information given in response will be treated with utmost confidentiality. Kindly answer the questions as objectively as possible.

SECTION A: Background of Respondents

1. What is your Position at UNHCR?

2. How long have you worked at UNHCR Kenya.

SECTION B: UNHCR Information

3. Does UNHCR have a strategic plan? _____

4. What is your role in drafting strategic plans

5. Do you have a guideline for drafting the strategic objectives?

6. Please describe the stages or processes that the strategic plans pass through.

7. What are the factors that influence strategic planning practices at UNHCR?

8. What are the factors that influence implementation of strategic objectives?

9. How do you monitor the factors influencing the implementation of the strategic plans? _____

10. How do you monitor and evaluate attainment of strategic goals or objectives?

11. What are the challenges faced when monitoring and evaluating the attainment of strategic goals and objectives? _____

12. Are performance indicators included in the monitoring and control system? _____

13. Are the controls/indicators embodied in the strategic plans proper? _____

14. If no, what can be done to controls to make the system effective?

15. What are the achievements that have resulted from strategic planning? _____

16. Are you satisfied with these achievements? _____

17. If no, what can the Organization do to ensure maximum achievements?

18. Is a strategic plan an instrument for achieving system-wide or inter-agency planning, coordination and cooperation in sectors?_____

19. Is the strategic plan a corporate document endorsed by governing bodies and providing guidance for in-house governance and management?

20. Who is involved in preparing the Strategic Plan?

21. Does a strategic plan serve as a tool to strengthen fundraising strategies and ensure adequate resource allocation?

22. Is the strategic plan directly related to the budget processes or should these be related but independent one from each other?

23. How does a Strategic plan serve the monitoring and reporting processes related to the final goals pursued through the plan?
