

STRATEGIC MANAGEMENT PRACTICES ON ORGANIZATIONAL PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS IN WEST POKOT COUNTY

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Abstract: The purpose of the study was to determine the influence of strategic management practices on the performance of NGOs in West Pokot County. The was guided by the following specific objective; to examine the influence of Strategy formulation on organizational performance of NGOs in West Pokot County. The study adopted the following theory: - strategic fit theory and Ansoff Strategic Success Theory. The target population of the study consisted of 65 strategic managers from 65 NGOs in West Pokot County. The study will adopt a descriptive research design. The study adopted census. Data collection instrument was structured questionnaire. Both primary and secondary data was collected. The researcher self-dropped and pick the duly filled questionnaires. Piloting was done to test the validity and reliability of data collection instrument. Data was organised, coded, edited to bring a meaning. Both descriptive and inferential statistics was done. Multiple regression was done to test the significant levels of one variable over the other. Analysis of variance was also done. The findings of the study revealed that strategy formulation had a significant influence on organizational performance of NGOs in West Pokot County The study came up with the following recommendations; the management of NGOs should They should have clear strategy formulation, aligning internal resources with external opportunities and threats, enabling organizations to leverage their strengths while mitigating weaknesses in a competitive or dynamic environment fostering adaptability and resilience. that has direction and be coherent in decision making. They should have an organized strategy implementation plan with timelines availing sufficient resources to meet strategy implementation. There is an elaborate communication system to enhance the success of the strategy implementation. The organization should have a proper laid down policies to guide corrective measures during strategy formulation and control measures to guide conformity with the strategy. The study will be significant to the stakeholders.

Keywords: strategic management practices, enabling organizations, dynamic environment, stakeholders.

1. INTRODUCTION

In recent years, both the value of strategic thinking and the idea that strategic management may boost an organization's performance have come into wider recognition (Satyro & Giannetti, 2017). According to Prajogo (2016), a company's strategic management should evolve into a standard operating procedure and a single direction that directs the company's

actions. It consists of the examinations, judgments, and actions taken by an organization in order to gain and keep a competitive advantage (Ozturk, 2020). Strategic management is a continuous process that is used by organizations to plan, implement and control their actions to achieve the goals set in the environment in which they operate (Thompson et al., 2020). Strategic management according to Chaibakhsh (2017) is a comprehensive, continuous and concerted effort of managers to achieve the goals of the organization. In this regard, the strategic management process includes four steps: strategic planning, strategy implementation, strategy evaluation and strategy modification. The strategic management process is a continuous and dynamic process that is always performed by organizations to achieve the goals set in the operating environment.

The role of strategic management in non-governmental organizations is to help them to establish and achieve their long-term goals (Fowler, 2016). It also helps NGOs to identify and respond to opportunities and threats in their external environment. Furthermore, strategic management provides NGOs with a framework for making decisions about how to allocate their resources in order to achieve their objectives (Fowler, 2016). There are a number of strategic management practices that can be adopted by NGOs in order to improve their performance. These include setting clear objectives, carrying out environmental scanning, engaging in stakeholder analysis, developing strategies, and implementing and monitoring these strategies (Abdel-Kader & Wadongo, 2018). Some common strategic management practices that are often considered to be important in the NGO sector include developing a clear mission and vision, setting strategic goals and objectives, conducting stakeholder analysis and engagement, and performing regular monitoring and evaluation (Hansen, 2020). Having well-defined goals is crucial in strategic management (Guvén, 2020). In addition, they need to fit in with the overall goals and objectives of the organization. Once objectives have been set, the NGO can develop strategies to achieve them. Scanning the surrounding environment is a crucial part of strategic planning. This entails keeping an eye on the outside world for potential benefits and dangers that could have an effect on the NGO. Non-governmental organizations (NGOs) need to keep tabs on the world around them so that they can adapt their methods accordingly (Cofrancesco, 2016).

