

**STRATEGIC PLANNING PRACTICES BY NON GOVERNMENTAL
ORGANIZATIONS (NGOs) WITHIN THE GOVERNANCE SECTOR IN KENYA**

BY

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DECLARATION

I hereby declare that this project is my original work and has not been presented for a degree at any other university.

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This research project has been submitted for examination with my approval as the candidate's University Supervisor.

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DEDICATION

I dedicate this work to my entire family, all my lecturers and my classmates for their support, encouragement and tolerance amid the whole time of my study and their continued prayers towards fruitful completion of my course.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Steiner (1979) provided a thorough conceptualization of strategic planning. Strategic planning alludes to process of setting rules and defining techniques that control the activities being embraced to accomplish the set objectives and targets. Objectives and goals to be accomplished are gotten from the vision of the institution that obviously sets the craved future. As indicated by Steiner, Strategic planning is a disposition and a procedure concerned with the future results of current choices. At the end of the day, any foundation, association or organization that is set up willfully to pursue altruistic objectives, without a benefit intention and is based to a great extent outside the control or operation of the administration structure generally depicts a NGO (Stoddard, 2006). They are private offices; indigenous gatherings composed provincially or broadly; and member-groups in towns that bolster improvement. NGOs include charitable associations, trusts and foundations, independent cooperatives, community associations, societies, trade associations, professional societies, consumer groups, and faith associations that assemble private funds for advancement, appropriation of food and family planning services and the advancement of community group (O'Dwyer & Unerman, 2008).

The study is guided by Resource Based View (RBV) and the central principle of RBV addresses the basic question of why firms are distinctive and how firms accomplish their goals. The resource based view demonstrate and the mechanical association model are utilized by associations to produce the vital information sources expected to effectively define and actualize procedures and to keep up key adaptability. Partner hypothesis is a calculated structure of business morals and authoritative administration, which addresses moral and moral values in the

administration of a business or other association. Judiciary as a watchdog of the law must be able to form a philosophy of its fundamental role of human rights protection and democracy, and reflect this in and through consistent jurisprudence. There has been outcry from the members of the public and other stakeholders in the judiciary about backlog of cases in courts, laxity of judges, corruption and lack of integrity from the bench (Nasongo 2007).

Strategic planning has for quite some time been utilized as an apparatus for changing and rejuvenating non-profit associations in Kenya. As of late, in any case, incredulity about planning has been on the ascent. Political and financial instability is the standard and the pace of mechanical and social change has quickened. Along these lines associations must know about any change that happens in its prompt surroundings and successfully react to them with the goal that it can survive. Consequently to keep the institutions versatile to the external changes requires the lead time that lone inventive key planning with an unavoidable outward introduction can give. This is on account of the most essential aspect of Strategic planning is outer ecological examination, and accomplishing and keeping up a beneficial fit between outside environment impact i.e. financial, aggressive, social, political, lawful and mechanical and the inside circumstance i.e. organization structures, systems, procedures, financial and human resource.

1.1.1 Concept of strategy

A strategy alludes to the set and particular method for getting things done. Ordinarily, strategy works under an arrangement of vision that has a long haul objective to be accomplished later on. Meaning strategy is concerned basically with long haul objectives of organizations. Pearce and Robinson (2002) define strategy as substantial scale future situated arrangements for cooperating with the aggressive environment to advance accomplishment of authoritative destinations. 'It is usually the game plan of every organization'.

Strategy is the direction and scope of the association over the long term which convey a focused edge for the firm in the midst of a perpetually changing business environment. Successful strategy designs an association's resources and center skills in order to adequately meet the association's objectives and targets. Procedure makes a culture in the firm in which the firm just spotlights on the esteem including needs in its main goal and vision (Johnson, Scholes, and Whittington, 2008). There is no all-around acknowledged meaning of strategy (Mintzberg, Smillie and Hailey, 2001). In the military setting, strategy has been connected with how war is directed.

Ansoff and McDonnell (1990) encapsulate the view that company's strategy formulation procedures are either emergent or deliberate. Therefore, the custom has been a separate strategy plan into emanant and deliberate classifications. Grant (2003) states that business supervisors displaying considerable independence and adaptability in strategy making harvest fruitful execution. The structure of the planning frameworks permit corporate administration set up limitations and rules as vision and statements of purpose, corporate activities and execution desires.

1.1.2 Strategic Management Process

Strategic management can be defined as the procedure of detailing, execution and assessment of technique. It is the progressing procedure of guaranteeing an intensely prevalent fit between the association and its surroundings (Johnson G. & Scholes, 2002). Herman and David (1997) defined strategic management as a managerial discipline that is concerned with cross-functional decisions. Strategic management integrates the functional departments (e.g. production, finance

and marketing,) in order to achieve organizational success. Strategic management gives general critical activity to the undertaking and includes determining the association destinations, creating approaches and arranges intended to accomplish these goals and after that allotting assets to actualize the arrangements.

A good strategy is one that ensures there is a proper fit between the inside and outside worlds of an organization at any given time. An outside-in perspective involves analyzing the general and industry-specific forces in the organization's external environment to discern opportunities and threats. Inside-out perspective involves analyzing the organizations value chain, resources, and capabilities to discern its core competencies.

The environment in which organizations operate is dynamic and ever changing. Since organizations are environment dependent, they much continuously scan the environment to ascertain what may hinder or support attainment of objectives. The difference between planning and strategy can be well understood by a framework of deliberate and emergent strategy. Every intended strategy will be realized and therefore the need to fit to the environment (Mintzberg, 1994)

1.1.3 Strategic planning process

Strategic planning is defined as the advancement and setting long-term anticipations for the resolve of compelling cooperation with circumstances, dangers, qualities and shortcomings identified with the resources of the association. It likewise incorporates setting achievable objectives, and setting the general approach of the association (Hunger and Wheelen 1997). It is likewise characterized as the methodical exertion for settling on fundamental choices and taking real activities that characterizes certain association (Bryson 2003). While McFarland (1979)

characterizes it as an efficient scholarly process through which best means are chosen for the accomplishment of specific objectives identified with anticipating without bounds. Another meaning of key planning is the choices and sorted out activities in light of past information identified with inside and outer situations. It is likewise characterized as the sorted out exertion focusing on settling on crucial choices (Wheelen and Hunger 2006).

As per Wendy (1997), strategic planning is the way toward creating and keeping up consistency between the association's targets and assets and its evolving publicings. Wendy promote contends that Strategic planning goes for characterizing and reporting a way to deal with working together that will prompt to palatable benefits and development. Hofer and Schendel (1978) characterized key planning as an advancement of administrative reaction to ecological change in a concentration moving from inward structure and creation effectiveness, to the joining of methodology and structure and generation development, multinational extension and broadening.

Bryson (1995) recommends that the primary components of strategic planning include: distinguishing hierarchical patterns; shaping expansive and general arrangements and also vital objectives; leading interior and outside evaluation of the earth; attracting thoughtfulness regarding the necessities of the association individuals; framing methodologies fitting for managing the key themes; looking for support for the procedures; and settling on choices and surveying the consequences of execution. strategic planning procedure is a procedure that includes the survey of economic situations, client's needs, aggressive qualities and shortcomings, social-political, legitimate, monetary conditions, mechanical improvement and the accessibility of assets that prompt to ID of chances or dangers confronting the association. It assumes a key part in accomplishing equalization between the fleeting and the long haul. This definition is

further reinforced by Grant (1998) who states that Strategic planning involves decision making about long term goals and strategies, and therefore has a strong external orientation.

1.1.4 Strategic planning practices

Strategic planning practice is the product of the best minds within and outside the organization (Bresser & Bishop, 2003). According to Pearce & Robinson (2008), strategic planning practice includes definition of vision and statement of purpose, execution of situational investigation and key usage and decision. The procedure considers future ramifications of current choices, change arrangements to the developing business environment, deals with the business diagnostically, and joins coordinates and controls complex ventures through a handy working administration framework.

