

EFFECT OF STRATEGIC MANAGEMENT PRACTICES ON THE PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS IN KENYA, A CASE OF KISUMU COUNTY

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Abstract: The purpose of this study was to assess the effect of strategic management practices on the performance of Non-Governmental Organizations in Kenya, a case of Kisumu County. The specific objectives of the study were to establish the effect of strategic decision making practices, strategic evaluation practices, strategic implementation practices and strategic planning practices on the performance of NGO's in Kenya. Four theories were used including competitive advantage theory, strategic fit theory, theory of resource dependency and stakeholder theory. The target population was 200 managers working in all NGOs in Kisumu County. The study adopted quantitative research design. Data was collected through questionnaires. Data was analysed and interpreted through descriptive statistics, measures of dispersion and inferential statistics. The main purpose of the study was to bridge the gap on strategic management practices. It is important that NGOs take advantage of the funding they receive and be able to transform the lives of the communities they serve.

Keywords: Strategic decision making practice, strategic evaluation practice, strategic implementation practice and performance of non-profit organization.

I. INTRODUCTION

Background of the study

Associations that work freely to provide administrations and backing to the network particularly the helpless are essentially NGOs (DeMars, 2005). In wide sense, any association that does not make any benefits but rather helps the network thinking about that there is no administration subsidizing generally portrays a NGO (Stoddard, 2006). They are gatherings of people, associations masterminded in a particular region, nation, area who are driven by the desire to support the network. NGOs include, but are not restricted to, charitable affiliations, trusts and establishments, autonomous cooperatives, network affiliations, social orders, exchange affiliations, proficient social orders, customer gatherings, and religious or church-based affiliations calling for private subsidizing for advancement, nourishment conveyance, family arranging and network association advancement of (O'Dwyer&Unerman, 2008).

NGOs are normally subsidized by gifts through fundraising. Donations can be in type of money, goods, services or alms. NGOs are gatherings of associations that do distinctive exercises, for example, offering seed capital for the poor into startup businesses, assist the destitute children, and help individuals influenced with ailments, for example, HIV and AIDs, Malaria and so forth. A few NGOs are enrolled as CBOs, as beneficent establishments and in this way the vast majority of them meet all requirements for an assessment exclusion endorsement. One trademark about NGOs is that they don't influence benefits in spite of the fact that a couple to work as benefit producers so they can almost certainly deal

with their overhead costs, for example, compensations and wages, office costs etc. Most of the NGOs acquire their financing from rich individuals. They cooperate towards accomplishing the seventeen UN feasible advancement objectives. These objectives incorporate consummation outrageous poverty, education, gender equality, clean water, zero hunger etc. NGOs cooperate with different accomplices and associations to have the capacity to tackle these issues more effectively. Since NGOs much of the time get subsidizing from abroad, on implementation, they include the neighborhood residents to run the program. In different cases, outside staff can be employed in order to lead the pack and guarantee that the program is executed successfully as arranged. NGOs differ in the manner in which they lead their projects. For example, a NGO, for example, Village Enterprise, is worried about destitution lightening, may give penniless individuals the hardware and aptitudes to think of organizations, while a NGO like Lwala Community Alliance manages health. Research has appeared there is dependably an issue with association in the NGO Sector. The serious issue being immersion and covering of program implementation. The foundation of this examination in this manner diagrams the execution of NGOs from three stand points, global, regional and nearby setting separately.

Global Perspective of Strategic Management Practices of NGOs.

In the worldwide world, there are various NGOs directing diverse exercises and running distinctive tasks. Those working abroad are evaluated to be more than 40,000 (Anheier et al., 2006). The most astounding number of NGOs enrolled in Russia and China is more than 65,000 and unregisters more than 130,000. Working NGOs in India are more than 500,000. More than one million NGOs have been enrolled by the United States. Over 10.1 million representatives make up 7 percent of the work force in Africa's (Clinton, 2007). Non-legislative associations (NGOs) assume an inexorably imperative job in network development, with high levels of neediness being estimate especially in rustic territories (Benjamin, 2007).

It winds up hard to explicitly order NGOs by what they do. Many of them complete a ton of exercises and some adjustment amidst the programming. Nonetheless, we can group most NGOs as being either operational or political. Operational NGOs essentially work with tasks while political NGOs in some sense work with the political framework (Scolte 2004). All of these NGOs do raising money in whichever route so as to acquire assets to run their programs. And this is the reason the vast majority of their ventures are focused for a time of years or months. The exercises may appear to be comparative yet the methodology is the thing that separates them dependent on their key plans. In truth, it isn't clear about these refinements. Operational NGOs regularly participate in battling when there seems, by all accounts, to be insufficient impact of the task. Extensive non-legislative associations working being developed and condition run customary battles or if nothing else support campaigns for systems. So also, NGOs campaigning regularly feel that they can't disregard prompt reasonable issues their arrangement area. NGOs for human rights and NGOs for ladies' rights have projects to help casualties of segregation and foul play (Musyle, 2007). There are different kinds of NGOs that advance change by variations of these two essential capacities. Different research organizations have gatherings with the primary objective of expanding mindfulness and knowledge. They extend from scholastic to political to social (Nelto 2006). It is obvious that examination made a ton of situation around there and raised issues experienced by NGOs. One of the most basic issue raised was the evaluation of strategies and basic leadership rehearses. There has dependably been scouring shoulders between junior staff and senior supervisory group due to various reasons (Mukasa, 2006). There are no frameworks set up to assess whether the undertakings are having any effect in the networks served or not. Another mind boggling issue is about usage of the key plans. Plan can undoubtedly be planned yet a couple of the staff are in relation to contextualize the key plans. With this result, staff all work on a 1000-foot level. (Mukasa, 2006). The directorate is dependably set up to surrender rules and accompany verdicts. Although trustees are not chosen by society overall, their primary reason for existing is to hold a trusted association to assist society as delineated in their incorporation papers and duty exemption grants of (Lewis, 2005). Another major issue is tied in with staffing. Staffing isn't just an issue in the NGO world yet in addition is an intense issue in the government. Human asset approaches set up are never followed (Vilain, 2006). Most NGOs don't like spending plan for vocation advancement in their budgets, which is the reason for the high turnover rates in NGOs. Neither is staff preparing considered. Strategic assessment was observed to be an issue; we don't have any proof whether there are control measures for the NGOs as far as performance. Many NGO objectives are intangible. How choices are made and actualized in NGOs is dependably a question (Moore and Stewart, 1998). Strategic arranging which comprises of mission, vision and authoritative targets are essential for NGOs to flourish, it ought to be in a situation to accomplish a mission that is esteemed by the network, staff, board, and founders. Strategy usage rehearses is to be sure an issue. Approaches much of the time are planned however never implemented. A genuine precedent is a case

for Oxfam which happened as of late on lewd behavior. This caused Oxfam a mess since it wound up losing a great deal of financing. It was with this news that DFID chose to present defending approaches where all NGOs financed by DFID must have the strategy set up. It is in this way critical that NGOs consider making an incentive so as to satisfy their vision (Lewis, 2005).