Stakeholder analysis is another key aspect of strategic management (Jaleha, & Machuki, 2018). This involves identifying and assessing the interests and needs of different stakeholders. It is important for NGOs to understand the different stakeholders so that they can develop strategies that are responsive to their needs. Once objectives have been set and the external environment has been scanned, NGOs need to develop strategies to achieve their objectives. Strategies should be aligned with the NGO's mission, vision and values. They should also be responsive to the opportunities and threats identified in the external environment (Lee & Griffith, 2019). After strategies have been developed, it is important to implement and monitor them.

Regionally, strategic management can have a major effect on non-governmental organizations (NGOs), and not just in terms of the money they bring in (Kohlmann & Gatermann, 2016). Companies that are more prepared to face the competition in today's global market are more likely to succeed than those that are not.

Non-governmental organizations (NGOs) need to learn and implement strategies that will increase employee productivity if they are to achieve their goals. This is getting harder in today's business climate because of all the competition (Agussani, & Akrim, 2020). In order to stay in business and compete in today's market, many companies employ strategic management strategies (Aboramadan & Borgonovi, 2016). Management activities such as analyzing the current situation, developing a plan of action, putting that plan into action, and monitoring and adjusting the results are all examples of strategic management at work, bringing the company and its environment into harmony so that it can achieve its goals. Strategic management methods establish the overarching course for the organization (Meresa, 2019).

As per Prajogo (2016), strategic management entails the formulation, execution, and evaluation of non-functional choices that forward an organization's goals. There has been a true management revolution in NGOs in recent years as a result of the increased importance of strategic management techniques brought about by economic and societal changes (Durand et al., 2017). Strategic management is a method for directing an organization's efforts, improving resource allocation, reinforcing key choices, and maximizing productivity (Omsa et al., 2017). Strategic management is useful not only for for-profit corporations and governments, but also for non-profit organizations (D'Cruz, 2018). NGO work environments are notoriously difficult, risky, and financially unstable.

Organizations can deal with financing uncertainty, according to Adobor's (2019) research, if they engage in strategic management activities. For this reason, the lack of such a concept could be detrimental to the long-term financial

sustainability of NGOs because it would lead to their being more focused on the here and now. D'Cruz (2018) argues that strategic management can have far-reaching effects for non-profits beyond the financial gains that may be made. According to Amayreh's (2020) research, non-governmental organizations (NGOs) that make plans for the future improve not only their financial but also their social performance. As an added bonus, strategic management approaches may help NGOs not only make better use of scarce resources, but also boost the efficiency and effectiveness of their programs and projects (Muriuki et al., 2017). Effective management lays the groundwork for expanding and improving NGOs' service delivery, lending credence to the idea that this could boost program results (Ogbechie, 2018). NGOs are active all over the world and are responsible for a wide range of initiatives and operations. It's estimated that there are around 40 thousand persons working in foreign countries (Agwu, 2018). Over 65,000 nongovernmental organizations (NGOs) are officially recognized in Russia and China, with an additional 130,000 operating under the radar. More than half a million NGOs operate in India. Over a million American NGOs have registered with the US government (NGOs). More than 10.1 million representatives make up Africa's workforce, or around 7% of the continent's total (Lasserre, 2017).

Locally, many nongovernmental organizations (NGOs) have helped close the gap between the poor and the rich or the government by advocating for measures to end extreme poverty, protecting human rights, and gaining seats at the table in state agencies. They mediate and act as catalysts in the strategic management process, and they are known for planting the seeds of new ideas (Frynas & Mellahi, 2015). Non-governmental organizations (NGOs) in Tanzania and other nearby countries have consistently failed to impress due to a lack of buy-in from key stakeholders (Biteko & Ismail, 2020). This has prompted research into the potential reasons for NGOs' poor performance and strategies for improving their results. According to the findings, the lack of strategies is the main reason non-governmental organizations (NGOs) have such poor management and output.