According to Shirley (1982), strategic decisions decide the hierarchical relations to its outside surroundings; covers the whole association; rely on upon contribution from the greater part of the practical regions in the association and affect the regulatory and operational exercises that are imperatively critical to the long haul prosperity of an association. Albeit key planning is imperative, in addition critical is the means by which it is honed in various associations. Numerous associations continue rethinking their central goal and vision proclamations, arrange classes and incorporate advisors to figure methodologies in order to accomplish upper hand and have the capacity to manage the unforeseen natural changes. Key planning practices is imperative as it prompts to client center, quality administration, innovation methodologies, innovative work, creation operation system, HR procedures and monetary techniques. Execution of the association must be supported by strategic decisions.

1.1.5 Non-Governmental Organizations in Kenya

In Northern Kenya, nearly half a million refugees from Somalia, Eritrea, and Sudan inhabit the Dadaab refugee camp. Driven from their country by clashes and humanitarian emergencies, these evacuees develop sustenance, go to schools, raise animals and run organizations inside the camp and in the group past. A large number of these displaced people have been living in the camp for quite a long time. While the security and property have been given by Kenyan government, the welfare of the exiles is the duty of the United Nations High Commission for Refugees (UNHCR). UNHCR apportions \$ 2 billion for the running of the camp to its executing accomplices i.e. a modest bunch of NGOs that lead large portions of the everyday operations that interface straightforwardly with evacuees (United Nation, 2006).

Some of the partners include; Action Aid, Doctors without borders, Red Cross, World Food Program and many more. Similar scene of humanitarian aid such as health, food, water, women empowerment and many more, are carried out by different donors and benefits different groups across Kenya through nongovernmental organizations.

The question to ask now is what a Non-Governmental Organizations (NGO) is. Exact definitions differ in the matter of what constitutes a NGO, and the test of dissecting the marvel of NGOs remains shockingly troublesome. One explanation behind this is NGOs are a differing gathering of associations that oppose speculation, running from little casual gatherings to extensive formal organizations.

NGOs assume distinctive parts and take diverse shapes inside and crosswise over various social orders. Therefore they're diagnostically intricate and indistinct. For instance, notwithstanding the way that NGOs are neither keep running by government, nor driven by the benefit intention, there are in any case a few NGOs that get large amounts of government subsidizing, and others that look to produce benefits to furrow once again into their work. Limits are vague, and as one may anticipate from an order that underlines what they are not as opposed to what they are, NGOs consequently end up being entirely hard to bind diagnostically.

1.1.6 NGOs within governance sector in Kenya

In Kenya within the last recent decades, there has been an increased involvement of non-governmental organizations in the development process. This has been influenced by increased frustration and impatience of individuals which have been perceived as failure of government to provide services to marginal areas and mostly to poor people. Example includes Action Aid a world NGO which fights for a world without destitution and treachery in which each individual ought to make the most of their entitlement to an existence of respect. It's among the large NGOs in Kenya and has worked in Kenya for last fifty years. Action Aid Kenya (AAK) works directly with over one million poor Kenyans across the country, working to build and secure individual basic rights.

AAK engages with Kenyan government at all levels and has major bilateral relations with multinational donors. It is active on a host of poverty reduction issues at the national policy level. Action Aid Kenya's strategy rests on two pillars; strengthening poor people and their organizations to claim their rights and creating an enabling institutional and policy environment for poverty eradication. The political economy of Kenya and its analysis of poverty worked to

transform the identity and role of Action Aid in Kenya. It clearly identified unjust power relations as the root cause of poverty and inequity. It traced factors within Kenya that both promoted and hindered development. These formed the basis for its strategies that led to significant growth, diversification and transformation of Action Aid Kenya's programs and internal culture and style (Wanjohi, 2003). Action Aid is considered the first port of call by government, donors and other NGOs for policy advice on matters related to poverty. It was a key player in the Poverty Reduction Strategic Paper (PRSP) process as well as, the Kenya Rural Development Strategy, the Kenya position on the World Trade. Action Aid has been successful due to proper strategic planning in its operations and its understanding of the importance of external environmental influences and internal situational fit in its operations.

As observed above an increased role of NGOs has been made possible by increased lack of service provision by government while at the same time by traditional donor renewed interest in humanitarian intervention as well as ensuring justice. This is evident through the 2/3 gender rule provided in the constitution in which NGOs are involved in fighting for its adherence. Other examples includes NGOs pressuring the government in corruption issues as seen recently where they fund and hold demonstration to pressure the government to take action against corrupt officers.

1.2 Research Problem

Strategic planning practices is a formal procedure intended to help an organizations recognize and keep up an ideal arrangement with the most imperative components, nature inside which the association dwells. An association rehearsing key planning includes, characterizing the authoritative vision and mission, natural filtering, setting of objectives, creating vital choices, assessing and settling on the vital techniques to monitor progress.

Nongovernmental associations and in addition private and public organizations are progressively grasping the act of key planning in their operation so they can be more effective. This study tries to research strategic planning honed by NGOs inside governance sector in Kenya. Most NGOs experience challenges in assets, institutional and limit crevices including poor authority and administration in executing systems. Strategic planning remains a blue print with much impact in realization of NGOs goals.

Several studies have been conducted on strategic planning Organizations. International studies include; Stoner and Fred (1987) did a study on strategic planning in the small business in Chicago, Bryson (1995) did a study on key getting ready for public and non-benefit associations in USA. Baile (1998) did a study of strategic planning in federal organizations, Abu Ahmed Atow-Zahir (2012). The significance of strategic anticipating organizational development in the general population area: the contextual analysis of Ghana shippers' authority. Local studies include; Strategic Planning Strategies Adopted by Milk Processers in Kenya (Wendy, 2011), Strategic Planning Practices by Kenya Medical Supplies Agency, (John, 2012), Strategic Planning Practices at the Barclays Bank of Kenya, (Murega, 2011) and Strategic Planning Practices And Performances By Commercial Banks In Kenya, (Muriuki, 2010). There is no single study which has been done strategic planning practices by NGOs within the governance sector in Kenya, but there is little literature done based on NGOs strategic planning practices and therefore the purpose of this paper is to fill the gap and answer the following research questions. The research question therefore is: What are the factors influencing strategic planning practices within governance NGOs in Kenya?

1.3 Research Objectives

The objectives of this study were:

- i) To determine strategic planning practices by NGOs within governance sector in Kenya
- ii) To establish factors influencing strategic planning practices within NGOs in Kenya.

1.4 Value of the Study

The findings from the study have particularly be useful in application of theory in strategic planning practices by NGOs within the governance sector in Kenya. This will expand knowledge on application of Stakeholders theory and Resource Based View (RBV) of strategic planning tool by NGOs within the governance sector in Kenya. Academicians and business analysts have figured out how to obtain from the discoveries of this study to bolster scholarly references and in addition create subjects for further research on application of strategic planning practices by NGOs within the governance sector.

The results to be obtained from the study may help determine the essential elements and common problems associated with strategic planning practices by NGOs within the governance sector and identify methods that could make the system more effective. This study will be significant to the management of NGOs within the governance sector providing information regarding strategic planning practices. The findings of this study will be important to the management of other organisations as well.

The study will be useful to policy makers, especially those in NGOs in strategic planning and would like to leverage on the findings. The government will also be a beneficiary of this study as an entity and for future formulation of policies and regulations governing NGOs in Kenya.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This part examines key issues that shape the foundation of the study. It's organized systematically starting from theoretical foundation, main discussion and empirical evidence on strategic planning in Non-Governmental Organization and a brief conclusion.

2.2 Theoretical Foundation

Strategic planning is a mix of procedure and planning (Leslie, 2008). Many non-governmental organizations are reported as having adopted some form of strategic planning. The research will be guided by two theories.

2.2.1 Resources Based Theory

The Resources Based Theory depended on the possibility that the successful and proficient utilization of every single valuable asset that the organization can accumulate decides its upper hand (Miles, 2012). The hypothesis highlights the requirement for a fit between the outer market setting in which an organization works and its inside abilities. The Resource Based Theory is the traditional view on system that clarifies how upper hand inside firms is accomplished and how the benefit of firms can be maintained over the time (Barney, 1991).