Regional Perspective of Performance of NGOs

The awareness of the society that NGOs are in a better position to articulate the needs of the society especially the more vulnerable is increasing. NGOs have been in apposition to address the most critical issues in the society, be in a position to design strategies, work in very remote locations like Sub-Saharan Africa compared to the government. The gap between the poor and the rich or the government has been bridged by many NGOs through ending extreme poverty, human rights and having representatives in the state agencies. They are known at providing seeds or inputs into the strategic management process, they mediate and act as catalysts (Shah, 2005). NGOs have become a major source of development in most countries since their activities are even far beyond the state activities (Stephenson, 2005). They have become a major channel for promulgating aid especially in the sub-Saharan Africa and other parts of the world. For example, the US government channels about 40% of its aid programs through NGOs to Africa. Altogether, this distribution of aid sums up to about 15% transferred to the sub-Saharan Africa (Njoku, 2006). These organizations receive and own trillion of dollars (Bendell, 2006; Wood, Apthorpe, & Borton, 2001). There is need to assess not only the general performance of NGOs but also their strategic management practices so that the government is in apposition to identify the loops and be able to fill them (Bendell, 2006). Their performance also determines the performance of the economy of the entire county. When funding is restricted as a result of poor performance, the economy goes down and vice versa (Togbolo, 2005). Many NGOs have been seen to fail to perform and this has led to shut down. This shut down has adverse effects such as unemployment, inflation, increased poverty etc.

Accountability is what donors want. Recent research portrays how NGOs are placing systems to ensure that accountability is being taken care of in all departments. The need for ensuring best practices in all areas to boost accountability is what NGOs are looking for. The aspirations of not only serving the society but also the need to ensure that the services provided are not compromising with the policies in place is vital (DPI, 2007; UNOG, 2007). Significant fundraising efforts is always required to fund large projects. Major sources of NGO funding include Foundations, Bilateral funding, Individual funding, Prospects, Major donors, Proceeds of goods and services, Grants from international institutions or national governments etc. Some NGOs rely on the state for funding (Mukasa 2006). The most loopholes identified in the NGO sector include lack of trained personnel, inadequate sustainability, lack of funding, lack of policies, lack of communication (Malena, 1995). However, there are a number of factors that influence NGOs' performance such as organization culture which they must reshape for operational efficiency and effective performance (Reiman & Oedipal, 2002). Lack of expertise in terms of analytical and critical skills is evident in NGOs. NGOs sometimes may have limited strategic perspectives and weak linkages with other actors in development. Other NGOs are characterized by not just limited managerial skills but experienced managerial skills. In some regions, the link between NGOs and the state may involve both political and legal constraints. The government always require all organizations to be registered. Such situations put NGOs in a fix on how to register themselves. This makes them to operate with no legitimacy too many queries arise on why certain NGOs exist. There has been coercion from many regimes in terms of how NGOs are accountable. Three main areas of accountability for which NGOs can be held accountable by their stakeholders pertaining to their operational effectiveness, organizational impact to the society and their legitimacy (Jordan 2005).

Local Perspective of Performance of NGOs.

There are over 41 NGOs operating in Kenya. These include Oxfam, Care International, World Vision, Mercy Corps, UN, USAID, Amnesty International etc. All NGOs that are registered are registered under the National Council. The council is in charge of the NGOs and it includes all CBOs and all groups related to NGOs. A lot of contributions have been made by the NGOs operating in Kenya. They have provided entrepreneurship, food, education, employment, seeds for farmers, health and all sort of awareness. The problems in Kenya have spurred the growth of NGOs in the country. (Kameri-Mbote 2002). Over 1 Million citizens in Kenya are employed in the NGO sector including the researcher herself. They have improved the lives of people in the society. Children can go to school because of NGOs. The health of Kenyans has improved all thanks to the NGOs. A good example is ampathy, Farm Africa, Village Enterprise, World Vision etc (Jillo and Kisinga 2008). However, NGOs are still being questioned of their performance. Definitely some accountability is

missing somewhere. Some NGOs have been linked to impact organizations such as ID Insight that do evaluation and spotchecks. In essence, the roles and what NGOs do have been elaborated in the literature review below. Many NGOs were shut down and deregistered in Kenya because of the 2017 elections including Africog. Others have been shut down due to tax evasion, terrorism and several other factors. However there are still quite a number of NGOs that are still part of the development process in the country. A good example is Redcross, Amref etc.

Statement of the Problem

In Kenya, there are a number of NGOs which have demonstrated their good performance through application of best strategic management practices. This includes proper and clear vision and mission, strategic plans, adequate and skilled human resource among other factors (Kenya NGOs Management Policy, 2004). However, a good number of NGOs have not been able to demonstrate similar characteristics and are facing management related problems or have been forced to shut down (Kenya NGOs Coordination Board, 2008). Most of the NGOs in Kenya are facing challenges as a result of the dynamic environment (Anan, et al, 2008). This therefore calls for evaluation of strategic management practices and further implementation. Several studies have been done to assess the performance of NGOs in Kenya, however none is centralized to Kisumu county. Several strategic management practices have been pointed out by Armstrong (2006) such as teamwork, strong senior management team, skilled workforce that enhance performance of NGOs. These organizations have been characterized by well-functioning management team which is able to lead the team in the proper direction. Independent boards which are able to make decisions without compromise (Sababu, 2007). Pearce and Robinson (1999) add that to ensure continued performance, the organizations also have strategic directions guided by clearly defined mission, vision and objectives. NGOs also need to have fundraising strategies and having a team that is specifically concerned with fundraising to ensure that the organization is stable. Technology is part and parcel of change. NGOs therefore have to easily adopt to change (Armstrong, 2006). Strategic management practices is becoming a big deal in the humanitarian world. Donors are demanding to understand how systems work and whether their monies are being utilized properly. It is on this background that this study intended to create new knowledge so as to bridge the existing gap.

Objectives of the Study

General Objective

The general objective of the study was to assess the effect of strategic management practices on the performance of NGOs in Kenya, a case of Kisumu County.

Specific Objectives

This study aimed to attain the following specific objectives:

- i. To examine the effect of strategic decision making practices on the performance of Non-Governmental Organizations in Kisumu County
- ii. To evaluate the effect of strategic evaluation practices on the performance of Non-Governmental Organizations in Kisumu County.
- iii. To assess the effect of strategic implementation practices on the performance of Non-Governmental Organizations in Kisumu County.
- iv. To find out the effect of strategic planning practices on the performance of Non-Governmental Organizations in Kisumu County.

Research Questions

The research questions for the study were:

- i. How does strategic decision making practices affect the performance of NGOs in Kisumu County?
- ii. How does strategic evaluation practices affect the performance of NGOs in Kisumu County?
- iii. How does strategy implementation practices affect the performance of NGOs in Kisumu County?
- iv. How does strategic planning practices affect the performance of NGOs in Kisumu County?