In Kenya, The NGO sector in Kenya plays a vital role in supporting the government and communities in a variety of areas including education, health, environment, and poverty alleviation (Maina, 2018). In addition, NGOs provide critical services and support to vulnerable groups such as women, children, and the elderly (Muriuki et al., 2017). Many NGOs exist to fill the gaps that both the public and private sectors fail to particularly during periods of economic recessions, disease outbreaks and other humanitarian emergencies, agree that NGOs have been handy in promoting the economy, environmental outcomes, health and education of Kenyans (Njue & Ongoto, 2018). Many of Kenya's nongovernmental organizations (NGOs) receive funding and support from more wellknown foreign groups; as a result, some of Kenya's NGOs engage in more methodical strategic management than they could otherwise.

A number of NGOs had to shut down since they could no longer operate without significant government support. The percentage almost certainly increased when the lockdown procedures were put into place at the end of March. The capacity of the non-profit sector to meet those demands is under strain, notwithstanding the heightened dangers to the underprivileged communities that NGOs generally serve. Termination of NGO employees is indeed another impact of covid-19. This is being done to reduce expenditure of these organizations. Furloughing employees, enforcing paid yearly vacation, relocating employees to part-time hours, and terminating employees were among the measures implemented (Rashid et al., 2020). Many companies halted recruitment, postponed new hires by three months, or plan to minimize costs in the future. Others were considering making greater payroll cuts or laying off employees if the situation didn't improve. The idea of an organization is a method of coordinating the allocation of time, energy, and money to achieve a certain set of goals in accordance with the group's stated beliefs and goals (Obegi & Kimutai, 2017). In order to achieve success, businesses must first provide value for their customers. This means that "organizational performance" is a term that encompasses not just the past, but also the present and the future. It's possible that elements other than financial gain, such as customer happiness, productivity, and expansion of the company's influence, should also be considered when assessing a company's success (Masero, 2016). In order to assess how well an organization is performing, it is necessary to compare the latter to the former in the form of stated goals and objectives (Gitonga, 2018). Financial, market, and shareholder value are the three most commonly examined outcomes in business settings; production capacity performance is also included in some circumstances.

Performance can also be measured by how happy customers are and how loyal employees are to the company, as well as by the amount of money the company makes or how much of a surplus it has, as well as by how well it manages its expenses, the quality of its products, and the amount of money it wastes (Obegi & Kimutai, 2017). Fundraising effectiveness, income growth, and expenditure effectiveness are all metrics that can be used to evaluate a nonprofit's success. The efficiency of a

fundraising effort can be measured by dividing the amount raised by the amount spent on operations (Hurduzeu, 2015). The ability of the NGO's strategic leadership to attract the necessary money for organizational stability and program effectiveness is a key factor in the organization's financial performance, which is assessed by revenue growth. It also breaks down how much was spent on philanthropic activities and how much went toward program costs (D'Cruz, 2018). In the end, the proportion of administrative costs to total costs is a measure of cost effectiveness. In order to improve the effectiveness of non-governmental organizations (NGOs), it is essential that they implement best-in-class strategic management methods.

In Kenya, most NGOs 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, 2015). According to Maina (2019), some NGOs have not been able demonstrate similar characteristics and are facing management related problems and some have been forced to shut down. Most of the NGOs in Kenya are facing challenges as a result of the dynamic environment (Maina, 2019). This therefore calls for evaluation of strategic management practices and further implement. Several studies have been done strategic management practices for instance according to Meanwhile, Odera (2018) asserts that NGOs dealing with food insecurity have been ineffective in formulating and implementing strategies, and as a result, they have failed to improve food security levels among the poor. Yunis (2019) reported a strong relationship between strategic management and NGOs access to donor funds. Kihara (2017) asserts that strategic management practices are essential in improving performance of agricultural NGOs in Kenya while Wanjiru (2019) determined that strategic management practices are key to emergency response NGOs such as the Red Cross. Sang (2018) established that strategic management practices had improved performance of LAFUND which is national mandated retirement benefits scheme. None of the aforementioned research has been able to establish a causal relationship between strategic management and the performance of NGOs in West Pokot County, Kenya. Therefore, the study sought to fill the gap by examining the influence of Strategy formulation on organizational performance of NGOs in West Pokot County.

