

**INFLUENCE OF STRATEGIC PLANNING ON PERFORMANCE OF
COMMUNITY BASED ORGANIZATIONS IN MIGORI COUNTY**

BY

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DECLARATION

I declare that this research project is my original work and that it has never been presented in any university for an award of a degree, or for any other award.

Signature _____

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This Research Project Report has been presented for examination with my approval as the University Supervisor.

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DEDICATION

This research proposal is dedicated to my family, Lencer, Jael, Rita, Joy, Juniah and my beloved Mother, Gladys Achieng Rogah who has been a source of inspiration and tirelessly stood by my side in my pursuit for this academic excellence.

May God bless you.

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ABBREVIATIONS AND ACRONYMS

CBO	Community Based Organizations
C- MAP	Community Mobilization against Poverty
C- MAD	Community Mobilization against Desertification.
ACBOHI	Awach Sare Community Based Organization for Health Initiatives
KAHOP	Kanyongo Orphans and Vulnerable Children’s Project
IFSP	Integrated Food Security Program
SMS	Short Message Services
CEO	Chief Executive Officer
USA	United States of America.
PIMS	Profit Impact on Market Strategy.
SMEs	Small and Medium Enterprises.
SWOT	Strengths, Weaknesses, Opportunities and Threats.
PEST	Political, Economic, Social and Technology.
BCG	Boston Consultancy Group.
EDS	Electronic Data Systems.
SPSS	Statistical Package for Social Sciences.
OVC	Orphans and Vulnerable Children.

ABSTRACT

Incorporation of strategic planning in management has an impact on performance. Many organizations including Community based organizations have therefore adopted strategic planning as means of promoting performance. This study examined the influence of strategic planning on the performance of CBOs in Migori County. The County has a heavy presence of CBOs and it is one of the poorest Counties in Kenya especially areas surrounding the lake. This study is founded on the fact that CBOs perform poorly despite having incorporated strategic planning. The study was guided by three objectives: to investigate how the availability of strategic plans influence the performance of CBOs, to investigate the extent to which CBOs implement their strategic plans and its influence on performance of the CBO, and lastly to investigate how the level of understanding of the stakeholders on strategic planning process influences the performance of the CBO. The study assumed that all the CBOs have strategic plans and that they are willing to give the information required. The study was faced with the following limitations: financial constraint to meet the expenses, the vastness of the County causing difficulties during data collection as well as protection of the confidentiality of the respondent. The major significance of this study hinges on the importance of strategic planning as a factor of performance of organizations.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study.

The concept of Strategic Planning and Management has been defined by various scholars of strategic planning. According to an online Business Advisor (2013), strategic planning is an organizational process of defining its strategy or direction and making decisions on allocating its resources to pursue this strategy. In order to determine the future direction of the organization, it is necessary to understand its current position and the possible avenues through which it can pursue particular causes of action (Amstrong, 1982). Sprague (1978) argues that the objectives of strategic planning include understanding the benefits of strategic planning and learning the keys to successful planning and implementation. He says that many organizations spend most of their time reacting to unexpected changes instead of anticipating and preparing for them. This is called management by crisis. Organizations caught off-guard may spend a great deal of time and energy coping with immediate problems with little left to anticipate and prepare for the next challenge. This vicious cycle locks many organizations into a reactive posture.

During strategic planning process, firms will typically ask themselves, “What do we want the future to be? Or what must be done now to better or ensure that the desired future is achieved? According to Armstrong (1982), the role of strategic planning is to help an organization to determine its strategy or direction and making decisions on allocating its resources to pursue its strategy. In order to determine the future direction of the organization, it is necessary to understand its current position and the possible avenues through which it can pursue particular cause of action. In the high performing organizations, strategic planning never ends; either the organization is formulating a new strategy or it is implementing an existing one, assessing progress and revising progress as needed.

Strategic planning has various benefits. The first and perhaps the most potential benefit according to Van der (2005) is the promotion of strategic thinking, acting and learning through conversation and deliberations among key actors. Strategic thinking, acting and learning are promoted by more systematic information gathering about how organizations external and internal environment act on various actors interest, thoughtful examination of

the organizations success and failure, clarification of future direction and acquisition of and use of productive knowledge and skills. Secondly, strategic planning can be helpful for purposes of producing considered judgments among key decision makers about desirable, feasible, defensible and acceptable missions, goals, strategies and actions along with complementary initiatives, such as new, changed, or terminated policies, programs and projects or even overall organizational design (Bryon, 2009). The third benefit is enhanced organizational effectiveness, responsiveness and resilience. Organizations engaging in strategic planning are encouraged to clarify and address major organizational issues, respond wisely to internal and external demands and pressures and deal effectively with rapidly changing circumstances. They are encouraged to be well managed. According to Meier and Toole (2009), good management helps create good organizational systems and response priorities. It addresses in effective ways, key organizational issues or challenges now and in foreseeable future.

Strategic planning also enhances organizational legitimacy. Public and non-profit organizations are externally justified in what they exist to provide in service. Those that do and continue to find ways to do so as circumstances change, typically continue to exist (Hill and Lynn, 2010). The planning process creates significance and enduring value to the public. Lastly, strategic planning can directly benefit the people involved. Policy makers and key decision makers can be helped to fulfill their roles and responsibilities and teamwork and expertise are likely to be built among participants in the process (Kim, 2002). It improves human, social, political and intellectual capital. It also improves morale based on task accomplishment. In short, strategic planning requires deliberations informed by broad scale, yet effective information gathering, analysis and synthesis; classification of the mission and goals to be pursued and issues to be addressed along the way; development and exploration of the choice among strategic alternatives; and emphasis on the future implications of present decisions.

Strategic planning has its root in both politics and military (Swayne Duncan and Ginter, 2008). The word strategy comes from Greek word stratego meaning to plan the destruction of ones enemy through effective use of resources (Bracker, 1980). The organization that looks to the future by planning and evolving to meet expected changes head on will have a better chance of survival (Bellentant and Nelson, 2010). There are varied positions on the role of strategic planning on performance of various organizations. Begun and Kaisi (2005) confirm that little is known about the extent to which healthcare organizations conduct formal

strategic planning or how it affects performance. While academicians and industry analysts are divided on the bottom-line value of strategic planning, executives and managers on the frontline agree that it is still relevant and even consider it a central management and governance discipline spreading rapidly in the business environment.

1.2 Statement of the Problem

Community based organizations play important roles in the community. Their roles include creating awareness on Health concerns and promotion of healthcare, economic empowerment of women, children and the poor, environmental conservation, HIV/ AIDS, education amongst many more. Due to these noble obligations, many CBOs have incorporated strategic planning and management to streamline their function in a formulated way. The importance of strategic planning cannot be overemphasized. Arguably, the major cause of a business failure is not having a strategic plan that is well followed. If a business has little idea where it is headed, it will wonder aimlessly with priorities changing constantly and employees confused about the purpose of their jobs (online business advisor, 2003). Despite the incorporation of strategic planning and management by CBOs, sources indicate that their performance continues to be below expectation. Their targets are not often achieved, important milestones not met and time schedules always behind. This brings into focus how strategic planning and management influences the performance of CBOs .A number of related studies has been done in this area. For example, Peters (2007) did a survey on the relationship between strategic quality planning and performance based on profit. The survey concluded that the greater the perceived product quality, the greater the return on the business .He noted that customers are willing to pay more for more quality. Njuguna (2001) in her study on social marketing strategy and performance of CBOs in HIV/ AIDS sector indicated the interconnectedness of policy formulation and implementation on the performance of CBOs.