Significance of the Study

This section explains individuals, organizations, corporations which would benefit from strategic management practices and performance of NGOs in Kenya. The findings of the study will be imperative to strategic managers who are the drivers of NGOs. The findings of the study will help them evaluate their strategies and be in a position to address the gaps they have in their NGOs. Donors and individual volunteers will benefit from this study and be able to evaluate the performance of the NGOs they fund. Staff in the NGO sector will benefit from this study which will prompt them to design best practices to be sustainable in the future and also improve their performance in their NGOs. The NGO's bureau, NGO's council and the government will find this study useful in formulating policies affecting the management of Non-Governmental Organizations in Kenya. Finally, researchers and other academicians will find this study helpful in terms of knowledge and increase their will to do further research on this topic.

Scope of the Study

The study was limited to investigating strategic management practices affecting the performance of non- governmental organizations with particular reference to ten NGOs in Kisumu County. The study examined four strategic management factors ceteris paribus, all other factors outside the area of strategic management. The research targeted 200 managers. The study enabled the researcher to collect data and come up with the findings.

2. LITERATURE REVIEW**Introduction:**

This section reviewed the studies done previously on strategic management practices and gave an introduction of the concept of strategic management. It reviewed the strategic management practices in NGOs and how these practices have affected the performance of NGOs in four dimensions. With that view, the study was to fill the gaps that were identified by the previous literature and be able to fill the gaps.

Theoretical Framework

More than 10 theories have been advanced talking about the relationship between strategic management practices and performance, be it NGOs, the state or other private sectors. These theories have been able to portray the benefits of strategic management. In simple terms, a theoretical framework is the combination of different concepts from the same theory and its application to a research problem. (Bayat,2007).The theories to support this study will include: The theory of competitive advantage, strategic fit theory, resource dependency theory and the stakeholder theory.

Competitive Advantage Theory

Competitive advantage is not only significant to profit making organizations. Research has shown that competitive advantage does not factor in NGOs in their concepts. This theory describes why organizations have to be competitive (Jones and Bartlett (2009). NGOs have a lot of resources. Different NGOs have different resources employed differently. Funding also depends on the nature of the NGO and the number of projects run. The more the projects, the more the funding. There are different kind of resources for NGOs including human resource, improved technology, training experience, modified systems and structures, strategic plans (Jones and Bartlett 2009).NGOs can attain competitive advantage if they can be able to fully maximize on their skills in terms of specialization and in fundraising. NGOs can therefore be seen competitive if they can be sustainable in the long run (Jones and Bartlett 2009).Sustainability in NGOs means that there is impact, the beneficiaries are implementing the program efficiently and that there's sufficient funding. Depending on the how long the project lasts, the program should be implemented even after exit (Jones and Barlet, 2009).This theory evaluates both internal and external factors of the environment in which the NGOs operate (Bartlett, 2009).The internal environment may include competitors in the same field competing in different spaces, Almost 90% of the NGOs operating in Kenya are in the graduation space. All are competing to be able to attain the UN Goals. Michael Porter(2008), as the lead in this theory observes that the objective of maximizing profits is always key not forgetting competitive advantage. Creating sustainable competitive advantage is obtained through positioning in the external market. External environment in this case includes political, legal, economical, technological and social environments. Some researchers have measured the performance of NGOs through image(Carlisle, 2005).NGOs performance leads to sustainability and competitive advantage Juholin (2004).The image and the reputation of the NGO created rooms for creativity, innovation and attracted funding as well Fan (2005).

Porter (2008) argues that the goal of strategic plans even in NGOs was not just for planning but also branding and competitiveness. Through the strategic plan, strategic managers are able to give guidance, educate and direct the organization towards its vision (Thompson et. al.,2006). Research has given evidence that most thriving NGOs had an implemented strategic plans where all staff in the organization were able to contextualize the strategic plan. Porter and Kramer (2006) commends that NGOs can be able to create a sustainable competitive advantage through marketing, communication, improved services and innovation. According to him, marketing and communication involves branding the company image by investing in the organization website. The website speaks a lot for the organization. Most NGOs don't invest in their websites, so it becomes difficult for donors to have any interest. What is always communicated in the website matter a lot (Kramer 2006). Innovation is always key in many NGOs and in their DNA(Lo,2003).Improving the services of NGOs requires a lot of innovation. Kennedy(2009) notes that an NGO is performing if it can be able to be competitive in the space.

Resource Dependency Theory

This theory explains the effect of organizational behavior based on the external environment. Pfeiffer and Salancik (2003) explains the fundamental relationship between an NGO and its environment. Reliance on the external resources influence the decision-making process of NGOs. Surviving in the NGO world does not only require internal resources, the involvement of the outside environment is key since most of the NGOs deal with the community. NGOs rely on the key stakeholders to assist them in identifying the beneficiaries during mapping. Examples of the stakeholders may include chief administrators, local chiefs, the commissioners, the village elders etc. It's through this theory that that we are able to learn the effect of the external environment on NGOs performance (Pfeiffer &Salancik, 2003). How well an NGO is able to attract the resources from the external environment depicts their survival in the space. The linkages with the external environment in terms of marketing and partnerships when applied effectively creates sustainability in the NGOs(Kobonyo 2011).Especially with the NGOs which are business related, most of them need to partner their beneficiaries with other profit making organizations for them to get markets. According to Ongore (2011), technical skills and knowledge is what senior managers could provide in their organizations to enhance performance. Huse (2004) further relates that directors served to connect the NGOs with external environment by co-opting the resources needed for performance. It thus means that the directors are key elements in ensuring that the external factors are able to help achieve the organizations mission.

Resources such as specialized skills or expertise, technology, integration of programs is what enhanced performance of NGOs (Del Baldo 2012). Therefore this theory supported the relevance of the directors in terms of information sourcing and coming up with networks for the success of the organization. In the same sense it was noted by Berrone et al (2012) that both non-executive directors and executive directors were motivated in their roles as they see the community change and the impact they bring to the entire society at large.

Strategic Fit Theory

According to this theory, there are no specific strategic management practices that are specific to all NGOs. Each practice depends on the nature of the NGO. The proper integration and application of the strategic management practices depicts their effectiveness. This theory emphasizes on the fitness of strategic management practices to an NGO. These include the core values, policies and procedures. These practices must be able to ensure that the interests of both the staff and the beneficiaries are taken care of. NGOs should always come up with strategic practices that best suit their needs in terms of now they operate (Donaldson & Luo, 2009). Several observations from researchers explain that the changes in the environment always force organizations to change their systems. In such cases, the objectives of the organization may also change based on the environment. Situational leadership was seen to take place in such cases. Decisions were made based on the situation at hand.(Donaldson 2006).This theory is in line with this proposition that decisions were best made basing on the event. Other NGOs came up with modifies structures in order to enhance performance in their NGOs especially in uncertainty. The application of this theory assisted strategic managers to manage their scarce resources effectively to lower overhead costs and respond to the changing environment. Strategic managers were flexible in their roles (Little, 2006).The adaptability in the external environment played a huge role on how their performance would be. It is with this reason that those managers and directors who failed to adopt to the changing environment led to shut done of many NGOs. NGOs should be able to integrate change in their strategic plans(Luo, 2008).