The RBV is another theoretical point of view broadly connected to clarify varieties out in the public association execution (Hansen 2007). The concentration of RBV, as connected to people in general part setting, is on utilizing an association's resources most productively to make public value (Peteraf and Barney 2003; Hansen 2007). Studies that utilize RBV have by and large utilized two constructs: skills and resources (Carmeli and Tishler 2004; Bryson, Ackermann and

Eden 2007). Resources are those advantages whereupon an association may attract to accomplish its objectives or to perform well on its basic achievement components (Bryson, Ackermann and Eden 2007). Assets can incorporate monetary, human and mechanical assets, physical resources and any things that can be considered qualities in an ordinary quality, shortcomings, publicings and dangers examination (Bryson, Ackermann and Eden 2007). Resources can be substantial, (for example, budgetary assets or physical capital) and impalpable, (for example, human capital, authoritative information, hierarchical culture or authoritative systems and connections).

On the other hand, competencies/skills are a subset of resources that have transformational and administrative capacities, for example, sets of activities, specialized abilities or practical process learning, and that help an association perform well on vital objectives or against basic achievement elements (Bryson, Ackermann and Eden 2007). Abilities are not procured from the market; rather, they should be produced by an association. Public association capabilities may incorporate administration conveyance capacity, procedural learning, exhausting capacities and administration responsiveness (Bryson, Ackermann and Eden 2007).

2.2.2 Stakeholders theory

In the mid-1980 a stakeholder approach to strategy came up. One point of convergence in this development was the publication of Richard Edward Freeman. He is for the most part credited with advancing the stakeholder approach. The title of the work is – Strategic Management and just the subtitle is A Stakeholder Approach and came out in 1984. The conventional meaning of a partner is “any group or individual who can affect or is affected by the achievement of the organization’s objectives” (Freeman 1984). The general thought of the Stakeholder idea is a redefinition of the association. As a rule the idea is about what the association ought to be and

how it ought to be conceptualized. Friedman (2006) states that the association itself ought to be considered as gathering of partners and the reason for the association ought to be to deal with their interests, needs and perspectives.

In the previous couple of years the idea of stakeholders has blasted a great deal and scholars composed a considerable measure about the subject. However, likewise non- governmental organizations (NGOs), controllers, media, business and policymakers are considering the idea and are attempting to actualize it somehow or the other. Most commitments are especially about the regulating rule. They advance the vision of the organization and the part of chiefs whose goal is primarily to boost shareholder esteem with a specific end goal to be supportable. In any case, this point of view is by all accounts offering route to that business has increasingly and more extensive obligations. Those are best characterized as far as the partner approach. Another motivation behind why this theme is extremely well known and challenged among scholars is that there is stopped a measure of challenging writing around which is attempted to be supplanted and up dated. Alongside the ubiquity has come an abundance of various covering ways to deal with the partner idea. This has prompted to a befuddling circumstance in this area. Keeping in mind the end goal to manage this reasonable con combination various order plans have been created. The most well known writing commitment which makes the refinement amongst regularizing and vital or explanatory partner hypotheses was finished by Donaldson and Preston in 1995. This partner administration is thought to be satisfied by the chiefs of a firm. The directors ought to from one viewpoint deal with the company for the advantage of its partners keeping in mind the end goal to guarantee their rights and the cooperation in basic leadership and then again the administration must go about as the stockholder's operator to guarantee the survival of the firm to defend the long haul stakes of every gathering.

Stakeholder theory is identified with Business Process Management (BPM) since it is a thorough approach for enhancing business execution by overseeing end-to-end business forms. It tends to grasp both, radical overhaul and consistent change of business procedures. While a plenty of strategies for BPM exist, single BPM activities still regularly battle to demonstrate fruitful practically speaking. Henceforth, with this study set out to analyze the idea of BPM achievement. Partner hypothesis contend that BPM activities need to take the viewpoint of numerous partners (e. g. chiefs, shareholders, workers) into record so as to demonstrate fruitful. In the legal model as an instance of a vast scale BPM extend in general society segment. Kenyan legal is one of the ranges that have perceived the requirement for change in general society division and have attempted to receive BPM models as a reasonable radical change instrument. The usage showed change, yet, it stays far fetched how far the activity can be effectively assessed.

2.3 Contingency theories of organization

Contingency theories reject the one best way approach to management and organization structure. The structure and management style adopted are dependent on the situational variable facing the organization. This also applies to strategic planning in NGOs, where every strategic plan adopted by the NGO in question is based on the organization structure, size, financial strength, environment and function etc. meaning therefore that organization adopt a strategic plan that suit them best. The contingency theory relate to how the organizational structure adjusts to fit with the internal environment such as Human resource, structures and technology and the external environment such as economic, political and legal.

Organization environment is one of the factors that inform strategic planning in organization in this case NGOs; according to contingent theory environment are all components outside the limits of the association that can possibly influence all or part of the association. Meaning the association is limitless and incorporates everything outside the association such as socio-cultural, human resource, political/legal and so on. Lawrence and Lorsch of Harvard University in their research of the manufacturing companies in United States notes that the environment is complex and uncertain and therefore organizations needs to plan for these uncertainties through proper strategic planning with a mindset of flexibility and adaptability to the changing environmental circumstances.

2.4 Strategic Planning

Strategic planning is a spine support to strategic management and it is a noteworthy procedure in the direct of strategic management. As indicated by Wagner (2006) the significance of Strategic planning can be clarified from four perspectives including ecological checking, procedure definition, and connecting objectives to spending plans and Strategic planning as a procedure. For key wanting to be compelling and valuable, there must be responsibility and contribution over all levels of the association, conquer natural issues, for example, competition among divisions, ventures, imperviousness to change, asset prerequisite, assets portion et cetera. The procedure activities and headings set up by firm administration as mission and vision articulations and focuses for cost sparing, obligation/value proportions exemplified as contended by Grant (2006) "a system of limitations and targets that limited and coordinated key decisions." Over time the idea and routine of key planning has been grasped worldwide and crosswise over

private and public areas in view of its apparent commitment to hierarchical viability and to quick track execution.

Strategic planning is apparently vital fixing in the lead of key administration. Doorman (1985) noticed that in spite of the feedback leveled against Strategic planning amid the 80s it was still valuable and it just should have been enhanced and recasted. Greenly (1986) noticed that Strategic planning has potential favorable circumstances and characteristic values that inevitably convert into enhanced firm execution. It is thusly a vehicle that encourages enhanced firm execution. Key planning can be considered from substance or a procedure perspective. The substance identifies with the 13 unmistakable components of the vital arrangement which contrast from firm to firm. Handle identifies with the components for the advancement of the key arrangement and its ensuing sending. Awards (2003) noticed that exact research is key planning frameworks has concentrated on two territories: the effect of vital anticipating firm execution and the part of Strategic planning in key basic leadership. The last zone of research investigated the hierarchical procedure of technique detailing.

Berry (1994) characterizes key planning as an administration procedure that joins four essential elements; an unmistakable proclamation of the association's central goal; the recognizable proof of the office's outer electorates or partners, and the depiction of the office's key objectives and targets, normally in a 3-5 year arrange; and the improvement of systems to accomplish them. Maybe the most conclusive depiction of the Strategic planning comprises of eight broadly perceived strides; an underlying understanding or "plan for planning"; ID and illumination of orders; mission detailing; outer ecological appraisal; inside asset evaluation; vital issue

distinguishing proof; technique advancement, and; improvement of a portrayal of the association later on – its "vision of accomplishment" (Byrson, 1989).

Byrson (1989) contend that key planning helps with giving guidance so association individuals know where the association is making a beeline for and where to use their real endeavors. It directs in characterizing the business the firm is in, the closures it looks for and the methods it will use to achieve those finishes. The procedure of key planning shapes an organization's technique decision using efficient, sensible and judicious approach. It uncovers and elucidates future public doors and dangers and gives a system to basic leadership. Key preparing towards craved objectives. Key arrangement characterizes execution to be measured, while execution estimation gives input against the planed target (Dusenbury, 2000).