Similarly, Mutugi (2010) also did a study on the effects of strategic management practices on performance of SMEs where he noted a positive correlation. In his findings, he noted that 52% of the respondents indicated that strategic planning enhanced performance of SMEs

Despite the several studies in this area, none has focused on how strategic planning influences the performance of CBOs. This study looked at the influence of strategic planning on the performance of CBOs in Migori County.

1.3 Purpose of the Study

The main aim of carrying out the study was to determine the influence of strategic planning on the performance of CBOs in Migori County.

1.4 Objectives of the Study

The Objectives of the study were to:-

- i. To investigate how the availability of strategic plans influence the performance of CBOs in Migori County.
- ii. To determine the extent to which CBOs implement their strategic plan and its influence on the performance of the CBO.
- iii. To investigate how the level of understanding of the stakeholders on the strategic planning process influences the performance of the CBOs in Migori County.

1.5 Research Questions

The study sought to answer the following questions:-

- i. In what ways does the availability of strategic plans influence the performance of CBOs?
- ii. What is the extent to which CBOs implement their strategic plans and how does this influence the performance of the CBOs?
- iii. How does the level of understanding of the stakeholders about the strategic planning process influence the performance of CBOs?

1.6 Significance Of The Study

The study may potentially increase the level of understanding of the CBOs that their performance is depend a lot on strategic planning process. The government will also find the finding of this study useful. Various government ministries, departments and parastatals will find strategic planning process as an important impetus to their performance as it will give clear direction and roadmap to follow in carrying out government functions. The business community who aims to maximize profit will use strategic plan to plan for the future in details using their current situation. With strategic planning, businesses are able to plan for activities that will make them have a competitive advantage over rivals and that risks and uncertainties will not affect them so much.

1.7. Limitations Of The Study

This study anticipated the following problems. First is the financial constraints brought about by travelling and accommodation, administration of questionnaire, typing and printing as well as buying computer. This limitation will be solved by obtaining a bank loan to finance the study. The second problem was the illiteracy of the respondents. It was anticipated that some members of the CBOs may be illiterate and may not respond to the questions required. However, this limitation was corrected by leading the respondent in answering questions as well as translating the questions into the language that the respondent understands. Similarly, the vastness of the County was likely to pose a great challenge during data collection since it required covering longer distances which was time consuming and tiresome. This was overcome by engaging the assistance of well-wishers to administer the questionnaire to the CBOs which are very far and cut off places like islands. Lastly was the problem of confidentiality of information sought for. The study predicted that some CBOs will be unwilling to share information of their activities because of the fear of the unknown. This was countered by giving an assurance to the respondents that the information required is purposely for the study and nothing else. Also, I produced the permission letter from the university authorizing the study.

1.8. Delimitation Of The Study

Migori County is situated in the south-western part of Kenya. It borders Homa Bay County to the North, Kisii and Narok counties to the East and the United Republic of Tanzania to the South. Lake Victoria borders the county to the West. The county covers an area of 2,596.5 km² including approximately 478 km² of water surface.

The study focused on CBOs in Migori County. The County has 640 registered CBOs spread across six Sub-Counties as follows: Awendo —120, Uriri—90, Kuria East —110, Kuria West—100, Suna East—120 and Suna West—100. The County was chosen since it is one of the poorest counties and that there is a heavy presence of CBOs which are involved in community work.

1.9 Basic Assumptions Of The Study

The researcher held the following assumptions as the study was being conducted; the respondents were going to be available and willing to give information as requested, the information provided would be accurate and reliable, the weather conditions would be favorable, and there would be sufficient funding and time to conduct the study.

The study assumed that all the CBOs were readily available and that its members were willing to share and respond to information . The study also assumed that all CBOs have strategic plans.

1.10 Definitions Of Significant Terms As Used In The Study

Community Based Organizations: Are non- profit making organizations that operate within a single local community and are offering free services to Communities.

Strategic planning: Is an organization’s process of defining its strategy or direction and making decisions on allocating its resources to pursue this strategy including its capital and people.

Influence: To affect the degree of performance.

Strategy: A plan of action an organization sets to attain its objectives in a broad program of goals and activities to have organization succeed.

Strategic management: Is a way of running an organization that recognizes the complexity of its environment.

Questionnaire A research instrument consisting of a series of questions for gathering information from respondents.

Performance The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents information on the concept of strategic planning and implementation in various institutions, stakeholders' involvement and performance. It also highlights the theory in which the study was based. It deals with various references of literature sought that endeavors to objectively inform and provide a basis of answering the research questions outlined in chapter one. It as well establishes the conceptual framework showing how different variables herein relate with each other in guiding the study. It finally highlights the legal framework pertaining to strategic planning, summary of sampled findings and establishes gaps

2.1 Concept of Strategic Planning

Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensuring that employees and other stakeholders are working towards common goals, establish agreement around intended outcomes or results and assess and adjust the organizations direction in response to changing environment.

It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does and why it does it, with a focus on the future. Effective strategic planning articulates not only where an organization is going and the actions needed to make progress but also how it will know if it is successful.

Strategic management is the process in which an organization develops and implements plans that espouse the goals and objectives of the organization. The process of strategic management is a continuous one that changes as the organizational goals and objectives evolve. Organizations engage in strategic management ensure that they adapt to trends and external changes such as globalization. Several key concepts characterize strategic management and development of organizational goals.

2.1.1. Goal Setting

At the core of the strategic management process is the creation of goals, mission statement, value and objectives guides the organization in its pursuit of strategic opportunities. It is also

through goal setting that managers make strategic decisions such as how to meet sales ,targets and higher revenue generations. Through goal setting, organizations plan how to compete in an increasingly competitive and global business arena.

2.1.2. Analysis

Analysis of an organizations strength and weaknesses is a key concept of strategic management other than the internal analysis, an organizations also undertakes external analysis of factors such as emerging technology and new competition. Through internal and external analysis the organization creates goals and objective that will turn weakness to strength. The analysis also facilitate in strategizing ways of adapting to changing technology.

2.1.3. Strategy Formulation

Strategy formulation is a concept that entails developing specific actions that will enable an organization to meet its goals. Strategy formulation entails using the information from analysis, prioritizing and making decisions on how to address key issues facing the organization. additionally, through strategy formulation and organization seeks to find ways of maximizing profitability and maintaining a competitive advantage.

2.1.4. Strategic Implementation

Strategic implementation is putting the actual strategy into practice to meeting organizational goals. The ideas behind this concept are to gather all the available and necessary resources required to bring the strategic plan to life. Organizations implement strategies through creating budget, programs and policies to meet financial management, human resources and operational goals. Cooperation between management and other personnel is absolutely necessary.

2.1.5. Strategy Monitoring

The final concept is monitoring of the strategy after the implementation. Strategy monitoring entails evaluating the strategy to determine if it yields the anticipated results as espoused in the organizational goals. Here, an organization determines what areas of the plan to measure and the method of measuring those areas, and then compares the anticipated results with the actual ones. Through monitoring, an organization is able to adapt to changing trends.