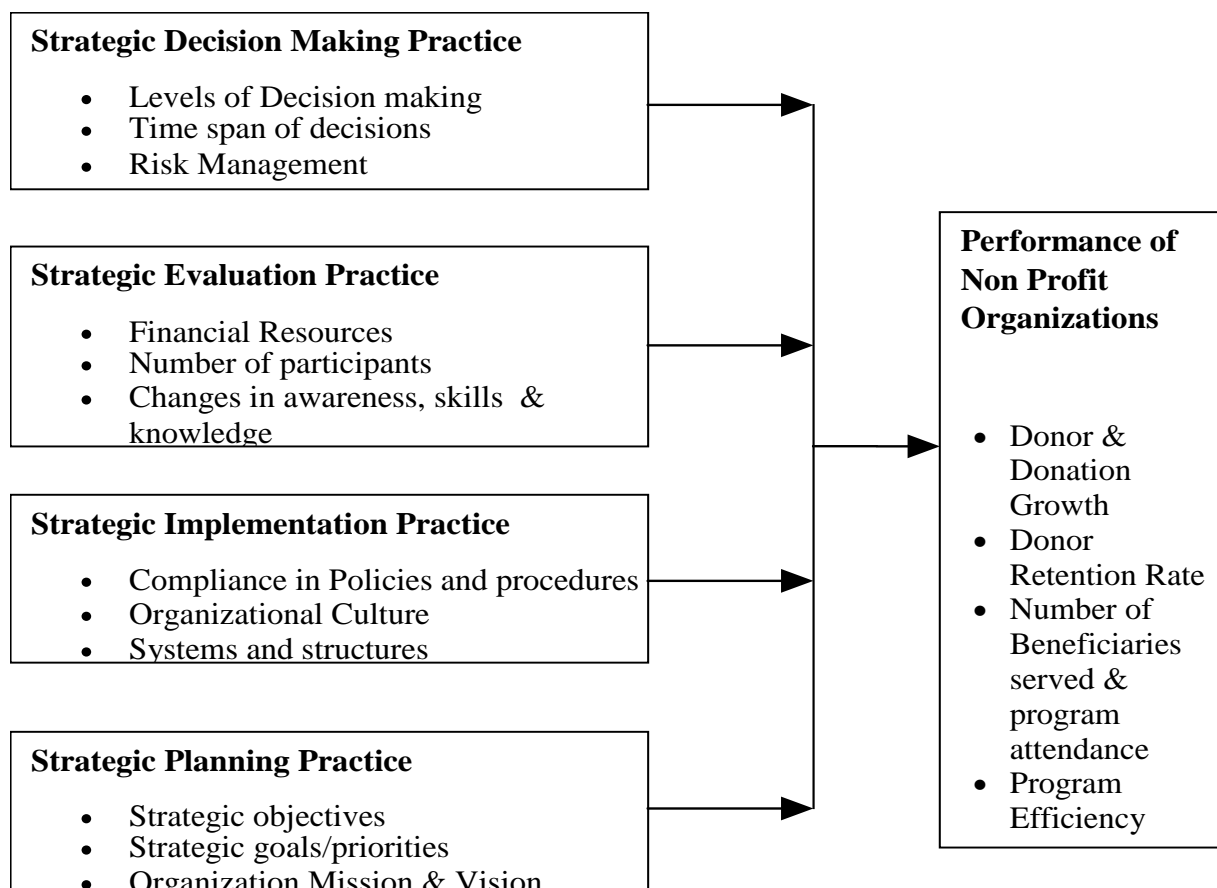
Stakeholder Theory

Stakeholder theory is a theory that relates to management. It explains the importance of stakeholders in NGOs. Stakeholders in this case include; employees, the beneficiaries, partners, suppliers, buyers etc. According to this theory, a

balance should be strike between the major stakeholders and the minor stakeholders. In this theory, there's an element of morality and ethics which relates to the performance of NGOs (Bondy et al., 2011). This theory is a true picture of NGOs performance (Mansell, 2013). It is an extension of strategic fit theory where the relationship between an NGO and both its external and internal environment is assessed. The theory suggests that NGOs need to take care of the interests of all their stakeholders including the society. NGOs want to spend less in order to give more services. Employees seek for compensation and other indirect costs of the program. Therefore, there should be a balance that is drawn during budgeting to ensure that all the stakeholders' interests are met. Hence, any decision by the NGOs has to specify how to make the trade-offs between these conflicting and inconsistent demands (Johnson, Scholes, Whiting, 2008). An argument by Robins (2008), the performance of NGOs relies on how well the stakeholders are managed. Therefore, managers should be independent and involve critical skills to ensure that everyone's interest in the organization is met. According to Miles (2012) stakeholder theory assumes that other stakeholders are important than others. This should not be the case if performance is key. This theory asserts that all actors both external and internal who are part and parcel of NGOs should be able to give insights. It thus appeals directors to be in a position to balance all ends. The overall outcome of this theory is to come to an accommodated goal or a win-win goal (Friedman & Miles, 2006). Therefore allocation of the resources both outside and inside is what constitutes stakeholder management (Mitchell & Cohen, 2006). Enz (2008) suggest that NGOs which does not take care of their primary stakeholders interests in their performance especially the beneficiaries and employees in the end lose out and shut down. Therefore, NGOs should endeavor to maintain a relationship with their beneficiaries. According to Angle (2008), understanding the interests of all stakeholders in NGOs is key. This in the end leads to productivity, sustainability and long term achievements. He also asserts that information must continue to be a source of knowledge and should be a going concern in NGOs to enhance performance.

Conceptual Framework

A conceptual frameworks explains the relationship between variables and gives a diagrammatic representation of the problem put across. This study joined aspects of strategic planning practices, strategic decision making practices, strategic evaluation practices and strategic implementation management practices to analyze the significant effect on performance of NGOs.



Strategic Decision Making Practice

Strategic decisions are the decisions that are concerned with whole environment in which the firm operates, the entire resources and the people who form the company and the interface between the two. Decision making has been defined differently by various researchers and such include: the degree at which a choice is made among alternatives based on a problem analyzed thoroughly which will enhance the performance outcome of the organization (Talaucar et al., 2005). Dimitratos et al. (2011) argued that strategic decision making is a process that's made up of series of characters of iterative behavioral stages that has occurred over time. Nutt (2002) was of the opinion that tactics was involved in the stages of strategic decision making process. Research findings informed that the upper-echelon theory in strategic decision making processes has been applied to firms and evidences have shown that there is a high level of relationship between the characteristics of top management and the growth of the organization (Tihanyi et al., 2000; Carpenter, 2002; Jaw and Lin, 2009). The importance of strategic decision making processes as viewed by different authors is imperative to the success, survival, growth and perpetual existence of organizations by making rational decisions by the top management. The board is also actively involved in forming, selecting and the implementation of the corporate strategy of the organization and linking the organization to its external environment (Taylor, 2001).