Strategic planning applies a framework approach by taking a gander at an organization as a framework made out of subsystems. It grants supervisors to take a gander at the association all in all and the interrelationships of parts. It gives a system to coordination and control of association's exercises, basic leadership all through the organization and strengths the setting of destinations, which gives a premise to measuring execution (Arasa and K'Obonyo, 2012). Kotter (1996) contends that the Strategic planning procedure can be utilized as a method for vault and changing the association. Thompson, 17 Strickland and Gamble (2007) propose that the substance of good procedure making is to manufacture a sufficiently solid market position and an association competent to deliver fruitful execution in spite of unforeseeable occasions, powerful focused and inward challenges.

Strategic planning practices enable organization to perceive issues related to its performance in a competitive advantage dimension. Porter (2004) explains that the business environment is

complex, dynamic and competitive. To establish your business within an industry to a performing level the organization need to strategize and use strategic planning practices as keys aspect toward establishing or positioning themselves strategically in the market. Porter (2004) states that organization execution is dictated by its capacity to locate a novel position, Strategic planning practices is the tool for enabling an organization to establish a unique position to acquire a unique competitive advantage.

Strategic planning provides all the representatives with clear destinations and bearings to the future of the organization. The vast majority perform better (in quality and amount) in the event that they realize what is anticipated from them and where the association is going. Strong incentives, unified opinions, no conflicts, control and evaluation basis and others are the positive effects of strategic planning). A strategic planning practice helps an organization to perceive issues related to its performance in a competitive advantage dimension. Porter (2004) explains that the business environment is complex, dynamic and competitive. To establish your business within the industry to a performing level the organization needs to strategize and use strategic planning practices as key aspects towards establishing or positioning themselves strategically in the market.

2.5 Governance within the Context of NGOs in Kenya

In Kenya NGO chamber gives authority to the NGO sector in Kenya. It champions the key estimations of honesty, accountability, transparency, good governance and justice. There are about one hundred registered NGOs in Kenya. These NGOs are active in various sectors that include; education, water, agriculture, children's rights, environment, gender and development, human rights, health, poverty reduction, population training, disability, counseling and many more. Most of the NGOs are either donor funded or government funded.

In connection to structure, NGOs might be vast or little, formal or casual, bureaucratic or adaptable. As far as financing, numerous are remotely supported, while others rely on upon privately prepared assets. While there are numerous NGOs which get reserves from and shape a part of the improvement business (which comprises of the universe of reciprocal and multilateral guide contributors, the United Nations framework and the Bretton Woods establishments), there are likewise NGOs which work outside the universe of help beyond what many would consider possible.

One essential refinement normal in the writing is that between "Northern NGO" (NNGO) which alludes to associations whose roots lie in the industrialized nations, while "Southern NGO" (SNGO) alludes to associations from the less created territories of the world. Another key refinement is between enrollment types of NGO, for example, group based associations or individuals' associations, and middle person types of NGO that capacities from outside with groups, now and again named grassroots bolster associations (GSOs). There are likewise various cases of sham NGOs, for example, those set up as fronts by government (GONGOs – government-sorted out NGOs) or ""attaché"" NGOs set up by people for simply individual pick up. There are additionally NGOS which are mainstream and religious.

With regards to capacities a few NGOs might be magnanimous and paternalistic, while others look to seek after radical or strengthening based methodologies. A few NGOs intend to meet just individuals' prompt needs, while others take a more drawn out term view and try to create elective thoughts and ways to deal with issues (Lewis, 2005). For them to remain active and provide services, they must be well governed, structured and funded accordingly. They must also have in place proper strategic plan whose development is determined by its size, surrounding environment, functions it's involved in, source of funding, structure and technology.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides an account on how this study was conducted. The methodology included the research design, the target population, the sampling design and the sample size, the data collection instruments as well as the data analysis techniques that was used to analyze the data.

3.2 Research Design

The study adopted a descriptive research design in investigating strategic planning practices by NGOs within the Governance sector in Kenya. The descriptive research, also known as statistical research, describes data and characteristics about the population or phenomenon being studied. It classifies phenomena as factual, accurate and systematic (Mugenda, 2003).

According to Mugenda, (2003), descriptive research outline permits the researcher to concentrate on the components in their normal shape without making any adjustments to them. The plan additionally permits the researcher to think of illustrative insights that can help with clarifying the relationship that exists among variables. Descriptive research plan is the most material for the study, as the study concentrates on depicting independent variables. This logical strategy for examination includes collection and analysis of data to depict a phenomenal in its present condition or status. Mugenda, (2003), keeps on showing that this outline is favored on the grounds that it is efficient, it is conceivable and simple for the specialist to acquire current verifiable data from the representatives in the association.

3.3 Population

A study population is an all around characterized or determined arrangement of individuals, gathering of things, families, firms, administrations, components or occasions which are being researched. The population ought to fit a specific determination, which the specialist is

concentrating on. An objective populace is one that the analyst needs to sum up the aftereffect of the study. The population chosen for this study was 65 NGOs registered by the NGO Coordination Board in Kenya.

3.4 Sample Design

It is critical to choose an agent test through making an examining outline. From the population outline the required number of subjects, respondents, components or firms is to be chosen so as to make an example. The study chose an example of 10 NGOs from a target population of 65 governance NGOs in Kenya. Kothari's (2004) prescribes that an example of 10% to 30% of the objective population is an adequate representation of a population that is less than 300. The sample was drawn utilizing random sampling testing method. To avoid biased results the study selected 2 members from each NGO making a sample size of 20 individuals. The 2 individuals selected were either from senior staffs in Finance department, Human Resource division, strategy department or operations department. The information was dealt with on the premise of applicability to the study, relevance, accuracy and sufficiency.

3.5 Data Collection

Primary data was collected by use of a structured questionnaire and an unstructured interview guide. The questionnaire was considered because it is easy to administer. The survey contained both open and closed ended questions; it was self-administered through a drop-and-pick strategy. The public and shut finished inquiries were utilized to accumulate information from those in positions in charge of internal control and may have crucial information on governance of the organization. The questionnaire was partitioned into three segments. The main segment gathered information on general data. The second segment gathered data on strategic planning practices

by NGOs within governance sector in Kenya while the third section collected data on factors influencing strategic planning practices within NGOs in Kenya.

3.6 Data Analysis

Data was analyzed on the premise of descriptive statistics and performance comparison done crosswise over time. Statistical Package for Social Sciences (SPSS) variant 22.0 was utilized as a guide to analysis. SPSS was favored in light of its capacity to cover an extensive variety of most measurable and graphical data analysis and is efficient. To decide the relationship between the internal controls, corporate governance, and corporate governance **using** multiple regression model. A multiple regression was directed to build up the connection that exists between the three factors.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This part introduces data analysis of the discoveries got from the field. It introduces the background information of the respondents, discoveries of the analysis in light of the objectives of the research. Descriptive statistics have been utilized to examine the discoveries of the study. The study's objective were to determine strategic planning practices by NGOs within governance sector in Kenya and to establish factors influencing strategic planning practices within NGOs in Kenya. Primary data was collected through questionnaire from senior staffs in Finance department, Human Resource division, strategy department or operations department. The data was afterwards analyzed in light of the objective of the study and the findings are as presented as per the different classes underlined below.

4.2 Response rate

The study focused on a **sample** size of 20 respondents from which all filled in and gave back the **questionnaires** making a **response** rate of 100%. This **response** rate was acceptable to make conclusions for the study as it was **representative**. As indicated by Mugenda and Mugenda (1999), a **response** rate of half is sufficient for investigation and reporting; a rate of 60% is great and a **response** rate of 70% and over is astounding. In view of the declaration, the **response** rate was phenomenal.

Table 4.1: Response Rate

Questionnaires	Frequency	Percent (%)
Response	20	100%
Non-response	0	0%
Total	20	100%

4.3 Demographic Information

The study sought to establish the demographic information in order to determine whether it has the factors influencing strategic planning practices within NGOs in Kenya. The demographic information of the respondent's education levels, period of service in the firm, length of institution' operating and size of your organization/institution workforce.