2.2. Strategic Plans and Performance of CBOs

Community based organizations are voluntary associations of community members who reflect the interest of a broader constituency. They are generally small informal organizations; often membership based, initiated by local residents and located within communities they serve. The performance of CBOs can be measured by carrying out an evaluation of the achievement targets, objectives, goal, work schedules and the vision in general. According to Dalton (1988), performance evaluation can take the following steps. First, establish clear, measurable, agreed – upon objectives. This is fundamental to sound management. The objectives should be very clear to the stakeholders and all the stakeholders should be involved in their development. Secondly, do thorough documentation. John Wiley (1997) says that the manager needs to document clear objectives, innumerate business events over the year and having a reliable record is important stuff; both bad and good regarding success and failures. The fourth step requires formal mid-year evaluation and lastly, frequent meetings with meaningful feedback. The performance of CBOS is interwoven into the fabric of management through strategic planning, customer service and budgets and responsibilities. One example of the new managerialism is the introduction of mission statement, corporate objectives, institutional targets, aims and goals etc. (Steven Morgan, 1995). The more specific and detailed strategic plans which accompany the mission statements at least provide the institution with a baseline from which to assess subsequence performance. According to Michael (1998), strategic plan cannot succeed unless it is derived from a clear vision of what the organization will look like at a point in the future. This vision is encapsulated in a written description of the organizations desired future state in terms of budget size, client base, staffing levels and program areas and other parameters.

According to Bryson (2004), the environment of CBOs and nonprofit organizations has become not only increasingly uncertain in recent years, but also more tightly interconnected. This increased uncertainty and interconnectedness requires a fivefold response from CBOs and nonprofit organizations. First, these organizations must think and learn strategically as never before. Secondly, they must translate their insights into effective strategies to cope with their changed circumstances. Third, they must develop the rationales necessary to lay the groundwork for adoption and implementation of their strategies. Fourth, they must build collisions that are large enough and strong enough to adopt desirable strategies and perfect them for implementation. And firth, they must build capacity for ongoing implementation, learning and strategic change.

2.3. Strategy Implementation and Performance of CBOs.

Strategic planning is crucial to profitable business growth, but companies typically realize about 63% of their business strategy's potential financial value because of defects and breakdowns in strategic planning and implementation,(Terry, 2011). Put in another way, the opportunity value of getting your strategic plan execution's right is huge. Terry (2011) argues that effective strategic plan implementation has a direct impact on the performance of an organization and that organizations should be keen on the implementation detail of the strategic plan. Implementation effectiveness can be measured by how well the organization meets the financial projections set out in the strategic plan. This is supported by Kingdom (1993) who concurs that to achieve effective implementation, organization must ensure that any changes initiated by the strategic plan are reflected in areas such as budgetary, reward schemes and information systems. The goal is to integrate the results of strategic planning with daily, weekly and monthly routines. According to Thompson and Strickland(1990),the strategic implementation function consists of seeing what it will take to make the strategy work and then getting it done on schedule. Strategy implementation is primarily an action-driven administrative task. It involves putting into action the logically developed strategies in order to reap up the benefits of environmental analysis and establishment of organizational direction.

Jacquelyn (2004) points out that organizations must communicate strategy clearly and regularly to members. The leaders must demonstrate the linkage between strategy and specific business decisions. This can take an informal chart between strategic planning team and members that the team influences. Discussion in a conversation manner is important. To keep your strategic plan alive, you must monitor it. The organization should focus on the following guidelines: regular updates, challenge underlying assumption, create a champion of strategic planning and implementation, stay committed, conduct short-term strategy reviews, expand skills through training, recruitment or acquisition , target sales, set strategic plan milestones and reward success (Terry, 2011).

Jacquelyn Hadley and Adam Nathan (2004) in their article, "living into your strategic plan" developed a guide for implementation of strategic plan in six steps. First, translate strategic goals into actionable initiatives. The first task here is to get specific about the work that needs to be done. Practically speaking, this means going through the process of translating the multi-year high level strategic goals articulated in the plan into specific initiatives that the organization will undertake (Adam 2004). The long term goals are broken into timely,

digestible and definable segments that create a road map that align the day-to-day activities overarching mandates of the strategy.

Secondly, consider your initiatives holistically, to ensure that their scope, length and required effort are realistic and appropriately sequenced. You need to create a blue print for change so that leaders throughout the organization can see how their roles connect to others. During this step, you should consider how the different initiatives will affect each other. The third step involves Mobilization of team. Laura (2004), points out that effective implementation hinges on getting your staff on board with the strategy. Execution of implementation undoubtedly requires staff to do things differently than before and making them shift can be difficult. The leader needs to focus on communication and aligning individual staff member's performance to the strategic planning. According to Peter (2000), CEO of the Blue shield of California foundation, one of the most effective things he has done is to mobilize his organizations staff around strategy and to align individual performance goals with organization's –wide and departmental-level goals.

Aligning finances to support implementation is the fourth step. This step requires shifting finances or acquiring finances to new strategic goals. Adam (2004) notes that it involves taking a hard look at how to allocate resources and the changes needed on the agreed goals. Lastly, monitor the progress. Effective strategy implementation has strong processes in place for systematically measuring and evaluating progress towards their goals. According to Bryon (2009), monitoring should be done on quarterly basis. It offers the opportunity to update each other about progress, share lessons learned, identify any dynamics that affect the strategy and determine what must change (Jacquelyn, 2004)

2.4. Stakeholders and Performance of CBOs

Freeman (1984) defines stakeholders as a group or individual who can affect or is affected by the achievement of the organization's objectives. They could be shareholders, employees, customers, suppliers, creditors, competitors, government agencies, professional groups and local community. For an organization and its employees to have the opportunity to achieve high performance, managers and employees must understand their roles thoroughly in terms of both what they are doing and how they are supposed to do it. Bateman (1990) writing in his book "management and strategy" recommends that managers should include employees in the development and refinement of the jobs they do through strategic planning. In the Japanese approach to management, workers form a cornerstone to strategy planning and

implementation. This only suggests that strategy planning and implementation should be all inclusive and no stakeholders should be left outside in the process.

During strategy planning and implementation, all stakeholders must have access to information regarding commonly based planning and belief to sustain their involvement that the process will either benefit them individually or better the community as a whole (Loretta, 2004). This is meant to create an infrastructure to support the planning process and foster long-term commitment and institutionalization of collaboration that translate into high performance of the organization. Just like Miller (1998) writes; involvement of key stakeholders is mandatory for an organization to achieve its targets otherwise they will shoot the firm down. It is advisable to engage stakeholders in the planning process at the beginning to get their views and also to obtain buy-in for the new strategic thinking and the forward planning process. Stakeholder analysis needs to be carried out to assess their interest in the strategic planning and ways in which these may affect a project.

The technical skills and knowhow of stakeholders in strategic planning is also an important factor to the performance of a CBO. Linderberg (2001) says that strategic planning is seen as inappropriate unless an organization has the skills, the resources and commitment by key stakeholders to a worthwhile plan. The fundamental argument here is that for high performance of CBOs, the key stakeholders should be competent in the area of strategic planning and implementation. Strategy development may also be strongly associated with an individual; the strategic leader. This is an individual upon whom the strategy development and change are seen to be dependent. Thompson and Strickland (1990) concurs that an organizations leader is the most visible and important strategic manager. The leader bears full responsibility for leading the tasks of formulating and implementing the strategic plan for the organization as a whole. They are individuals personally identified with and central to the strategy of the organization. However, strategic planning should not become the exclusive responsibility of a small cadre of stakeholders. If the planning is to succeed, it must incorporate the views of all the constituencies that will be affected by the plan or have a role in its implementation (Jude, 1999). To achieve inclusiveness without sacrificing productivity, the work is divided among key work forces in key areas. As a matter of practical necessity, the core work will generally be entrusted to a small planning committee with sufficient decision making authority to keep the project moving forward.