Understanding and implementing the different levels of decision making practices is critical. Gamble (2008) says that different levels of decision making implemented by the organizations enable the organization to make better decisions. The ability of the board to approve the strategic plans in terms of decision making is very vital. Strategic decision making practices have a greater impact on the senior management and the board. It highlights the levels of authority and power in the organization. It all begins with the mission, vision, goals and objectives of the organization. It revolves around decision making. Arasa, (2012) indicates that strategic decision making practices allows managers to have an extent to which they can be able to advise on certain decisions or not. It thus gives a skeleton for decision making in the entire organization and provides a clear basis of performance measurement. Strategic decision making practices help the NGOs to focus on organizational activities. This in the end speeds up the process of decision making and helps in coming up with quality decisions. It gives the organization an opportunity to check on the strengths and the weaknesses of the organization and gives the organization to allocate resources in an orderly manner and effectively. Strategic decision making practices enables the organization to focus on the challenges of the organization and managers are able to focus attention on the challenges. Greenly (1986) says that strategic decision making practices are critical vehicle for improved organizational performance. The board having the ability to make decisions enables the strategies and performance of the organization to be improved regularly-Kaizen improvement.

Strategic Evaluation Practices

Rumelt (2000) observes that for many executives, strategy evaluation is simply an appraisal of how well a business performs: Has it grown? Is the profit rate normal or better? If the answers to these questions are affirmative, it is argued that the firm's strategy must be sound. Rumelt (2000) notes that despite its unassailable simplicity, this line of reasoning misses the whole point of strategy—that the critical factors determining the quality of long-term results are often not directly observable or simply measured, and that by the time strategic opportunities or threats do directly affect operating results, it may well be too late for an effective response. Thus, strategy evaluation should attempt to look beyond the obvious facts regarding the short-term health of a business and appraise instead, those more fundamental factors and trends that govern success in the chosen field of endeavor. There are many different types and tools of evaluations depending on the object being evaluated and the purpose of the evaluation. The most important basic distinction in evaluation types is that between formative and summative evaluation. Formative evaluations strengthen or improve the strategy being evaluated. They help form it by examining the delivery of the program or technology, the quality of its implementation, and the assessment of the organizational context, personnel, procedures, inputs, and so on. Summative evaluations, in contrast, examine the effects or outcomes of strategy. They summarize it by describing what happens subsequent to delivery of the program or technology.

These findings are supported by Mpabanga (2006) views that suggest that strategic evaluation practices provides the organization with a basis to form performance measures metrics and a sound environment for performance. It suggests that organizations are in a position to set performance measures in the presence of an evaluation team. The team should be opaque and equitable in order to help the organization achieve its objectives. The findings on the study will establish a relationship between factors of organizational performance such as number of beneficiaries reached and strategic

evaluation practices. OECD views of 2004 imply that strategic evaluation practices provide a framework through which impact can be evaluated. It gives managers an opportunity to quickly identify challenges during implementation. With proper structures and levels of decision making, the challenges are easily resolved. Strategic evaluation is informed by the strategic decision making practices. The views of Chimainikire, (2002) indicate that for an organization to measure impact, a team has to be responsible to give data. This should be in line with the mission and vision of the organization. Better training for the managers and also staff in terms of numbers is of importance since it will indicate that the organization is moving in the same line with the mission. Some other organizations prefer evaluation to be done by an independent organization which specifically deals with program evaluation and implementation. The study also established that most of the NGOs had both finance and monitoring departments. The scope of work of the monitoring team is not so clear, whether they evaluate the program or not. The existence of the finance and monitoring department indicate a significant level of evaluation where the finance monitors the level at which donors money is used while the monitoring takes care of the program section. This is supported by Onyango, 2009 who accepts the fact that many organizations are complex and require systems to evaluate performance.

Strategy Implementation Practices

Strategy implementation involves putting the plan into action. Boggis and Trafford (2014) argues that its not just about having the plan in action but having managers conduct themselves in line with the vision and mission of the organization. Implementation, in simple terms is having the future written in the present form. This is achieved through coming up with a detailed and clear road map of what needs to be achieved. This means that any step altered in the process means delay in accomplishing the target. Strategy implementation is all about making sure that everyone is getting things right before initiation. Communication is key at this stage. Any hiccups in the process come with serious implications. Effective strategy implementation require critical minded leadership and diluting every step to simple. Asfaw (2011) described implementation as how well an organization can begin a process and finalize it. He describes it as a perpetual process which leads to the attaining of a specific goal. He further explains that a process is fully contextualized and understood by people if the Strategy is established if it becomes a routine procedure and fully absorbed in the system. This is imperative for long term strategy implementation.

Legge, (2004) argues that implementation is all about putting the plan into action. This implies that strategic implementation practices and informed by strategic planning practices. The results from the study indicate that there was existence of policies and procedures. This is key for any organization. It indicated some level of implementation. Strategic goals and plans are set by the board and the senior management team. Strategic implementation supersedes both planning and decision making. Human resource promotes increase in productivity and healthy staff relations. Willet (2002) "Organization strategic business decisions and performance are facilitated by well organized strong organizational systems which were not existing in the NGOs". Legge (2004) says the role of human resource management is to aid an organization attain its mission and vision by staff retention, staff attraction and proper staff management. It tries to strike a balance between the management and the strategic path of a firm. This goes in hand with Lektorwe of 1999 who informed us that firms especially NGOs do not have dominance over the worth of labor obtained. Volunteers contribute a lot to the staffing levels but this is also hindered by the time they have. It is also important that the personnel is fully trained to enable them perform. Some NGOs are so cost effective and eventually end up getting wrong personnel. The study also established that NGOs had proper skills required to effectively meet the organizational goals. Most of them were focused towards innovation and value creation. Positive culture cultivated within an organization is crucial for healthy staff relationship. This culture is backed up by staff motivation. Motivation leads to high productivity in terms of staffing. This is in line with Maslow's (1943), that individual most basic needs must be met before they become motivated to achieve higher level needs.

Strategic Planning Practices

Strategic planning is a detailed document or road path that directs the organization in achieving a specific goal. It produces actions, steps that lead to strategic decisions. Effective strategic planning also tells how the plan will be successful. It is a communication tool that guides the organization into the exercise. Strategic planning involves strategy formulation, vision, mission, objectives and goals. (Pearce and Robinson, 2008). The needs of the organization need to be assessed before coming up with a strategic plan. What and where questions need to be answered. This helps the organization to come up with feasible goals and objectives. It also assists to know how much resources will be allocated.

Strategic planning should involve incorporate all departments in the organizations. This process is normally led by the senior management team or the board of directors of the organization. The involvement of all departments is important to ensure that all inputs into the plan are taken care of. This in turns avoids problems in the future. Industry analysis is important during strategic planning. Kenneth views of 2010 that an organization without a mission or vision has no future. K.Obonya in his study(2012) finds out that strategic planning practices allow strategic managers to picture the organization as a whole. It gives a skeleton where control and organization of the firm's activities are done, objectives set and measures of performance are set.

Strategic planning practices assist the NGOs to consolidate efforts and program activities. This helps improve the quality of decisions made by senior managers and supervisors. It also gives an effective way in which the organizations are able to identify threats and opportunities. These finding are backed up by Dusenbury (2000),Strategic planning defines performance measures and later analyses the actuals verse the planned program target. Strategic planning practices are a vehicle for firms performance. Other studies show that there exist strategic plans in the organizations however there was no review of the strategic plan. This at some point makes the organization lose focus. If the strategic plan is not reviewed then it also implies that the content of the strategic plan is barely known neither understood by the staff. Berry (1994) describes strategic planning practices into four components which include; the organization mission, SWOT analysis, goals and objectives and strategy development.