4.3.1 Level of Education

The study tried to discover the respondents level of education. This question looked to build up the scholarly level of the respondents to decide how able the staffs were in comprehension matters of vita strategic planning. The discoveries of the study are organized as in the figure underneath:

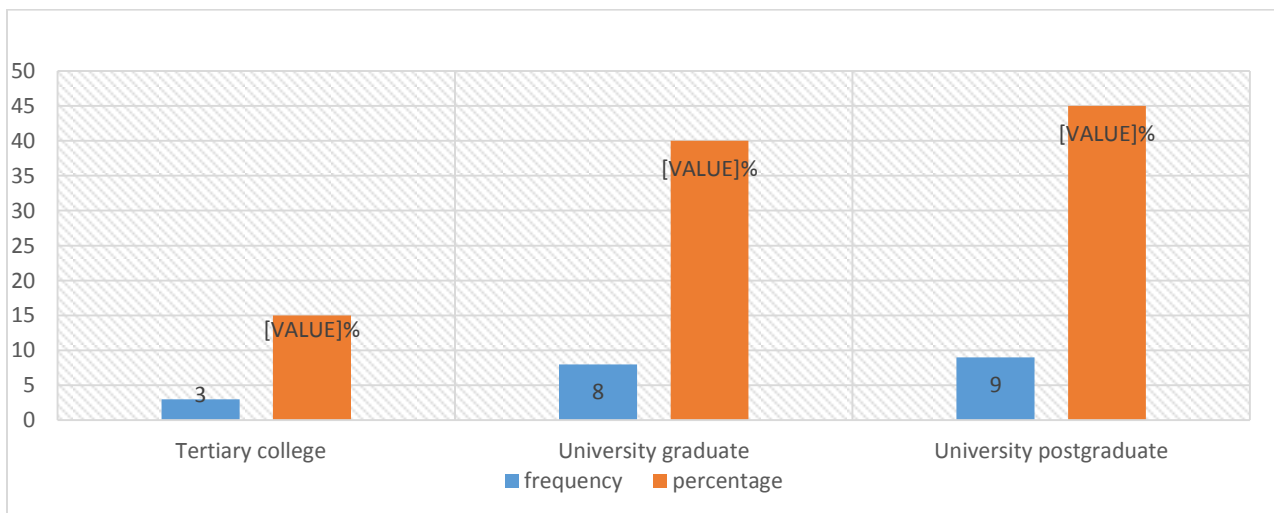


Figure 4.1: Level of Education

On respondents' level of education, the study revealed that most of the respondents as shown by 45% university post graduate education whereas 40% of the respondents had attained university graduate education. Only 15% of the respondents had attained tertiary college education.

Despite the fact that numerous researchers (Senior and Flemming, 2006; Letting, 2009; Mulube,

2009) have demonstrated that leadership is not in view of level of training, there is need to have workers with high capabilities in all levels of administration. Strategic planning is regularly an exceptionally complex assignment (Robinson and Pearce, 2004) and require individuals with high state logistical abilities. The discoveries are in support of these researchers since the total rate of respondents with no less than a post graduate training is 45% demonstrating an high level of education.

It was along these findings that the study concluded that workers of NGOs in Kenya had to a huge degree great quality education that incorporates both Bachelor's degree and post graduate levels of education. This implies the respondents were in a genuinely decent position to react to the concentrate better.

This infers respondents were accomplished and accordingly they were in position to react to the examination questions on factors influencing strategic planning practices within NGOs in Kenya.

4.3.2 Length of service in the NGO

The respondents at target NGOs were solicited to express the different number from years worked at their present work stations. The researcher sought to determine if the respondents were had stayed in the firm long enough to provide valuable responses that pertain to factors influencing strategic planning practices within NGOs in Kenya.

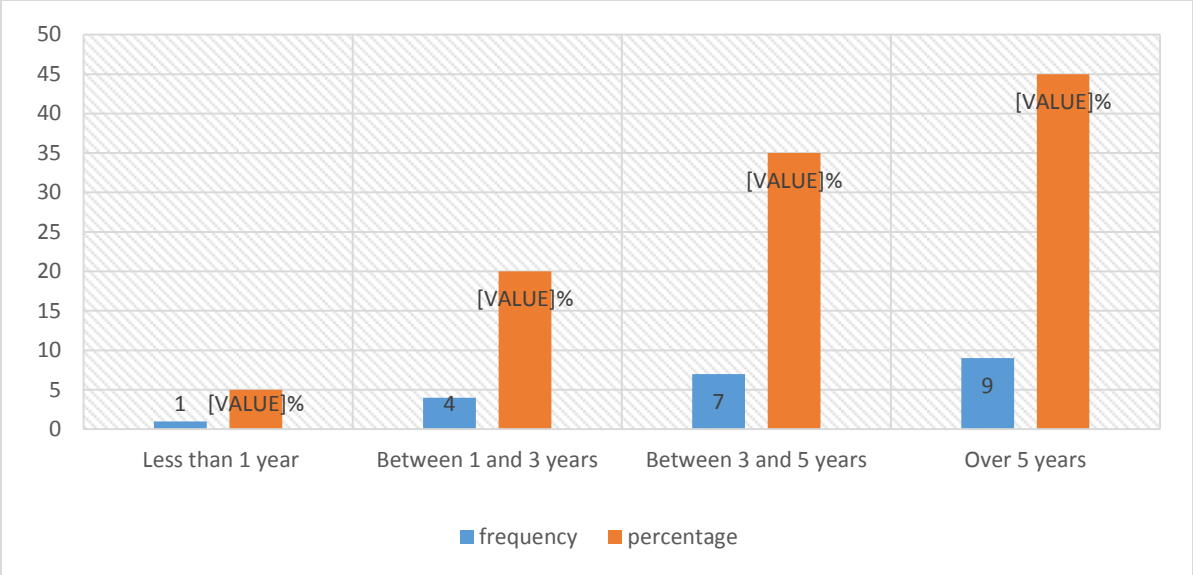


Figure 4.2: Length of service in the NGO

Based on the findings, the study revealed that majority of the respondents, as shown by 45%, had served the NGOs for more than over five years, whereas 35 % of the respondents had served the NGOs for a period of 3 to 5 years. 20 % had severed in the NGOs for a period between 1 and 3 years and only 5% of the respondents had served the NGOs for less than one year.

As shown on figure 2 the discoveries authenticate the work of researchers like Thompson and Strickland (2007), Robinson and Pearce (2004) and Letting (2007) who underscored the need to hold representatives that will have enough experience for all phases of execution to be powerful. Other researchers including Aosa (1992), Korten (1990), Mulube (2009) and Arasa (2008) have additionally underscored the need to have staff for execution of strategic plans. This study found that majority of respondents have been in the NGOs for more than 5 years demonstrating they are genuinely experienced to viably actualize vital arrangements.

4.3.3 Period of institutions operation

The researcher sought to determine the period to which the various institutions had been operating. This question looked to set up the age of the respondents working in NGO. The results are displayed on the figure below

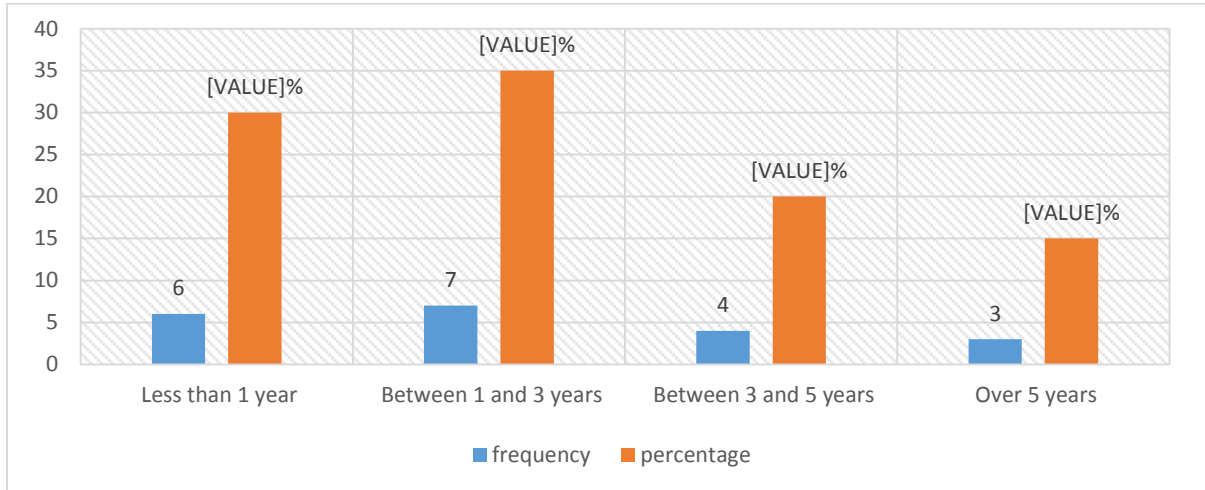


Figure 4.3: Period of institutions operation

Based on the study findings majority (35%) of the institutions had been operating for a period between 1 to 5 years. 30% of the institutions investigated were operational for less than 1 year. 20% of the institutions had operated for a period between 3 and 5 years where else only 15% had been operated for more than 5 year.