2.5 Theoretical Framework

The last decade has seen widespread application of strategic planning in various organizations in the world by individuals, organizations and Nations. The strategic planning theories upon which this study is anchored are; philosophical synthesis, organizational development, rationalism and empiricism.

According to Drucker (1993), philosophical synthesis emphasizes a broad approach to strategic planning which looks at the socio-economic and environmental conditions of the organization where the planning is taking place. Rationalism focuses on the people as a utility and defines human relations in instrumental terms. The model assumes a sequential observable cycle that includes setting objectives, plans, goals, implementation of plans as well as evaluating results (Drucker,1993).

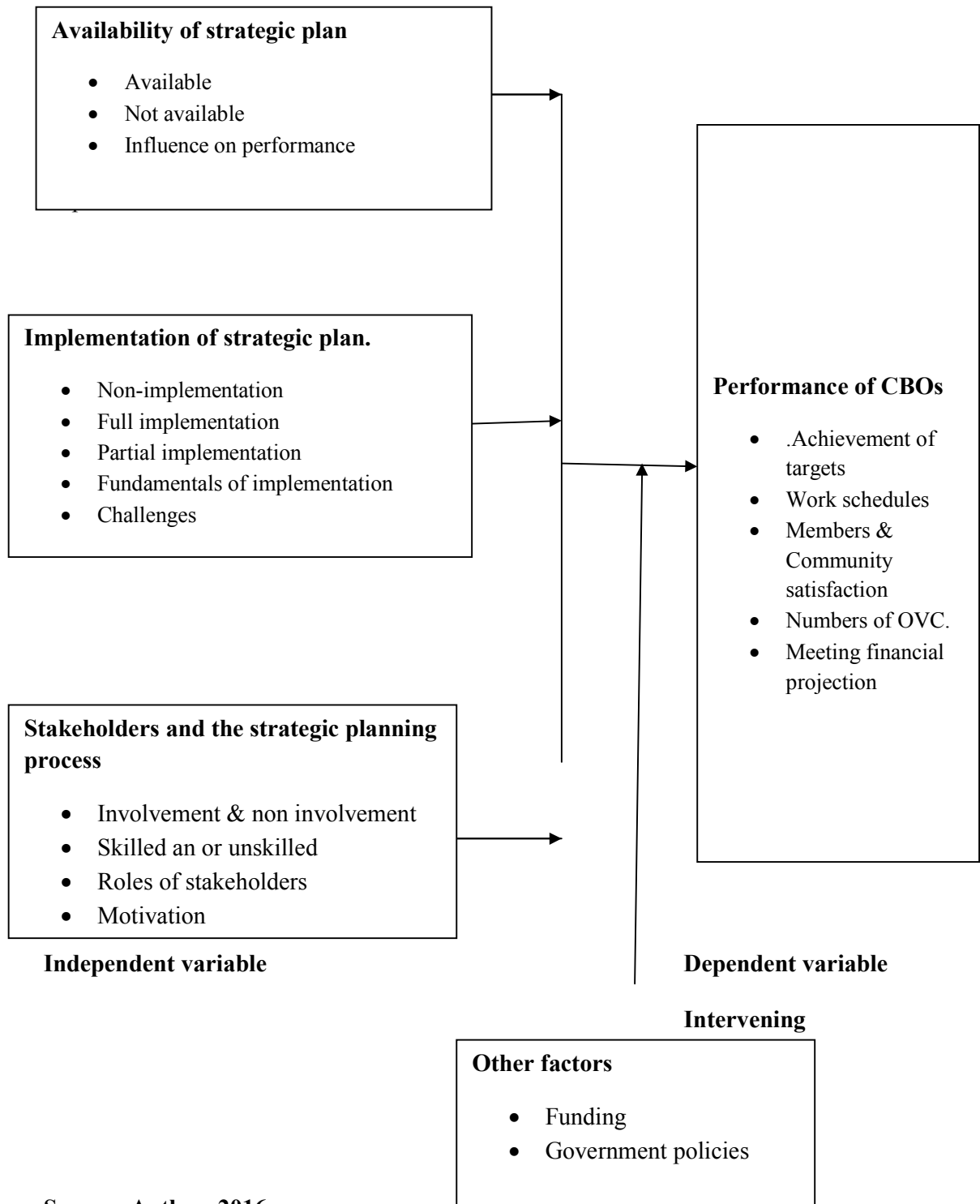
Organizational development approach looks at achieving organizational change. It includes human relations approach to innovation and change in management style, employee satisfaction, decision making process and general health of the organization. If organizational change and development is to be successful, certain conditions must be met .The management must support the developments, Consultants must be competent and capable of all the necessary work needed to cause organizational change (Britt & Jex, 2008).According to Britt(2008), organizational development is necessary for any organization to survive and grow. It is important that conditions be correct in an organization if changes are expected to be successful.

Empiricism theory acknowledges the importance of studies on system behavior by public administrators, economists and other social scientists concerned with planning theory. Empiricism is less normative; less concerned with planned social change and uses a positive framework for analysis. According to this theory, planning emerged out of the development efforts and experience of the Third World Countries when they adopted planning as the major instrument in the pursuit of their economic and social development. In the crafting of a development plan, socio-economic and political development programs are treated separately but are integrated within the contexts of national policies, aspirations and goals (Neda, 1985). Peter Drucker (1993) says that strategic planning is viewed as zeroing in on decision-making, information, and the future. Its substance is concentrated on the consideration of their possible effects and consequences over time.

Performance is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost and speed (Oxford Dictionary). In a contract, performance is deemed to be the fulfillment of an obligation in a manner that releases the performer from all liabilities under the contract. Performance can be measured by carrying out performance measurement which is a process of collecting, analyzing and or reporting information regarding the performance of an individual, group, organization, systems or component. For performance to be measured, a performance analysis must be carried out (Dalton 1988). There are numerous methods of to regularly improve the performance of organizations. These include regular activities to establish organizations goals, monitor progress towards the goals, making adjustments to achieve the goals more effectively and efficiently. Any of these may improve the performance of the organization depending on the degree of implementation of the strategic plan. There are two approaches of measuring performance. These are Balance Score card and Benchmarking. According to Kaplan and Norton (1996), Balance Scorecard focuses on customer perspective, internal-business processes learning and growth and monitoring of strategic goals. It creates strategies to drive future directions and effect linkages while also taking into account financial and intangible resources that are required to determine the success and failure of the organization.

Benchmarking uses standard measurements in an industry for comparism to other organizations. Benchmarking is often seen as a quality initiative. It is the process of identifying, understanding and adapting outstanding practices from other organizations that are doing well (Kumar,1989).

Figure 2.5 :Conceptual framework



Source: Author, 2016.

2.6. Operationalisation of Variables and Relationship between Variables

Availability of strategic plan. Availability of strategic plan gives a clear roadmap by specifying objectives, goals and missions. It specifies what ought to be done, which resources need to be used and by who in order to achieve the set goals.

Implementation of strategic plan. The degree of implementation influences the overall performance of the CBO. Full and timely implementation makes targets achieved as scheduled. Partial and non-implementation to non-achievement of objectives leading to poor performance.

Stakeholders. Stakeholders who are knowledgeable on strategic planning and management are valuable to the CBO during planning, implementation and monitoring stage of a strategy. Their active involvement contributes to the performance of the CBO.