Measurement of Performance of NGOs

In NGOs literature, many authors offered a number of definitions of measuring performance. Performance measurement is a method of recognizing and maximizing several goal metrics of the performance of the organization and its components periodically (Poister,2003)For instance, Poister (2003) .Furthermore, Lindblad (2006) defines performance measurement as the exploitation of organization goals and KPIs to measure the services. Ferreira (2009) defined it as a way of evaluating individuals in the organization. Miller (2007) relates performance to program efficiency and operational effectiveness. The orderly assessment of inputs and outputs of the program is what performance measurement is(Carman,2007). Despite the many definitions, there's still a dilemma on how performance measurement can be defined simply because different NGOs have different objectives and goals (Newman and Wallender, 1978; Fottler, 1981; Kanter and Summers, 1987). Yuchtman and Seashore (1967), Pfeffer and Salancik (1978), Kanter and Summers (1987) define performance measurement in NGO as the continual evaluation of a program for sustainability. However, this may not be the case. Other factors such as donor growth and funding could also measure the performance of NGOs. Kareithi and Lund (2012) argued that the primary mission of these NGOs is focused on goals desired by their targeted beneficiaries and their communities, so the performance of these organizations should be assessed by their effectiveness and efficiency to achieve mutually identified social goals.

Fundraising efficiency as a variable has been heavily mentioned and highlighted in most literature. Andreasen and Kotler (2008) defined fundraising efficiency as the expenses incurred by an NGO to obtain funding. The less an NGO spends the more the contribution income. The fundraising efficiency is measured using donors dependency ratio (Epstein and McFarlan, 2011).This defines the rate at which NGOs depend on the donors for existence. The higher the ratio the more the dependency and vice versa. This study will focus on four variables: Donor growth & Donation, Donor retention rate, the number of beneficiaries served and program efficiency.

Empirical Review

Strategic Decision Making Practices

Studies have been done in relation to strategic management and performance. The measure of performance is defined by the vision, strategic priorities, the mission, effective leadership but not limited to systems in place. Measuring the output of a process and evaluating it is what defines performance improvement (Bryson, 1995).The concept of continual performance improvement can be applied to either individuals or organizations? In organizations, it is defined as a process in which managers come up with a program and keep on monitoring performance until the end goal is attained. Modification is done in the middle of the process to achieve better results.

Strategic Evaluation Practices

The objectives of organizational improvement is to improve operational efficiency and effectiveness of programs. Bryson (1995) adds that performance is an index of the results achieved. The ratio between actual and result is the efficiency. Both theoretical performance and actual performance difference tell the strength of the performance improvement zone. The difference between current performance and the theoretical performance limit is the performance improvement zone. One can either modify the performance platform or effectively improving the measured element in the performance platform to improve performance. Performance improvement happens individually or team wise. Organizational performance can viewed in terms of a cycle, where goals and objectives are established the performance is established.

Strategic Implementation Practices

Drucker (2007) also suggests that NGOs can improve their performance by improving their governance and management. There are a number of ways in which NGOs can improve on their governance and management operations. These include the following: Stating their mission, values and objectives clearly and ensuring that these strategies are followed; better human resources development and training for their managers and staff including board members and volunteers; better management processes as well as financial management, accounting, and budget systems.

Strategic Planning Practices

The needs of the organization need to be assessed before coming up with a strategic plan. What and where questions need to be answered. This helps the organization to come up with feasible goals and objectives. It also assists to know how much resources will be allocated. Strategic planning should involve incorporate all departments in the organizations. This process is normally led by the senior management team or the board of directors of the organization. The involvement of all departments is important to ensure that all inputs into the plan are taken care of. This in turns avoids problems in the future. Environmental scanning is important during strategic planning.

Critique of the Existing Literature

Globally, literature on the performance of development non-governmental organizations(NGOs) has increased. However, little is known regarding the distinctive characteristics of Academic articles on factors influencing NGO performance. Since the 1990s, the role of development non-governmental organizations (NGOs) in international development has increased, along with massive interest and concern over NGO performance from NGO practitioners, governments, citizens, donors, policymakers and academicians. There seems to be a gap between performance management theory and actual practice as highlighted by several researchers and practitioners. Regardless of recent growth and importance of Nongovernmental organizations (NGOs) as part of the voluntary sector, particularly in developing countries such as Kenya, research focusing on performance management practices in these organizations lags behind. Therefore, the aim of this study is to explore strategic management practices relevant to NGOs performance in Kenya utilizing a performance management and control framework (proposed by Ferreira and Otley, 2009). Therefore, the major contribution of this research is to offer some evidence as to what some of these drivers are.

Summary of the Literature

Strategic management practices are key to improve performance of NGOs. Strategic decisions are made through proper planning. Implementation is done based on the decisions made and finally evaluation of the strategies. The next chapter (chapter three) focused on the research methodology which contained the procedures and methods used to collect and analyze (obtain and process) data. The chapter looked at study area, study design, target and study populations, sampling frame & techniques, research instruments, ethical considerations, data collection, data quality control, data management and analysis.

Research Gaps

This section reviewed the gaps on performance of NGOs in Kisumu County, Kenya. The literature review affirmed that much of the empirical studies undertaken in the topic under study had been undertaken outside Kenya. And therefore the need to focus on the Kenyan context specifically Kisumu County. According to Gathenya (2012) research, there's a relationship between strategic management practices and performance of organizations but his research is not specific to NGOs. PS Sasaka (2017) talk's four different variables of strategic management that affect the performance of Parastatals

and not NGOs. Planning forms the backbone of strategic management. Without planning there is no management. And so it is relevant that strategic managers in the NGO Sector understand the importance of the four variables in strategic management practices to improve their performance. Therefore the study narrowed down to find out the relevant practices that affect the performance of NGOs specifically in Kisumu County.

3. RESEARCH METHODOLOGY

Introduction

This chapter elaborated on the research methodology which includes the procedures and methods used to obtain and process data. The chapter looked at research design, target population, sampling frame, sample and sample techniques, data collection procedures, research instruments, pilot test, data analysis and presentation.

Research Design

Creswell (2014) defines research designs as plans and procedures for research that span the decisions from broad assumptions to detailed methods of data collection and analysis. This study will use descriptive design because it has been successfully used in other related management studies. According to Robson, 2002 descriptive research portrays an accurate profile of people's events or situations. The major purpose of descriptive research is to provide data on characteristics of a population or phenomenon. Accuracy is particularly imperative in descriptive research. A descriptive study tries answer the questions who, what, when, where and how (Cooper & Schindler, 2003).

Target population

According to Kothari (2012), a population is a group of events, people or items of interest with a common observable characteristic. The target population will be drawn from all NGOs in Kisumu County. The study population consisted of 200 respondents from different NGOs in Kisumu County.