This means a majority of NGOs had not been in operation for a long time and their entrance into the NGO sector could have been necessitated by variables that are for the most part impermanent in nature or for the most part not dependable. The expansion in number of NGOs between 1 to 3 years back can be traced to the numerous progressions that have occurred amid that period incorporating increment in law based space, the worldwide battle against savage HIV/AIDS

through mindfulness programs, world financial advancement (Awino, 2007; Letting, 2009) and accessibility of smaller scale fund offices to the vast majority.

As Korten (1990) and Amulyoto (2004) watched, the development of NGOs is principally in view of pressing needs of the general public and this influences the way strategic plans are executed. These discoveries bolster the researchers' line of feeling that time of operation for a NGO influences execution of Strategic planning.

4.3.4 Size of organization/institution workforce

The researcher further sought to investigate the size of the organizational workforce in various institutions. The findings are displayed on the pie chart below.

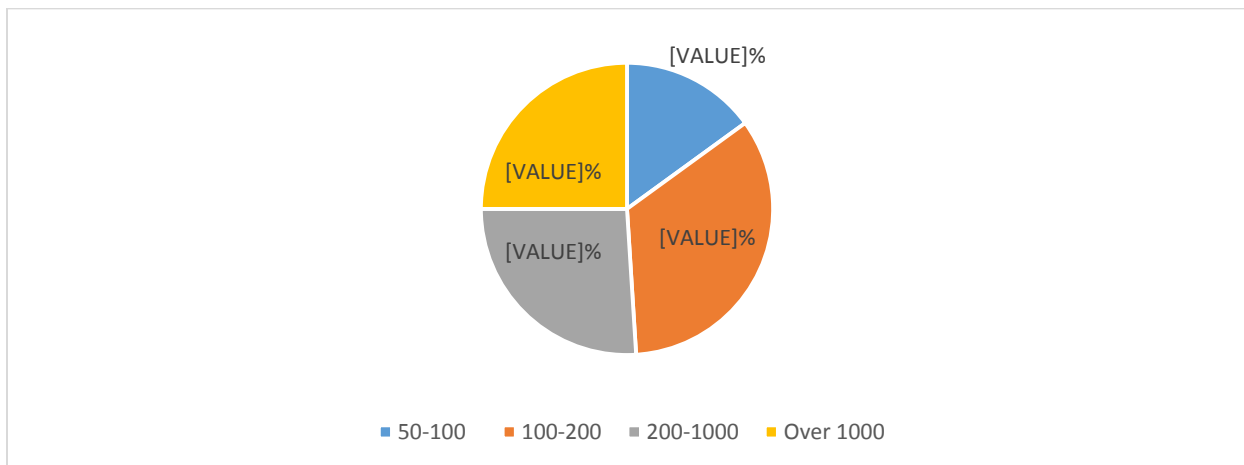


Figure 4.4: Size of organization/institution workforce

As shown on the pie chart above majority of the organizations 34% had 100 to 200 employees where else 26% had over 200 to 1000 employees. 25% of the organizations had over 1000 employees with only 15% having 50 to 100 employees. The discoveries support Korten (1990), Lufthans (1992) and Awino (2007) who explained that a perfect number of employees in an NGO ought to be more than 50 workers. The low numbers in Kenya NGOs could influence

execution of strategic plans. Be that as it may, most NGOs as showed in the study were just ready to support under 50 workers. This could be credited to deficient assets, nature of exercises and time of operation and affects execution of key arrangements.

4.4 Strategic Planning Practices by NGOs within Governance Sector in Kenya

This section covers strategic planning practices by NGOs within governance sector in Kenya which looks at Relevance of strategic planning in Non-Governmental Organizations, Strategic Planning Unit in the Organization, Planning process in the organization, Challenges faced by organizations in implementing its strategic plan, Strategic Planning and Effectiveness of Meeting the Organization’s Goals and Objectives and Strategic planning and the future implications of the current decisions

4.4.1 Relevance of strategic planning in Non-Governmental Organizations

The researcher sought to investigate the view of the respondents on relevance of strategic planning in Non-Governmental Organizations. The results are displayed on the table below

Table 4.2: Relevance of strategic planning in Non-Governmental Organizations

	Frequency	percentage
Yes	19	95%
No	1	5%
Total	20	100

Based on the findings majority 95% of the respondents agreed that strategic planning is relevant in Non-Governmental Organizations whereas 5% of the respondents indicated that strategic planning is not relevant in Non-Governmental Organizations.

4.4.2 Strategic Planning Unit in the Organization

The respondents were also requested to indicate whether their organizations had strategic planning unit. The results are as shown on the table below.

Table 4.3: strategic planning unit in the organization

	Frequency	percentage
Yes	16	80%
No	4	20%
Total	20	100

Based on the findings majority (80%) of the NGOs in Kenya had strategic planning units with only 20% who had no strategic planning units.

4.4.3 Planning process in the organization

The study in this section asked the respondents how different strategic planning practices done in various NGOs in Kenya.

Strategic planning is the procedure an association experiences to deliberately position itself in its errand surroundings by proactively reacting to the public doors and dangers offered by the assignment environment while taking a long haul viewpoint. The difficulties confronting NGOs in their endeavors to deliberately position themselves in their errand surroundings can be compressed as doing with issues of maintainability, authenticity and pertinence. Key planning along these lines goes for helping the association to react proactively to the difficulties and publicings exhibited by the undertaking environment with the point of guaranteeing hierarchical manageability, authenticity and pertinence.

Some of the planning practices discussed included: External, Peer Reviewers and Consultants, Setting the strategic direction among others.

In Setting the strategic direction the study findings exposed that majority of the respondents cited that planning process is comprehensive, adaptable, efficient and realistically focused to the objectives. International Secretariat communicates the global strategic direction and mission priorities with inputs from country programme. This shapes, priorities and streamline work.

Shaping the future strategy of involves drawing from local and global processes to ensure strategy alignment and relevance. The process involves alignment to the global plans and priorities; national driven engagements through organized inputs by staff, stakeholders and making propositions. With technical support from experts, a review of the strategy for the period ended is undertaken to assess impact, lessons learned, review of the national context and implications for the various thematic areas.

In External, Peer Reviewers and Consultants, the study findings specified that majority of the respondents were positive that taking Stock review and external review team composition has diverse expertise. The Team Leader has expertise and experience of international development and programme reviews. Members have expertise and experience in policy and campaigns, social development, working with movements and on issues of women rights, education, HIV/AIDS, Programme, finance, fundraising, communications, organizational and governance.

From the study results, majority of the respondents cited that their organizations sees planning as means to support accountability and performance, to contribute to impact at national and global level goals, and most importantly as a fundamental process to realize 'fit for purpose'.

These organizations use multiple systems and have adopted a number of strategies to enhance performance. Most of the respondents articulated that programme quality aims to improve approaches and quality of its programme work in order to achieve its mission. Programme quality is ensured through monitoring and evaluation. In addition it was also noted that Logical framework is used to cascade and integrate the strategy. Development of performance plans, contract management, monitoring and evaluation, peer reviews, annual planning, mid strategy reviews, field/ project visits, and impact assessment and shared learning, monitoring and evaluation framework are fundamental strategies used by the organizations to deepen performance.

Majority of the respondents further cited that monitoring and evaluation track change in given situations, systems and assess project progress and impact. Most NGOs use monitoring and evaluation to identify what is working well or otherwise; as management tool to inform decision-making, re-plan and to demonstrate accountability. Monitoring continuously trails execution against what was arranged by investigating information on the markers built up.