2. STRATEGY FORMULATION

Strategy formulation is the process through which an organization develops its long-term goals, defines its direction, and identifies the best course of action to achieve desired outcomes. It involves analyzing both the internal environment (strengths and weaknesses) and the external environment (opportunities and threats) to create strategies that align resources with objectives. In essence, it is about deciding what the organization wants to achieve and how it intends to achieve it (Agussani, et. Al., 2020). During strategy formulation, organizations typically engage in vision and mission development, goal-setting, and the creation of policies and action plans. This stage of strategic management provides a roadmap for decision-making and resource allocation. For instance, in the private sector, strategy formulation might focus on gaining competitive advantage, while in NGOs it may emphasize achieving social impact and fulfilling the organization's mission.

Importantly, strategy formulation is not a one-time event but a dynamic and continuous process. Because business environments and social contexts change frequently—due to economic shifts, technological innovations, donor expectations, or community needs—strategies must be revisited and adjusted. A well-formulated strategy ensures clarity, adaptability, and alignment between organizational activities and long-term aspirations, thereby enhancing performance and sustainability.

Strategy formulation plays a critical role in shaping the performance of Non-Governmental Organizations (NGOs) by providing a clear roadmap for achieving their mission and objectives. Unlike profit-driven institutions, NGOs often operate in complex environments characterized by limited resources, donor dependency, and diverse stakeholder expectations. A well-formulated strategy helps NGOs to prioritize programs, allocate scarce resources efficiently, and focus on initiatives that align with their core mandate. This clarity of direction enables NGOs to avoid duplication of efforts, reduce wastage, and maximize their impact within the communities they serve.

Furthermore, effective strategy formulation enhances organizational adaptability and responsiveness (Agussani, et. Al., 2020). NGOs frequently operate in dynamic contexts influenced by shifting donor priorities, emerging community needs, and changes in government policies. A sound strategy provides mechanisms for environmental scanning and risk assessment, allowing NGOs to anticipate challenges and adjust their operations accordingly. By doing so, NGOs can remain relevant, resilient, and sustainable even in volatile environments. This adaptability improves overall performance by ensuring that programs continue to address current issues while preparing for future uncertainties.

Strategy formulation also contributes significantly to stakeholder confidence and support. Donors, governments, and beneficiary communities often evaluate NGOs based on their ability to articulate long-term goals and demonstrate measurable outcomes. A well-structured strategy clarifies objectives, timelines, and expected impacts, thereby improving accountability and transparency. This not only strengthens donor trust and attracts funding but also ensures that beneficiaries understand and support the organization's initiatives. In turn, this alignment with stakeholder expectations enhances credibility and fosters stronger partnerships that improve the overall performance of NGOs.

In addition, strategy formulation drives organizational learning and capacity building. Through the process of strategic planning, NGOs engage in critical reflection on past performance, identifying both successes and shortcomings. This reflective process enhances institutional knowledge and helps in designing better programs. When NGOs integrate lessons learned into their strategic plans, they improve project execution, enhance efficiency, and foster innovation. This learning-oriented approach ensures continuous improvement, thereby strengthening organizational performance over time.

Lastly, performance measurement and accountability are directly influenced by strategy formulation. A robust strategy includes clear performance indicators and evaluation frameworks that allow NGOs to track progress and assess the impact of their activities. By linking performance outcomes to strategic objectives, NGOs can demonstrate tangible results to stakeholders and justify the use of resources. This focus on results not only enhances accountability but also motivates staff, as they can see the concrete outcomes of their efforts. Consequently, NGOs with well-formulated strategies are more likely to achieve their missions effectively and deliver sustainable benefits to their target communities.