Sampling Frame

Denscombe (2007) defines a sample frame as "a directory of the target population in which the researcher comes up with a specific selection." A sample frame must therefore contain an up-to-date list of all those that comprise of the target population. Cooper and Schindler (2008) add that a sampling frame should be a complete and correct list of population members only. The sampling frame for this study was obtained from the different departments of the NGOs in Kisumu county consisting of senior management, managers & supervisors.

Sample size and Sampling Technique

The study used stratified random sampling technique. Once we established the exact population of the study, multi-stage sampling procedure was then used to select the subjects of study. A sample size of 200 was used. Mugenda and Mugenda (2003) contends that sample sizes larger than 30 and less than 500 are recommended for statistical data analysis. According to Mugenda & Mugenda (2009), a sample is a smaller group or sub group derived from a larger population. Yamane (1967) provides a simplified formula for sample sizes as;

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n represents the sample size

N refers to the size of the population

e is the margin of error (0.05)

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{200}{1 + 200(0.05)^2}$$

$$n = \frac{200}{1 + 200(0.05)^2}$$

$$n = \frac{200}{1 + 200(0.05)^2}$$

$$n = 133 \text{ respondents}$$

Table 3.1: Sample size

Department	Population	Population %	Sample Size
Senior Management	140	30	93
Managers & Supervisors	60	70	40
Total	200	100	133

Data Collection Procedures

Data collection influences the validity of the results that will be received from the study. Both primary and secondary data were collected. Primary data was collected through the use of a questionnaire, while secondary data was collected through reviewing records of the study relevant to the subject. Quantitative and qualitative data was collected using structured questionnaire containing closed and open ended questions. Kuter and Yilmaz (2001) defines a questionnaire as a method for the elicitation, recording and collecting of information. Kothari (2003) argues that questionnaires generate data in a very systematic and ordered fashion.

Research Instruments

The key data collection instrument in this study was a questionnaire. Each respondent received the same set of questions. The questionnaires were attached to a cover letter from the researcher explaining the purpose and relevance of the study. The respondents were informed that all responses were anonymous and confidential and that data and findings were reported in a way that does not identify a particular response with any given respondent.

Pilot Test

The questionnaire used for data collection were pre-tested to determine whether the questions and directions are clear to and whether the respondents will be able to understand what is required from them. This enabled the researcher to fine tune the questionnaire for objectivity and efficiency of the process. Pre-testing was conducted in areas which were similar as possible to actual data collection and on population members as similar as possible to those that will be sampled. Pre-testing helped to assess whether respondents were able and willing to provide the needed information. Any changes in the pilot test were to result to changes in the research instrument.

Reliability of the Research Instruments

Sekaran (2003) notes that reliability of a measure is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the goodness of the measure. Cronbach's alpha was used as a measure of internal consistency. Cronbach's alpha is a reliability coefficient that indicates how well items in a set are positively correlated to one another. The Cronbach's alpha coefficient should lie between 0 and 1 (De vau, 2002). Higher alpha coefficient values will mean more reliable and less will mean less reliability. Masilamani and Aris (2009) recommend that acceptable alpha should be at least 0.70 or above.

Validity of the Research Instruments

According to Beagleholeet. al., (2006), validity ensured that there was no systematic error and also the random error was as small as possible. Validity is thus defined as the level to which an instrument measures what it purports to measure. The validity results reflected the extent at which an observation was a true reflection of reality. To ensure internal validity, the questionnaire was simplified in a language that all participants will be familiar with. A series of standardized questions were designed. The results of the pilot test was establish whether the questionnaire was easily understood by respondents or not.

Data Analysis and Presentation

Data analysis refers to examining what has been collected in a survey or experiment and making deductions and inferences (Kombo and Tromp, 2006). According to Denscombe (2003) quantitative analysis involves the process of presenting and interpreting numerical data which contains descriptive statistics and inferential statistics. Qualitative analysis involves gathering an in-depth understanding of the research study and the basis of the same, while investigating the why and how of decision making, not just what, where, when (Cohen, Manion & Morrison, 2000). For this study, both qualitative and quantitative techniques were used. Data was organized in tables & spreadsheets to ensure the relationship between the variables is established. Data analysis was run through SPSS Tool which is a software package that is specifically designed to tackle statistical analysis in research. Both descriptive and inferential statistical analysis techniques were used in analyzing the data. Descriptive techniques such as pie charts, bar charts, histograms, line graphs, mean, mode and standard deviation were used to describe the characteristics of the sample data. Correlation and regression analysis and other statistical tools were used to establish the relationship between the dependent and independent variables.

4. RESEARCH FINDINGS AND DISCUSSIONS

Introduction

This chapter gives the analysis of chapter three which covers the findings on the effects of strategic management practices on the performance of Non-governmental organizations in Kisumu County. The chapter analyses the independent variables of the study and results of the model presented in chapter three. It begins with the response rate, background information and later a summary of the variables on performance. Data collected was analyzed in tables.

Response Rate

Based on the target population, 200 Questionnaires were issued. Out of 200, 196 questionnaires representing 98% of the total questionnaires issued were returned while other 4 questionnaires representing 2% were not returned. From the analysis, it was sure that the response rate was good and the respondents were willing to give out proper information. Mugenda and Mugenda (2003) says that a response rate of more than 70% is okay for analysis of the respondents. Therefore further analysis was conducted for the study. The response rate is shown on the Table 4.1 below.

Table 4.1: Response rate

Response rate	Frequency	Percentage
Returned	196	98%
Unreturned	4	2%
Total	200	100%

Pilot Results

The respondents feedback was tested through SPSS (Statistical package for social sciences) and Cronbach's alpha coefficient to test the reliability of the data. Sekaran, 2003 said that the lower the coefficient and closer to 1, the higher the internal consistency reliability. Stafford also added that the coefficient should lie between 0.7 to 1 threshold. Refer to table 4.2 below.

Table 4.2: Reliability Test

Variable	No. of Items	Cronbach's Alpha
Strategic decision making practices	5	0.75
Strategic evaluation practices	6	0.81
Strategic implementation practices	5	0.79
Strategic Planning practices	6	0.825
Organizational Performance	4	0.91

From the table above, all the variables were found to have a threshold above 0.7 which is the minimum threshold.

Demographic Results of the Respondents

Job title

The table below 4.3, shows the breakdown of the staff who filled the questionnaire in terms of their job titles. From the respondents, 59 were Senior managers represented by (30.1%), 101 were Managers represented by (51.3%) and 36 of the respondents (18.87%) were supervisors. That means that managers were willing to respond to the questionnaires than senior managers and supervisors.

Table 4.3: Job Title

Job Title	Prevalence	Percentage(%)
Senior Manager	59	30.1
Managers	101	51.3
Supervisors	36	18.87
Total	196	100.0

Gender

The table 4.4 below illustrates the gender of the respondents. From the study there was a small difference between the male and the female. The female respondents were 99 being the majority with (50.5%) while the male, 97 represented by (49.5%).

Table 4.4: Gender

Gender	Prevalence	Percentage(%)
Male	97	49.5
Female	99	50.5
Total	196	100.0

Level of Education

The table below 4.5 analyses the results from the respondents on the level of education. From the respondents, a majority of them had degrees with 54.6%, a number had post graduate diploma relating to 17.9%, 15 had postgraduate degrees representing 7.6%, a few had diplomas with 1.98% and none with certificate. This illustrated the validity of the qualifications in terms of the roles they held.