According to the respondents M&E provides information on whether advance is being made towards accomplishing results (yields, purpose, and objectives) through standard reporting frameworks. It additionally distinguishes achievement territories and crevices. Execution data created from checking upgrades gaining as a matter of fact and enhances basic leadership. Further, the respondents indicated that monitoring and evaluation determined whether the organization was using the methods it planned to use or not and why; the obstacles/gaps in the implementation of programmes, learning from the achievements, challenges or missed opportunities.

4.4.4 Challenges faced by organizations in implementing its strategic plan

This question was pursued to establish why implementation time frames were hard to accomplish. Respondents were in this way asked some information about time span of implementing activities, and results demonstrated that larger part (81.7%) of the respondents said exercises were done inside the expected time, while 18.3% said that exercises were not done inside foreseen time allotment as appeared in table 4.9. Correspondingly, respondents had numerous reasons why convenient implementation did not happen in which 32.4% referred to political obstruction. Another 27.5% said work burden combined with poor disposition and irreconcilable situation was an obstruction, 26.1% referred to overlapping plans and tight or incomprehensible courses of events, 9.2% demonstrated resource constraints and 4.9% showed that deficiency of sufficient funds were a portion of the impediments to opportune usage of key exercises.

Other major challenges experienced included: poor communication (45%), poor networking (38%), poor governance (44%), limited capacity (8.9%), poor approach to development (36%) etc.

In any case, Aosa (1992), Awino (2007) and Letting (2009) found in the field that most exercises were not completed on time, showing that surely a time span influences implementation of strategic plans in NGOs. These discoveries are in accordance with the studies done by Johnson, Scholes and Whittington (2008) and Kelleher (2007) both who observed that funds and assets assume a major part in the timely implementation of strategic plans. The study discoveries additionally support Aosa (1992) and Mullins (2005) who have called attention to that tight timetables and overlapping plans because of irreconcilable situation can bring about a postponement in the implementation of strategic plans. The discoveries in this way bolster time span as having an impact on usage of vital arrangements.

4.4.5 Strategic Planning and Effectiveness of Meeting the Organization's Goals and Objectives

The respondents were also requested to indicate whether strategic planning had increased effectiveness of meeting the institution's goals and objectives. The results are as shown on the table below.

Table 4.4: Strategic planning had increased effectiveness of meeting the organization's goals and objectives

	Frequency	percentage
Yes	17	85%
No	3	15%
Total	20	100

Majority (85%) indicated that strategic planning had increased effectiveness of meeting the organization's goals and objectives whereas 15% were of the centrally opinion.

4.4.6 Strategic planning and the future implications of the current decisions

The respondents were also requested to indicate strategic planning had assisted managers to consider the future implications of the current decisions. The results are as shown on the table below.

Table 4.5: Strategic Planning Had Assisted Managers to Consider the Future Implications of the Current Decisions

	Frequency	percentage
Yes	19	95%
No	1	5%
Total	20	100

Based on the finding 95% agreed that strategic planning had helped supervisors to consider the future ramifications of the present choices. Just 5% differ that Strategic planning had helped supervisors to consider the future ramifications of the present choices in their organization.

4.5 Factors Influencing Strategic Planning Practices within NGOs in Kenya

The respondents were requested that show the degree to which they concurred with the following statements in the scale of 1-5 (where 1= disagree, 2= indifferent, 3= Agree to a small extent, 4= Agree to a moderate extent, 5= strongly agree. The results were as shown on table 6

Table 4.6: Factors Influencing Strategic Planning Practices within NGOs in Kenya

Factors	1	2	3	4	5	Mean	SD
To what extent does rational forces influence strategic planning in your organization	1	2	6	55	36	4.22	0.14
To what extent does imposed forces influence strategic planning in your organization	4	1	12	61	22	4.12	0.21
To what extent does teleological forces influence strategic planning in your organization	3	1	12	61	23	4.09	0.29
To what extent does Learning forces influence strategic planning in your organization	0	0	6	69	26	4.16	0.18
To what extent does political forces influence strategic planning in your organization	0	1	9	57	33	4.21	0.16
To what extent does social forces influence strategic planning in your organization	1	2	15	61	21	4.11	0.25

Based on the findings majority of the respondent agreed to a moderate extent that: rational forces influence strategic planning in your organization as shown by a mean of 4.22, imposed forces influence strategic planning in your organization as shown by a mean of 4.12, teleological forces

influence strategic planning in your organization as shown by a mean of 4.09, Learning forces influence strategic planning in your organization as shown by a mean of 4.16, political forces influence strategic planning in your organization as shown by a mean of 4.21 and social forces influence strategic planning in your organization as shown by a mean of 4.11.

This results support the findings by Thompson and Strickland (2007). Thompson & Strickland, (2007) state that the practice and concept of implementing strategic plans has been grasped worldwide and crosswise over different sectors in view of its apparent commitment to institutional effectiveness. Today, institutional both public and private have considered seriously the act of actualizing strategic plans to control the performance of those institutions. Thompson and Strickland (2007) also noticed that the structure for detailing and executing methodologies requires a solid spine in the definition procedure. Notwithstanding, they watched that because of the misconception of the components that affected the execution procedure, appropriation of key administration regularly prompted to inadequate usage. Musyimi (2013) listed some of the factors Influencing Strategic Planning Practice including: imposed forces, Learning forces, political forces teleological forces and social forces. Strategic Plans are therefore a means to the end of achievement of organization objectives. Non-implementation therefore renders strategic plans valueless.

4.6 Recommendations on the factors influencing strategic planning

The respondents gave various recommendations on the factors influencing strategic planning. Some indicated that through the use of a risk management matrix tool a better strategic planning could be achieved. Each strategy has a risk management matrix which projects potential risks and challenges and how to address them. The risk matrix should be reviewed regularly to ensure

challenges are addressed as it rises. The Board of Directors and Management Team should always hire a consultant who should be charged with the responsibility of helping the organization achieve its strategic objectives and steering it forward precisely turning the organization around. Other respondents suggested that effective organization restructuring should be done by declaring some positions redundant and coming up with a lean structure. Some of the positions should also be reclassified from regional to country thus saving the organization money in terms of staff emoluments.

Further respondents suggested that more volunteers should be hired as cost saving measure as they were cheaper and could help do some of the work under the supervision of experienced staff. NGOs should also embraced the idea of involving key stakeholders and increasing stakeholder consultations at initial stages and during piloting of any new project, sensitizing all staff and stakeholders on the importance and benefits of strategies being implemented, conduct change management training program. It was also suggested that in the extreme cases, the reluctant staff should either be sacked or transferred.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This part gives the synopsis of the discoveries from section four, furthermore gives the conclusions and suggestions of the study in light of the objectives of the study. The target of this study was to decide the strategic planning practices by NGOs within the governance sector in Kenya. This study was lead by the subsequent specific research objectives: To determine strategic planning rehearses by NGOs within governance sector in Kenya and to establish factors influencing strategic planning practices within NGOs in Kenya.

5.2 Summary of the Findings

The study focused on a sample size of 20 respondents from which all filled in and gave back the questionnaires making a response rate of 100%. This response rate was tasteful to make conclusions for the study as it went about as a delegate. The study revealed that most of the respondents had university post graduate education and had served the NGOs for more than over five years. Based on the study findings majority of the institutions had been operating for a period between 1 to 5 years and the organizations had 100 to 200 employees.

From the findings respondents agreed that strategic planning is relevant in Non-Governmental Organizations and had strategic planning units. In addition it was noted that different practices were applies in planning and had positive effects on the performance of various NGOs in Kenya. Different challenges faced by organizations in implementing its strategic plan were also noted including: work burden coupled with poor approach and conflict of interests, lack of funds, poor communication, poor networking, poor governance, limited capacity, poor approach to development among others. In this respondents explained that NGOs are communicating trouble

in finding adequate, proper and consistent funding for their work. They find accessing donors as challenging as managing their financing conditions. They see there to be certain cartels of people and NGOs that control access to donor funds. They have constrained resource mobilization aptitudes and are frequently not searching for resources that are accessible locally, wanting to sit tight for universal donors to approach them. There is a high reliance of donors and inclination to move intercessions to match contributor needs. There is an absence of money related, extend and authoritative supportability.