2.7 Summary of Literature Review

Strategic management is more than just a set of rules to follow. It is a philosophical approach to institutions. The upper management must think strategically first, then apply that thought to a process. The strategic management process is best implemented when everyone within the business understands the strategy.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction.

The research methodology in this study is organized under the sub-headings: research locale, research design, target population, sampling size and sampling procedures, research instruments, data collection procedures, data analysis techniques, ethical considerations and operational definition of variables

3.2 Research design

The purpose of the study was to investigate the influence of strategic planning on the performance of CBOs in Migori County. According to De Vause (2001) Research design is the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby ensuring that you will effectively address the research problem. It contributes the blue prints for the data collection, measurements and analysis of data. According to Trochin (2006), the role of research design is to ensure that the evidence obtained enables you to effectively address the research problem as ambiguously as possible. Lukes and Ruben(1992) Descriptive Survey research design is essential in preliminary and exploratory studies because it allows the researcher to gather useful information, summarize the data ,interprets and present the results. Lockes (1984) also reports that the survey design is suitable for obtaining important and precise information concerning the current status of the phenomenon and possibly draw logical and valid conclusion from a target population using questionnaire instrument.

Since the study involved targeting CBOs within Migori county which has a larger number of CBOs to observe, descriptive research design was deemed appropriate. Descriptive design helps to provide answers to who, what, when and how associated with a particular research problem. This research also involved three variables to be studied using questionnaire instrument to collect original data to determine the current status. The study establishes how variables influenced the performance of CBOs which was done through interviewing a representative sample that yielded the required information

3.3 Target Population.

According to Mugenda and Mugenda (2003) population is a complete set of individuals, cases or objects with some common observable characteristics. According to Ngechu (2004), a population is defined as a set of people, elements, events, services or households being investigated. Other scholars such as Reinard (1997) look at population as a universe of events from which the sample is drawn in a research study. It involves all the individuals or cases that fit specifically for being sources of the data that is required to address the problem. Population studies are more representative because every individual has equal chance to be included in the final sample that is drawn according to Mugenda and Mugenda (1999). The target population will consist of members and the officials of the CBOs in Migori County. The population has six hundred and forty (640) CBOs. The study targeted all the CBOs in Migori county, founded in seven sub counties namely, Awendo, Uriri, Rongo, Migori East, Migori West, Kuria East, Kuria West and Nyatike

3.4 Sample Size and Sampling Procedure

Margaret Peil and Douglas Rammer (1982) define a sample as a set of elements which ideally is representative of the population. As a general principle, it is best to have as large a sample as possible. This increases the possibilities of analysis and decreases the sampling error (Mitchell 1982). The sample size of this research consists of one hundred and ninety two respondents derived from the six Sub Counties of the County. Each sampled CBO will provide two respondents; one group member and one official. The sampling method will be random where a percentage of 30% of the population will be selected

Table 3.1 Sample Size

Sub County	Population of CBOs	Proportion	Sample Size
Awendo	120	0.3	36
Uriri	90	0.3	27
Kuria East	110	0.3	33
Kuria West	100	0.3	30
Suna East	120	0.3	36
Suna West	100	0.3	30
	640		192

Source: Migori county report, 2012

3.4.1. Sampling Techniques

After the sample size for each seven sub counties were determined as above, i.e. Suna West 100, Suna East 120, Kuria West 100, Kuria East 110, Uriri 90, Awendo 120, the sampling (SSP) was used for each sub county to obtain the CBOs to be interviewed. The technique ensures selection of subject for a sample in such away that three members from every CBO were selected.

3.5 Research instruments.

This research study will use questionnaire as the instrument of data collection. A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. Kothari (2004) terms questionnaire as the most appropriate instrument due to its ability to collect a large amount of information in a short span of time and in an economic manner. The questionnaire design in this study is in line with the objectives of the study. The questions will be structured for easy understanding and to ease analysis of data due to their immediate usable form.

3.5.1 Piloting of the Instrument

Well prepared questionnaires were piloted a head of the final printing and start of the exercise. Piloting was conducted in Awendo sub-county, an area with similar livelihood characteristics as the research area. Piloting was done in two phases using a sample similar in structure to the one that was used in the actual field of study. During piloting, the question items found with errors, ambiguous or irrelevant to the concept of investigation were corrected and reconstructed. The piloting in two phases was necessary in order to ascertain the validity and reliability of the instruments.

3.5.2 Validity of the Instrument

The validity of the instruments was established when the responses revealed that the items in the questionnaires measured the concepts they were designed to measure. It was enhanced through appraisal of the tools and verification by the supervisor, who is an expert. The questionnaire was subjected to a pre-test to detect any deficiencies in it, after which necessary improvements were made. In this study, content validity was used in order to measure the degree to which data collected using questionnaire represented only specific domain of indicators. The responses to a large degree were seen to measure the concept under investigation and by this revealed that the responses were actually directional to the achievement of the study objectives. This aspect of validity was checked thoroughly in the first phase of piloting and concepts were ascertained in the second phase of piloting.

3.5.3 Reliability of the Instrument

This was determined by consistency by which the question items elicited similar responses in the two trials of the piloting phases. In testing reliability a test re-test method was employed to the same categories of respondents after a period of two weeks which examine the consistency of response between the two tests. This was to ensure that they tested relevant variables.

3.6 Data Collection procedures.

Piloted and printed copies of questionnaires were given to trained research assistants who distributed them to the sampled individuals of the respective households. There were four research assistants engaged for this exercise during pilot study. The researcher consistently supervised the research assistants to offer support as need arose.

Respondents were made to relax through conducting interviews in the open and in a reasonable formal atmosphere as possible to pre-empt interviewer and interviewee biases. The exercise was conducted at a time that was considered convenient to the respondents; this was to avoid interrupting their daily routine or engagements that would otherwise have negatively influenced the quality of data collected. A good relationship between the research assistants and the respondent was created first so as to eliminate any fear or suspicion which would have hindered offering vital information required for the study. Ethical considerations and human relations issues were highly observed during data collection.

3.7 Data Analysis Techniques

The raw data collected was first edited, coded appropriately, classified and captured. The classified data was then subjected to analysis using Statistical Package for Social Sciences (SPSS), a computer programme. Descriptive analysis was used where, percentages, Frequencies and cross tabulations gave emerging trends.

Most of the data collected was qualitative in nature highlighting the descriptive influence of strategic planning on the performance of CBOs, however quantitative data was generated from responses about frequency of performance of CBOs in relation to the implementation of strategic plan.

In the analysis, quantitative data was through percentages and frequency tables while qualitative data was through descriptive method. Interpretation of the analyzed data was based on the magnitude of the percentages obtained. Consequently, recommendations for further research were made based on the interpreted findings.

3.8 Ethical Considerations

Since research is an activity that is intended to test hypothesis and allow conclusions to be reached, the researcher maintained objectivity in all the phases of the study in order to get accurate and reliable results. The researcher made special consideration to conduct herself in a manner that would not cause harm in any party involved in the research, be it in the interviewees, respondents or scholars from whom information and knowledge was sourced.

From onset of interviews the researcher and his assistants assured the respondents of privacy and confidentiality and sought their consent before revealing any of the information they offered. This was particularly important because lack of confidentiality or privacy may have caused the individuals involved physical and or psychological harm or even lead to stigma. The researcher together with her assistants were careful not to ask embarrassing questions or those that would lower one's self esteem and image, they also avoided expressing shock or disgust to the responses during interviews. The researcher acknowledged and gave credit to respective authors whose work she referred from.