The performance of NGOs is a critical factor in determining their effectiveness in addressing social, economic, and environmental challenges (Köseoglu, et al., 2020). Unlike profit-driven organizations, NGOs primarily pursue missions centered on public welfare, humanitarian assistance, and sustainable development. Their performance is therefore evaluated not just by financial stability but also by the extent to which they achieve their mission objectives. This multidimensional nature of performance makes it complex, as it combines elements of efficiency, effectiveness, accountability, and social impact.

One important dimension of NGO performance is program effectiveness and impact. NGOs are judged by their ability to design and implement programs that respond to the needs of communities. Effective NGOs deliver services such as healthcare, education, advocacy, and humanitarian relief in ways that create measurable improvements in people's lives (Agussani, A., & Akrim, A. 2020). Performance is reflected in how well programs meet stated objectives, the sustainability of their outcomes, and the level of community satisfaction with the interventions (Köseoglu, et al., 2020). In this sense, the true test of NGO performance lies in the tangible benefits delivered to target populations. Another key aspect is financial sustainability and resource utilization. NGOs often rely heavily on donor funding, grants, and contributions, which makes resource management crucial. High-performing NGOs are those that demonstrate prudent use of funds, transparency in financial reporting, and the ability to diversify funding sources to reduce dependency on a single donor. Financial performance is also measured by efficiency—how effectively resources are translated into program outcomes. Mismanagement or lack of accountability can erode donor confidence and compromise the ability of NGOs to sustain operations in the long run.

Stakeholder trust and accountability also form a major component of NGO performance. Donors, governments, communities, and other partners expect NGOs to be transparent, ethical, and results-driven. NGOs that openly report progress, share outcomes, and acknowledge challenges earn higher credibility, which in turn strengthens donor loyalty and partnership opportunities. Performance is therefore not only about what NGOs achieve but also about how they engage with stakeholders and demonstrate accountability in their processes. Additionally, the performance of NGOs is influenced by their capacity for adaptability and resilience. NGOs often operate in dynamic environments characterized by political instability, economic uncertainty, shifting donor priorities, or natural disasters. High-performing NGOs are those that can adapt strategies quickly to remain relevant and effective despite such challenges (Köseoglu, et al., 2020). Their ability to innovate, leverage technology, and build strong networks enhances their resilience and long-term survival, which is a critical measure of performance in unpredictable contexts.

Internal organizational capacity plays a crucial role in shaping NGO performance. Factors such as leadership, governance structures, staff competence, and organizational culture significantly influence the efficiency and effectiveness of program delivery. Strong leadership fosters clear vision and accountability, while motivated and skilled employees ensure quality

execution of programs. Performance in NGOs is therefore both an internal and external measure, reflecting how well internal structures support the achievement of external impact. A major critique of the existing literature is that much of it tends to be theoretical and prescriptive rather than empirical. Many studies emphasize the importance of strategic management practices such as formulation, implementation, and evaluation, but fewer provide rigorous, data-driven evidence that links these practices directly to organizational performance (Agussani, A., & Akrim, A. 2020). This creates a gap between theory and practice, as organizations—especially NGOs, public institutions, and small firms often struggle to translate these strategies into measurable outcomes. The overreliance on conceptual frameworks without sufficient empirical validation limits the generalizability and applicability of findings.

Another limitation is the inconsistency in defining and measuring organizational performance. Some studies measure performance in financial terms such as profitability, revenue growth, or return on assets, while others focus on non-financial indicators like customer satisfaction, employee engagement, or social impact. This lack of consensus makes it difficult to compare results across studies and weakens the ability to establish clear causal relationships between strategic management practices and performance. For NGOs and public organizations, in particular, performance often goes beyond financial outcomes, but the literature still leans heavily toward profit-oriented metrics, overlooking broader dimensions of effectiveness.