Table 4.5: Level of Education

Level of Education	Prevalence	Percentage(%)
Postgraduate Degree	15	7.6
Postgraduate Diploma	35	17.9
Degree	107	54.6
Diploma	39	1.98
Total	196	100.0

Years of Operation

The table below 4.5 analyses the results from the respondents on the number of years the organization has been in existence. From the respondents, majority of the organizations had stayed for 3years to 5 years represented by 34.7% from the total. Those with 5 years and above followed with 30.1%. Quite a number also fell between those which had lasted for six months to three years. A few were represented by 12% which were those with less than 6months of service. It is therefore evident that most of the respondents were familiar with the organizations they were in.

Table 4.6: Years of Operation

Years of Operation	Prevalence	Percentage(%)
Less than 6 Months	12	6.1
6 Months-3Years	57	29
3-5 Years	68	34.7
5 Years & above	59	30.1
Total	196	100.0

Years of Experience

The table below 4.7 analyses the results from the respondents on the number of years of experience the respondents have been with the organizations. It is evident that most of them had some good years of experience just but a few who had joined a few months back. 58% were ranked as having 6month to 3 years of experience. 56% between 3 years to 5 years, 39% between 5 to 10 years, 31% between 10years and above. Few had less than 6 months represented by 6.12%.

Table 4.7: Years of Experience

Years of experience	Prevalence	Percentage(%)
Less than 6 Months	12	6.12
6 Months-3Years	58	29.6
3-5 Years	56	28.6
5-10 Years	39	19.9
10 Years & Above	31	15.8
Total	196	100.0

Presentation of Variables

Effect of Strategic Decision Making Practices on Performance of NGOs In Kisumu County

Results on the table below shows the extent to which strategic decision making practices affect organizational performance presented in a five point likert scale where TA= Totally agree, A= Agree, N= Neutral, D= Disagree and TD= Totally disagree. From table 4.8, the respondents were asked whether there existed different levels of decision making. The findings indicated that 10% totally agreed, 12% agreed, 33% were neutral, 45% disagreed and 10% totally disagreed. This indicated that there were no levels of decision making which affected performance of NGOs. The respondents were also asked whether there was a top bottom approach in terms of decision making. The findings indicated that 55% totally agreed, 26% agreed, 3% were neutral, 16% disagreed and 0% totally disagreed. This meant that decisions were purely made from the top and cascaded down to the juniors. This eventually has an impact on performance. The respondents were also asked whether the board supervises senior management. The findings indicated that 60% totally agreed, 14% agreed, 3% were neutral, 22% disagreed and 3% totally disagreed. This implied that there was a great supervision which had a positive impact on the performance of NGOs. The respondents were also asked whether the board approves strategic plans and budgets. The findings indicated that 57% totally agreed, 11% agreed, 12% were neutral, 9% disagreed and 11% totally disagreed. This implied that there was a great supervision which had a positive impact on the performance of NGOs.

Table 4.8: Effect of Strategic Decision Making Practices Performance of NGOs In Kisumu County

Statements	TA	A	N	D	TD	T
There existed different levels of decision making	% 10	12	33	45	10	100
There is atop bottom approach in terms of decision making	% 55	26	3	16	0	100
The board supervises senior Management	% 60	14	3	22	3	100
The board approves strategic plans and budgets	% 57	11	12	9	11	100

Table 4.9: Model Summary for Strategic Management Practices and Organizational Performance Of NGOs

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.609 ^a	.371	.295	6.0145

Predictors: (Constant), Strategic decision making practices, Strategic Evaluation Practices, Strategic Implementation Practices and Strategic Planning Practices. From the table, the coefficient of determination (r^2) results for effect of strategic management practices on performance are clearly indicated. The adjusted r^2 was 0.295 which meant that on adjustment the strategic management practices were collectively 27.5% effect on the performance of NGOs. This meant validity for the researcher.

5. SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Introduction

This chapter presents summary, conclusion and recommendations of the study.

Summary of The Findings

This section encapsulates the findings of the study based on the specific objectives.

Effect Of Strategic Decision Making Practices on Performance of NGOs In Kisumu County, Kenya.

The main objective of the study was to establish the effect of strategic management practices on the performance of NGOs in Kenya, Kisumu County. The study aimed to understand the effect of strategic decision making, strategic evaluation, strategic implementation and strategic planning practices on the performance of NGOs in Kisumu County. Data collection from the respondents was done using descriptive survey approach. This approach was used because the situations were described in complete ensuring that biasness was not found during data collection. The population that was targeted included the senior management and supervisors from the NGOs in Kisumu County. The population consisted of 200 out of which 140 were senior management and 60 were supervisors. The study used stratified random sampling technique. Once the exact population of the study was established, multi-stage sampling procedure was used to select the subjects of study.

Primary data was collected using simple questionnaires and backed up by research on the desk. The questionnaires were conclusive enough where both open ended and close ended questions were used. Data that was quantitative was finally analyzed using regression analysis, tables and descriptive statistics with the help of SPSS. Qualitative data analysis was done using content analysis. The results from the study found that in most NGOs, the board approved the strategic plans which illustrated the importance of the board in the organizations. Most of them were also indicated by minimal levels of decision making and therefore thus no structure on how decisions were made. If there were any then there was no

documentation to prove the existence. It was also found out that many of the NGOs in Kisumu County had independent Senior management teams were also the Senior management teams meet with the board for meetings and discussions. This illustrated a high level of togetherness for the NGOs. In terms of performance in relation to the factors of performance, it was noted that there was a high correlation between organizational performance and the number of beneficiaries reached. This meant that without proper implementation of the strategic decision making practices then the impact of the organization in terms of the number of beneficiaries reached will be affected. The levels of decision making indicate how fast or slow the beneficiaries are able to get the services and also what kind of services the beneficiaries receive at the end of the tunnel.

Conclusion

Strategic decision making practices and performance of NGOs

A significant positive relationship exists between strategic decision making practices and NGOs performance. This was shown by the relationship between strategic decision making practices and other factors of performance including program efficiency, donor retention rate, donor growth and number of beneficiaries reached. It was established that strategic decision making practices assist the NGOs be in apposition to perform well and finally be able to reach the beneficiaries thus impact. Strategic managers have to put in place a documented organogram that illustrates the levels of decision making. The board should work together with the senior management team to make decisions.

Recommendations

Strategic decision making practices

Strategic managers need to structure the organogram to help in decision making. The ability of the board to take decisions and involve the managers is essential. The levels determine the kind of services the beneficiaries obtain. The approaches in decision making should be in tandem with the strategic plan. Decisions should not be made without a plan. The interest of the beneficiary should be at hand when all decisions are made by the strategic managers.

Areas for further Research

Further research has to be done due to the limiting factors mentioned in the study. The study was only in apposition to focus on Kisumu county while there exists other 47 counties in Kenya. The study was only possible to carry out research on four factors of organizational performance hence need to do further studies in this area by focusing on other factors and also increasing the sample size.

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