Another ethical issue that was observed by the researcher was that of actual relationship, whereby at times researcher collected data and offered guidance at the same time. The researcher weighed between inherent risks and potential benefits. All the findings were

collected and presented to the relevant beneficiaries and all those interested in the findings of the study.

3.8. Operationalization of Variable

OBJECTIVE	VARIABLES	INDICATORS	MEASUREMENT	SCALE	DATA COLLECTION	ANALYSIS
To investigate how the availability of strategic plan influence the performance of CBOs	Availability of strategic plan	Achievement of target	Availability, Non availability	Ordinal and Normal	Questionnaires	Correlational and Descriptive statistics
To determine the extent to which CBOs implement their strategic plan and its influence on the performance of CBO	Implementation of strategic plan	work schedule	Non implementation, Implementation	Ordinal and Normal	Questionnaires	Correlational and Descriptive statistics
To investigate how the level of understanding of the stakeholders on strategic planning process influences the performance of CBOs	stakeholders and strategic planning process	members and community satisfaction	Motivation	Ordinal and Normal	Questionnaires	Correlational and Descriptive statistics

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter dealt with data analysis, result and discussion of the findings on the influence of strategic planning on the performance of CBOs in Migori County.

The data was analyzed with the help of a computer software namely Statistical Package for Social Scientists(SPSS).This enabled the researcher to present data in frequencies, percentages and summarized in tables. This chapter is divided into two main sections, namely results and discussion of the findings

4.2 Demographic Data

This section covers the respondents' age, education and gender

4.2.1 Respondents' Gender

Respondents were asked in the questionnaire to indicate their gender with a choice of male and female given. The data collected shows that there are more males in the CBOs than women. The 65% male implies more male than women prefer to be involved in income generating activities as they are mainly the bread winners as opposed to women who are largely dependent on their husbands for survival. The women in Migori are also expected to ask for permission from their husbands as dictated by the tradition of the local community before joining any grouping a fact that has discouraged most of them.

Table 4.1 Respondents' Gender

Gender	Number	Percentage
Male	125	65
Female	67	35
Total	192	100

(Source: Research Data)

4.2.2 Respondents Age

Majority of the members of the CBOs as depicted by the response from this research shows that youths between the ages of 35-40 are the majority at 33% followed by those between the ages of 31-34 at 31%. As can be seen from figure 4.2.2, only about 7% are of 50 years and above. This could be attributed to the fact that majority of youths between the age of 31-40 are unemployed and are therefore free and willing to do something that can improve their life.

Table 4.2 Respondents' Age

Respondents' Age	Frequency	Percentage
18-24	21	11
25-30	15	8
31-34	60	31
35-40	63	33
41-44	8	4
45-50	12	6
Over 50	13	7
Total	192	100

(Source: Research Data)

4.2.3 Respondents Level of Education

From the data gathered, it is clearly that the level of education is still low among the members of CBOs in Migori County. Most of the respondents are form four certificate holders at 46% while graduates account for only 15%. Diploma graduates are 25% with degree graduate only account for 12% of the members. However it is encouraging to note that there are members with very high level of education, PhD holders at 3%.

Table 4.3 Respondents Level of Education

Level of Education	Frequency	Percentage
Form four leavers	88	46
Diploma	48	25
Degree	29	15
Master	21	11
PHD	5	3
TOTAL	192	100

(Source: Research Data)

4.2.4 Position Held in the CBO

Respondents were asked to state the position they are holding in the CBO as at the time of the study. The data collected is presented in the table below. 63% of the respondents were mere members, 21% were secretaries and other were officials, 9% were patron while the remaining 7% were chairperson.

Table 4.4 Position Held in the CBO

Position Held in the CBO	Frequency	Percentage
Patron	17	9
Chairperson	13	7
Secretary/ any other official	40	21
Member	121	63
Total	192	100

(Source: Research Data)

4.2.5 For how long have you been a member?

On this question, 16% have only been a member for less than 2 years while 35% have been members for a period of 5-8 years. 20% of the respondents have been members for the period between 8 and 10 years, 19% have been members for the period between 2 and 5 years while the remaining 10% have been members for over 10 years. This is good for stability and development since policy can be implemented without interruptions because there is relatively low rate of turn over ensuring continuity.

Table 4.5 Member Longevity

Member Longevity	Frequency	Percentage
0-2	31	16
2-5	36	19
5-8	67	35
8-10	38	20
Over 10	20	10
Total	192	100

(Source; research data)

4.3 Do your CBO have a strategic plan?

This research was conducted among CBOs having strategic plans. The response therefor was 100% as all the organization were in different stages of strategic planning. They were either having fully implemented plans or were in the process of implementation

4.4 How long has it been in place?

Table 4.6 How long has it been in place?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-1year	69	35.9	35.9	35.9
	2-3 years	75	39.1	39.1	75.0
	4-5 years	25	13.0	13.0	88.0
	more than 5 years	23	12.0	12.0	100.0
	Total	192	100.0	100.0	

(Source: research data)

Majority of the CBOs have had strategic plans for merely less than three years. Data collected shows that over 70% of them have either adopted the concept of strategic plan only within the last one year. Only 12% of the CBOs surveyed have had the strategic plan for more than 5years. This clearly shows that the strategic management plant is still a new concept but is rapidly being adopted by CBOs as most donors now put it as requirement for approval of any funding. This has seen most CBOs struggle to craft and implement strategic plans.

Over 70% of the respondents are of the opinion that strategic plans either greatly influences or very greatly influences performance of the CBO in community satisfaction. As shown in the literature reviewed strategic plans gives direction to where the organization is headed. It helps in properly planning of resources in advance which eventually ensures that the community is satisfied.

4.5.

To what extent does availability of strategic plan influences the performance of your CBO in staff retention?

Table4.7.

To what extent does availability of strategic plan influences the performance of your CBO in staff retention?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Greatly	58	30.2	30.2	30.2
	Greatly	43	22.4	22.4	52.6
	Moderately	26	13.5	13.5	66.1
	Not at all	29	15.1	15.1	81.2
	Little	36	18.8	18.8	100.0
	Total	192	100.0	100.0	

(source: research data)

Implementation of the strategic plan has a lot of influence in ensuring staff retention. Data collected shows that an overwhelming majority of 55.5% of the respondents felt that strategic plan will greatly influence the retention of staff within the CBO. A paltry 18.8 % were of the opinion that it influences to very little extent yet another 15% feel that it has no effect.

Strategic plan makes work easier by giving clear guideline on what need to be done to achieve the organizations objectives, since resources intended for performing planned task are also availed in good time, staff is likely to be happy and with less stress and therefore willing to remain on job.

Objectives are key to the success of any serious organization. Operating without well-defined goals is like a ship without radar wondering aimlessly in the sea. Strategic plans are key since it spell out objectives and means of achieving them. From the data obtained 80% agreed that strategic plans help in clarity of objectives. A paltry 20% however said that it influences either moderately or very little.

4.6 For a CBO to succeed, it should embrace strategic planning?

Success of an organization largely depends on how well it has organized both its human resource and the material resource in achieving the organizations set objectives. This according to the result obtained in this study. 70% either strongly agreed or agreed that CBOs should embrace strategic planning to succeed.