The literature is also criticized for contextual bias and limited scope. Much of the existing research is concentrated in developed economies and large corporations, which may not reflect the realities of organizations in developing countries, SMEs, or non-profit institutions. Cultural, political, and economic contexts significantly shape how strategic management practices are adopted and their impact on performance. For example, what works for multinational corporations in the West may not be feasible or effective for resource-constrained organizations in Africa or Asia. This lack of contextual diversity makes the findings less relevant for global application.

Another critique is that the literature often underestimates the role of internal and external factors that mediate or moderate the relationship between strategic management practices and performance (Biteko, et al., 2020). Elements such as leadership style, organizational culture, employee competencies, and technological adoption play crucial roles in how strategies are executed. Similarly, external factors such as regulatory frameworks, market dynamics, and socio-political environments heavily influence outcomes. However, many studies treat strategy as a stand-alone determinant of performance without adequately considering these variables, leading to overly simplistic conclusions.

Finally, there is a critique regarding the short-term focus of many studies. While strategic management is inherently a long-term process, much of the research evaluates performance outcomes over relatively short time frames. This approach overlooks the delayed effects of strategy, where benefits may only become visible years after implementation. Consequently, findings may underestimate or misrepresent the true impact of strategic management practices on organizational sustainability and long-term growth.

3. METHOD

This study adopted a descriptive research design. The target population of the study consisted of 65 strategic managers from 65 NGOs in West Pokot County. Due to target population being small, the study shall work with entire population. The data collection instrument was a questionnaire. Piloting was done to test the validity and reliability of the data collection instrument. Once data is collected, it was crosschecked and verified for errors, completeness and consistency. It was coded, entered and analysed descriptively using IBM Statistical Package for Social Sciences (SSPS version 27). Pearson correlation analysis was used to test the relationship between variables in the study hypotheses. ANOVA multiple linear regression analysis was adopted computed to determine the statistical relationship between the independent variable and the dependent.

4. DISCUSSIONS

4.1 Influence of Strategy Formulation on Performance of NGOs in West Pokot County, Kenya

The first specific objective of the study was to to examine the influence of Strategy formulation on performance of NGOs in West Pokot County, Kenya. The respondents were requested to indicate their level of agreement on statements relating to the influence of Strategy formulation on performance of NGOs in West Pokot County, Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 4.1.

From the results, the respondents agreed that Strategy formulation is the cornerstone of strategic management, as it defines the vision, mission, goals, and course of action that guide an organization toward sustainable performance. Without a clear formulation stage, organizations lack direction and coherence in decision-making. This is supported by a mean of 3.942 (std. dv = 0.938). In addition, as shown by a mean of 4.722 (std. dv = 0.936), the respondents agreed that Effective strategy formulation aligns internal resources with external opportunities and threats, enabling organizations to leverage their strengths while mitigating weaknesses in a competitive or dynamic environment. Further, the respondents agreed that in dynamic environments, strategy formulation fosters adaptability and resilience. By continuously scanning the environment and incorporating flexibility, organizations can respond quickly to unexpected changes while still pursuing long-term objectives. This is shown by a mean of 4.835 (std. dv = 0.944).

The respondents also agreed that the quality of strategy formulation determines the relevance and feasibility of organizational plans. Poorly formulated strategies often lead to implementation challenges, wasted resources, and weak performance outcomes. This is shown by a mean of 3.986 (std. dv = 0.935). The respondents also agreed that Stakeholder involvement in strategy formulation strengthens ownership and accountability. When employees, managers, and external partners participate in the process, the resulting strategies are more realistic, inclusive, and supported during implementation. This is shown by a mean of 3.646 (std. dv = 0.921).