Poor Governance was perceived within the sector as a whole, inside the NGO Council and inside individual NGOs. other participants clarified that it is hard to accomplish great governance with organizers who wished to claim their NGOs for their own particular purposes. Members with better comprehension of good administration valued this is central to NGO responsibility and straightforwardness. Numerous NGOs fumble their assets, regularly with the association and support of their Boards that eat their NGOs assets.

Respondents additionally demonstrated that There absence of comprehension of the distinction between the Board and Council is only one case of the information crevices that exist. Frail limit was distinguished in raising support, administration, specialized regions of advancement, and authority and administration.

The study noted that various factors influenced strategic planning within NGOs in Kenya. Based on the findings majority of the respondent agreed to a moderate extent that: imposed forces, political forces, teleological forces , rational forces, Learning forces and social forces influence strategic planning.

The respondents gave various recommendations on the factors influencing strategic planning. Some indicated that through the use of a risk management matrix tool a better strategic planning could be achieved. Further respondents suggested that more volunteers should be hired as cost saving measure as they were cheaper and could help do some of the work under the supervision of experienced staff. NGOs should also embraced the idea of involving key stakeholders and increasing stakeholder consultations at initial stages and during piloting of any new project, sensitizing all staff and stakeholders on the importance and benefits of strategies being implemented, conduct change management training program. It was also suggested that in the extreme cases, the reluctant staff should either be sacked or transferred.

5.3 Conclusions

Based on the findings the study concludes that strategy implementation is the final result of strategic planning. Without activity, planning is pointless and purge action. The inability to complete a strategic plan into the everyday exercises of the work environment is a noteworthy motivation behind why strategic plan regularly flops to accomplish its targets. Most associations have great procedures yet effective strategy implementation remains a noteworthy test. Strategy implementation is concerned with both planning how the decision of procedure is put into impact and dealing with the change require to effectively execute these methodologies. It can be crushed if the dispositions and prpublicities for administrators and representatives are unfriendly or at junction with the requirements of the procedure. To adapt to these difficulties administration needs to dispatch a change procedure to set up a one organization brought together culture. It ought to guarantee that the pioneers have the affectability, imagination, persistence and relational abilities important to control social clashes.

The study concludes that action need to be taken to overcome the many challenges facing NGOs in Kenya. For example the organizing gives chances to shared learning, distinguishing proper advancement activities, creating learning assets, enhancing coordination and participation with neighborhood government, blending ways to deal with improvement, and seeking after powerful nearby promotion. Kenya has a tremendous supply of optimistic, youthful, vigorous and knowledgeable graduates who are unemployed or underemployed. A considerable lot of them are looking for chances to serve their nation and get work encounter. There are additionally numerous more established experienced experts willing to give their opportunity to NGOs. Numerous organizations will advance experienced faculty to NGOs. At last, there are chances to designate worldwide volunteers to fill publicing that would some way or another require inaccessible assets to fill. Understudy trade programs additionally offer NGOs minimal effort HR that can bolster research, documentation and staff limit building activities. All these opportunities if well utilized could help improve strategic planning in Kenyan NGOs.

5.4 Recommendations

The study recommends that excellent recruitment, staff training and continuous motivation is essential strategy to ensure that organizational skills and competencies are ensured. Community involvement ensures the buy in of the stakeholders since most of the NGOs have the community as their major beneficiary. Budgeting, planning and resource mobilization prevents pitfalls in operation. Continuous M&E ensures activities are done as per that the plan and the results are desirable. Engaging employees in decision making increases their responsibility since they develop ownership of the organizations decisions thus perform without close supervision.

This study recommends that Lessons learnt from the previous strategic plan should be analyzed and guide the process of the next plan. Mid-term reviews should be set up so that

adjustments can be made where necessary and progress of the plan communicated. Communication channels should be improved; there should be better coordination of activities between all departments in the organizations. A staff retreat should be held to engage members in critical thinking which should result in good decisions being made.

There should be budget allocation for the strategic planning process and implementation the plan should be communicated to all, monitoring of the strategy implementation process should be done by a team. The strategic planning process should be consultative in nature, led by clear policies. It's important for the strategic planning process to be owned by the stakeholders.

In addition all Kenyan NGOs should have a resource mobilization strategy to implement the strategic plan. Once the strategy has been agreed upon, the organization needs to change the structure so as to support the strategy implementation process.

To avoid these problems from reoccurring again in future, NGOs needs to ensure that the strategy formulation should be made participatory by involving all staff as well other stakeholders. This will enrich ownership of the final strategy as well as facilitate smooth successful implementation. Strategy is clear and concise and therefore employees can read on their own and understand what is expected of them and work towards achieving the organizational objectives. Although not all employees are involved in strategy planning in the organization they are part and parcel of it and therefore they would all want to see that the strategy is successful.

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Appendix 1: Letter of Introduction

Henry

Ochieng

P.O.

Box,

21698

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00100

NAIROBI

Email: hochieng45@gmail.com

Dear Sir/Madam;

RE: MBA RESEACH PROJECT

I am a post graduate student at the University of Nairobi pursuing an MBA-Strategic Management course. In partial fulfillment of the course requirements, I am undertaking a research on “Strategic Planning Practices by NGOs within the Governance Sector in Kenya”

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Being one of the respondents, I kindly request you to fill the attached questionnaire. The information requested is needed purely for academic research purpose and will therefore be treated with utmost confidentiality. Your assistance in facilitating the same will be highly appreciated. Thank you.

Yours Faithfully

Henry Ochieng

APPENDIX 2: QUESTIONNAIRE

STRATEGIC PLANNING PRACTICES BY NGOS WITHIN THE GOVERNANCE SECTOR IN KENYA

This questionnaire is intended to gather information in regard to research on strategic planning practices by NGOs within the governance sector in Kenya. It's aimed at respondents across all management levels. Information gathered through this interview will only be used for academic purposes of this research and interviewees will remain anonymous.

SECTION A: GENERAL INFORMATION

1. Name of institutions.....
2. What is your highest level of education?
Secondary []
Tertiary college []
University graduate []
University postgraduate []
Other (please specify)
3. How long have you worked in the NGO?
Less than 1 year []
Between 1 and 3 years []
Between 3 and 5 years []
Over 5 years []
4. How long have the institution been operating?
Less than 1 year []
Between 1 and 3 years []

Between 3 and 5 years []

Over 5 years []

5. What is the size of your organization/institution workforce?

Below 50 [] 50-100 [] 100-200 [] 200-1000 [] Over 1000 []

SECTION B: STRATEGIC PLANNING PRACTICES BY NGOS WITHIN GOVERNANCE SECTOR IN KENYA

6. Do you think strategic planning is relevant in Non-Governmental Organizations?

Yes () No ()

7. Does your organization have a strategic planning unit?

Yes () No ()

8. What is the planning process in your organization? Briefly indicate below.

.....
.....
.....

9. What are some of the challenges faced by your organization in implementing its strategic plan?

.....
.....
.....

10. How has strategic planning increased effectiveness of meeting the organization's goals and objectives?

Yes () No ()

11. Has strategic planning assisted managers to consider the future implications of the current decisions?

Yes () No ()

SECTION C: FACTORS INFLUENCING STRATEGIC PLANNING PRACTICES WITHIN NGOS IN KENYA

12. To what extent do you agree with the following statements? (Select all the appropriate)

Give your ratings in the scale of 1-5 (where 1= disagree, 2= indifferent, 3= Agree to a small extent, 4= Agree to a moderate extent, 5= strongly agree)

Factors	5	4	3	2	1
To what extent does rational forces influence strategic planning in your organization					
To what extent does imposed forces influence strategic planning in your organization					
To what extent does teleological forces influence strategic planning in your organization					
To what extent does Learning forces influence strategic planning in your organization					
To what extent does political forces influence strategic planning in your organization					

planning in your organization					
To what extent does social forcesinfluence strategic planning in your organization					

13. What are the guiding factors that your organisations have that seeks to increase involvement in the strategic planning practice?

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.....

.....

14. What are your recommendations on the factors influencing strategic planning in your organization?

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