Table 4.8 For a CBO to succeed, it should embrace strategic planning?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	82	42.7	42.7	42.7
Agree	53	27.6	27.6	70.3
Disagree	23	12.0	12.0	82.3
strongly disagree	22	11.5	11.5	93.8
Not sure	12	6.2	6.2	100.0
Total	192	100.0	100.0	

(Source: research data)

4.7 Availability of strategic plan influences performance of your CBO?

Performance of CBO is measured by the quality of services it offers to the community, its sustainability and ability to attract external funding. Since strategic plan is part of the requirement by CBO coordinating board and the donor community requires for funding, then its important for the performance. As can be seen in the table below, over 70% of the respondents supported this. Only 22% disagreed with 11% strongly disagreeing that performance of CBOs depend on availability of a strategic plan.

Table 4.9 Availability of strategic plan influences performance of your CBO?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	71	37.0	37.0	37.0
Agree	65	33.9	33.9	70.8
Disagree	22	11.5	11.5	82.3
strongly disagree	22	11.5	11.5	93.8
Not sure	12	6.2	6.2	100.0
Total	192	100.0	100.0	

(Source: Research Data)

4.10.

That any CBO that adopts strategic planning have a competitive advantage over the others?

Table 4.10. That any CBO that adopts strategic planning have a competitive advantage over the others?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	90	46.9	46.9	46.9
	Agree	35	18.2	18.2	65.1
	Disagree	17	8.9	8.9	74.0
	strongly disagree	27	14.1	14.1	88.0
	not sure	23	12.0	12.0	100.0
	Total	192	100.0	100.0	

(Source; Research Data)

With mushrooming of CBOs in the rural areas and the thinning of the donor community, it is certain the a well-managed CBO will be at a better chance to survive as it is likely to remain focused on its goal even as it reaches out to the donor community.

The result shows that over 65% support the idea that strategic plan can help CBO to have competitive advantage compared to only 14.1% and 8.9% that disagreed either strongly or just disagreed. 12% were not sure.

4.11. That a CBO does not need strategic planning to perform?

Table 4.11. That a CBO does not need strategic planning to perform?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	13	6.8	6.8	6.8
	Agree	24	12.5	12.5	19.3
	Disagree	25	13.0	13.0	32.3
	strongly disagree	100	52.1	52.1	84.4
	Not sure	30	15.6	15.6	100.0
	Total	192	100.0	100.0	

(source; research data)

4.12. To what extent does your CBO implement strategic plan?

Table 4.12. To what extent does your CBO implement strategic plan?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FULLY	55	28.6	28.6	28.6
	PARTIALLY	110	57.3	57.3	85.9
	NOT AT ALL	27	14.1	14.1	100.0
	Total	192	100.0	100.0	

(source: research data)

CBOs under this study do not fully implement the strategic plan. 26% implement it fully with a massive 60% only partially implementing another 15% have strategic plan but it gathers dust somewhere. It is a different thing to merely have a strategic plan and implementing a strategic plan. A well written strategic plan is useless if not implemented fully.

4.13. What is your level of understanding of strategic planning process?

Table 4.13. What is your level of understanding of strategic planning process?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VERY HIGH	21	10.9	10.9	10.9
	HIGH	29	15.1	15.1	26.0
	MODERATE	94	49.0	49.0	75.0
	LOW	35	18.2	18.2	93.2
	NON AT ALL	13	6.8	6.8	100.0
	Total	192	100.0	100.0	

(Source: Research Data)

Despite the existence of a strategic plan in the CBOs under this study, most members have very little understanding of the strategic planning process. Most of the CBOs seem to have contracted the strategic planning to external people, also the academic level of most members is below certificate level a factor that could hamper their understanding of the strategic planning process. Only 10.9% have very high understanding, 15.1% have high understanding while about 50% have low understanding with another 6.8% having no idea.

4.14.

Do you meet any difficulties during strategy planning process due to your level of understanding of the strategy planning process?

Table 4.14.

Do you meet any difficulties during strategy planning process due to your level of understanding of the strategy planning process?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES	127	66.1	66.1	66.1
	NO	65	33.9	33.9	100.0
	Total	192	100.0	100.0	

(source :research data)

66.1% of the respondents have difficulties during strategic planning process. Only 33.9% of the respondents have no difficulties in the strategic planning process.

4.15. Which area do you meet the most difficulties during strategic planning process

Table 4.15.

Which area do you meet the most difficulties during strategic planning process

Which area do you meet the most difficulties during strategic planning process

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Planning	42	21.9	21.9	21.9
	Coordination	63	32.8	32.8	54.7
	implementation	50	26.0	26.0	80.7
	Monitoring	23	12.0	12.0	92.7
	Evaluation	14	7.3	7.3	100.0
	Total	192	100.0	100.0	

Coordination and implementation are the two areas with the most difficulties at 26% and 32.8% respectively. Monitoring 12% , evaluation 7.3% and planning at 21%.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	highly engaged	41	21.4	21.4	21.4
	moderately engaged	67	34.9	34.9	56.2
	weakly engaged	34	17.7	17.7	74.0
	not engaged	31	16.1	16.1	90.1
					100.0
	Total	192	100.0	100.0	

The number of members that are fully involved in the strategic planning process are very few according to the data obtained from the field. 21.4 are highly engaged but 34.9 are only moderately engaged with 34% are either weakly or not engaged at all.

4.16.

What is the degree of performance of your CBO based on strategic planning?

Table 4.16.

What is the degree of performance of your CBO based on strategic planning?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VERY GREATLY	50	26.0	26.0	26.0
	GREATLY	65	33.9	33.9	59.9
	MODERATELY	40	20.8	20.8	80.7
	VERY LITTLE	23	12.0	12.0	92.7
	Total	192	100.0	100.0	

26% of the respondents feel that their CBO has performed very greatly, another 33.9% feel the CBO has performed greatly with only 12% feeling the performance due to strategic planning is very little.

4.17.**How would the performance of your CBO be affected if you stopped using strategic planning approach?****Table. 4.17.****How would the performance of your CBO be affected if you stopped using strategic planning approach?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VERY GREATLY	99	51.6	51.6	51.6
	GREATLY	56	29.2	29.2	80.7
	MODERATELY	16	8.3	8.3	89.1
	VERY LITTLE	14	7.3	7.3	96.4
	NOT AT ALL	7	3.6	3.6	100.0
	Total	192	100.0	100.0	

Over 80% of the respondents in this research recognize the role the strategic planning process play in the management of their CBO. Most respondents feels that the performance would be greatly affected if there was no planning at all. Only a few of the respondents feels that the performance of the CBO will not be affected at less than 20%.

CHAPTER FIVE

SUMMARY, CONCLUSION, RECOMMENDATIONS AND SUGGESTION

5.1 INTRODUCTION

This chapter presents the summary of the findings, conclusions and recommendations based on the analysis on the influence of strategic plan on the performance of CBOs in Migori County

5.2. SUMMARY OF THE FINDINGS

The purpose of the study was to investigate how strategic plan influence the performance of CBOs in Migori County. This study was further guided by the following research objectives; To investigate how the availability of strategic plans influence the performance of CBOs in Migori County, To determine the extent to which CBOs implement their strategic plan and its influence on the performance of the CBO, To investigate how the level of understanding of the stakeholders on the strategic planning process influences the performance of the CBOs in Migori County.

The study employed survey research design mainly because of the following reasons: the design is useful in describing the characteristics of a large population, makes use of a large sample, thus making the results statistically significant even when analyzing multiple variables, many questions can be asked about a given topic giving considerable flexibility to analyze. The design makes use of standardized questions where reliability of the items is determined. Lockes (1984) also reports that the survey design is suitable for obtaining important and precise information concerning the current status of a phenomenon and possibly draw logical and valid conclusion from a target population.

The study sample size comprise of one hundred and ninety two (192) CBOs. Simple random sampling procedure was used to select both male and female adults including youths were the main research instrument used to collect information concerning performance of CBOs

Data was analyzed using descriptive statistics; the findings were presented in tables using frequencies and percentages. a few open ended items were reported in the narrative form. From the analysis, the study revealed a number of key findings. These findings were presented based on each of the research objectives that guided the study

The availability of strategic plan does influence the performance of CBOs. The data analyzed in this research clearly shows that strategic plan is key to the success of CBOs. Availability of strategic plans provide clear guideline on policy issues and the general direction as well as the estimated implementation period which allows the staff and management to be more focused on achieving the organizational goals.

Implementation of strategic plan is still poor as per the finding of this study. Some CBOs Have the strategic plan at their offices but then that is it. While a good number are various stage of implementation, it can be concluded that implementation of strategic plans by the CBOs is low and if implemented can help spur growth and success of the CBO.

5.3. CONCLUSION

Based on the analysis and summary of the findings, the following conclusions are made; The level of education in the CBOs is lower with a higher number of form four leavers compared to degree holders and therefore hard for the strategic plan to be implemented since majority does not understand strategic plan

The level of involvement of the employees is poor, this is because of the rank that existed in the CBOs and for strategic plan to be effectively implemented in the CBOs the top official need to involve their juniors so us to own the implementation process

The level of understanding of the stakeholders about the strategic planning process is very low. Most of the time members are not engaged fully in the strategic planning process a fact that hampers its implementation.

5.4 RECOMMENDATION

Training is key if the strategic planning process is to be successful. Members should therefore be given adequate training to acquire knowledge on strategic planning, implementation and evaluation.

The study found that employees were not motivated at work place and therefore we recommend that the CBOs should motivate their workers to come to work and feel that they are part of the organization since employees are the source for innovative ideas.

The CBOs should have a clear vision of what they want to achieve and mission or purpose of doing it. Having clarity of what you want to do, who you need and how to get there will focus limited financial and people resource.

The involvement of employees in strategy development by setting up training on strategy development through this the CBOs will build ownership and involvement of the members of the CBO.

5.5. RECOMMENDATION FOR FURTHER STUDIES

The study recommends further research on the financial aspects of the CBOs to find out better ways of sustaining them since most of them collapse mid-way due to mismanagement or lack of funding to undertake serious project.

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APPENDICES.

Appendix I:

LETTER OF TRANSMITTAL

Akoth Olgah Opiyo

Department of Extra Mural Studies,

School of Distance Learning and Continuing Education,

University of Nairobi

P.O BOX 1110

MIGORI

Dear Respondent,

**RE:MASTER OF ARTS IN PROJECT PLANNING AND MANAGEMENT
RESEARH PROJECT**

I'm an MA student at University of Nairobi intending to carry out a research on the influence of strategic planning on the performance of CBOs in Migori County. Your CBOs has been chosen to participate in this study by filling in the attached questionnaire. This study is carried out as a requirement for partial fulfillment of the award of the Degree of Master of Arts in Project Planning and Management of Nairobi University.

Kindly note that your response will be treated with a lot of confidentiality so that your identity and confidentiality is not compromised.

I'm looking forward to your cooperation.

Yours faithfully,

OLGAH OPIYO AKOTH

Appendix II: QUESTIONNAIRE.

SECTION A: DEMOGRAPHIC INFORMATION.

Sex Male () Female ()

Age Tick your age bracket.

18—24 ()

25—30 ()

31—34 ()

35—40 ()

41—44 ()

45—50 ()

51 and above ()

What is your highest level of education?

Certificate ()

Diploma ()

Degree ()

Masters ()

PhD ()

What is your position in the CBO?

Patron ()

Chairperson ()

Secretary/ any other official ()

Member ()

For how long have you been a member of the CBO?

0—2 Yrs ()

2—5 Yrs ()

5—8 Yrs ()

8—10 Yrs ()

10 and above ()

SECTION B: AVAILABILITY OF STRATEGIC PLAN AND PERFORMANCE OF CBOS.

Do your CBO have a strategic plan?

Yes () No ()

If yes, how long has it been in place?

0—1 Yrs ()

1—2 Yrs ()

2—5 Yrs ()

10 and above ()

To what extent does the availability of strategic plan influence the performance of your CBO in the following areas?

a) Community satisfaction

Very Greatly ()

Greatly ()

Moderately ()

Little ()

Not at all ()

b) Staff retention.

Very Greatly ()

Greatly ()

Moderately ()

Little ()

Not at all ()

c) Clarity of objectives ()

Very Greatly ()

Greatly ()

Moderately ()

Little ()

Not at all ()

To what extent do you agree with the following statements on the availability of strategic plan and its influence on the performance of your CBO? Use a scale of 1—5 where 1= strongly agree and 5= strongly disagree.

Availability of strategic plan and performance of CBO	1	2	3	4	5
Availability of strategic plan influences performance of your CBO?					
For a CBO to succeed, it should embrace strategic planning?					
That any CBO that adopts strategic planning have a competitive advantage over the others?					
That lack of strategic planning can make a CBO to lose its focus and direction on what they ought to do?					
That a CBO does not need strategic planning to perform?					

SECTION C: IMPLEMENTATION OF STRATEGIC PLANNING AND PERFORMANCE OF CBOS

To what extent does your CBO implement strategic plan?

Fully ()

Partially ()

Not at all ()

To what extent does the implementation of strategic plan influences the performance of your CBO?

Very Greatly ()

Greatly ()

Moderately ()

Very Little ()

Not at all ()

SECTION D: STAKEHOLDERS AND PERFORMANCE OF CBOS.

What is your level of understanding of strategic planning process?

Very High ()

High ()

Moderate ()

Low ()

None at all ()

Based on your level of understanding of strategic planning process, how is the performance of your CBO influenced?

Very Greatly ()

Greatly ()

Moderately ()

Very Little ()

Not at all ()

Do you meet any difficulties during strategy planning process due to your level of understanding of the strategy planning process?

Yes () No ()

If yes, explain.....
.....
.....
.....

If yes, mark the area where you meet most difficulties.

Planning ()

Coordination ()

- Implantation ()
- Monitoring ()
- Evaluation ()
- Any other (specify) ()

In a scale of 1—5, can you gauge your level of participation in strategic planning process and how this engagement influence the performance of your CBO. 1=highly engaged, 5=weakly engaged.

- (1) (2) (3) (4) (5)

SECTION E: STRATEGIC PLANNING AND DEGREE OF PERFORMANCE OF CBOs.

What is the degree of performance of your CBO based on strategic planning?

- Very Greatly ()
- Greatly ()
- Moderately ()
- Very Little ()

How would the performance of your CBO be affected if you stopped using strategic planning approach?

- Very Greatly ()
- Greatly ()
- Moderately ()
- Very Little ()
- Not at all ()

What is your opinion on strategic planning process?

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

THANK YOU.

Appendix III: RESEARCH PLAN.

Activity	April	May	June	July	August	Sep.-Nov.	December
Concept paper							
Research proposal							
Data Collection							
Data analysis							
Presentation of finding							

Appendix IV: RESEARCH BUDGET

S/N	Item	Cost
1	Typing and printing	7000
2	Administration of questionnaire	10000
3	Data analysis and presentation	5000
4	Travelling	10000
5	Accommodation	10000
6	Computer	40000
7	Miscellaneous	8000
	Total	90000