The respondents also agreed that For non-profit organizations such as NGOs, strategy formulation ensures mission clarity and donor alignment. It allows them to articulate their priorities, demonstrate accountability, and strengthen credibility with beneficiaries and supporters. This is shown by a mean of 3.951 (std. dv = 0.811).

Table 4.1: Strategy formulation on performance of NGOs in West Pokot County, Kenya

Statements on Strategy formulation	Mean	Std. Deviation
Strategy formulation is the cornerstone of strategic management, as it defines the vision, mission, goals, and course of action that guide an organization toward sustainable performance. Without a clear formulation stage, organizations lack direction and coherence in decision-making	3.942	0.938
Effective strategy formulation aligns internal resources with external opportunities and threats, enabling organizations to leverage their strengths while mitigating weaknesses in a competitive or dynamic environment	4.722	0.936
In dynamic environments, strategy formulation fosters adaptability and resilience. By continuously scanning the environment and incorporating flexibility, organizations can respond quickly to unexpected changes while still pursuing long-term objectives	4.835	0.944
The quality of strategy formulation determines the relevance and feasibility of organizational plans. Poorly formulated strategies often lead to implementation challenges, wasted resources, and weak performance outcomes	3.986	0.935
Stakeholder involvement in strategy formulation strengthens ownership and accountability. When employees, managers, and external partners participate in the process, the resulting strategies are more realistic, inclusive, and supported during implementation	3.646	0.921
For non-profit organizations such as NGOs, strategy formulation ensures mission clarity and donor alignment. It allows them to articulate their priorities, demonstrate accountability, and strengthen credibility with beneficiaries and supporters	3.951	0.811
Aggregate	3.972	0.874

4.2. Influence of performance of NGOs in West Pokot County, Kenya

The respondents were requested to indicate their level of agreement on various statements relating to the influence of performance of NGOs in West Pokot County, Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 4.2.

From the results, the respondents agreed that In the implementation of its plans, the organization has been capable of achieving positive results. This is supported by a mean of 4.084 (std. dv = 0.997). In addition, as shown by a mean of 3.917 (std. dv = 0.831), the respondents agreed that the efficacy with which the institution's projects are carried out has improved.

Further, the respondents agreed that the organization has been successful in forming long-term collaborations with NGO stakeholders. This is shown by a mean of 3.858 (std. dv = 0.563). The respondents also agreed that Beneficiaries have received quality service provision as a result of the organization's efforts. This is shown by a mean of 3.831 (std. dv = 0.851). the results show that in the execution of its projects, the organization has been able to improve on quality and retain financial viability. This was supported by a mean of 3.411 (std. dv = 0.644).

Lastly, the findings shows that Organizational goals and strategies are specific, measurable and manageable. This was supported by a mean of 3.925 (std. dv = 0.736).

Table 4.2: Influence of Performance of NGOs in West Pokot County, Kenya.

	Mean	Std. Deviation
In the implementation of its plans, the organization has been capable of achieving positive results	4.084	0.997
The efficacy with which the institution's projects are carried out has improved	3.917	0.831
The organization has been successful in forming long-term collaborations with NGO stakeholders	3.858	0.563
Beneficiaries have received quality service provision as a result of the organization's efforts	3.831	0.851
In the execution of its projects, the organization has been able to improve on quality and retain financial viability	3.411	0.644
Organizational goals and strategies are specific, measurable and manageable	3.925	.736
Aggregate	3.835	0.868

4.2 Inferential Statistics

Inferential statistics in the current study focused on correlation and regression analysis. Correlation analysis was used to determine the strength of the relationship while regression analysis was used to determine the relationship between dependent variable (performance of NGOs in West Pokot County, Kenya) and independent variables (strategy formulation).

4.2.1 Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (strategy formulation) and the dependent variable (performance of NGOs in West Pokot County, Kenya). Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients. The current study employed Taylor (2018) correlation coefficient ratings where by 0.80 to 1.00 depicts a very strong relationship, 0.60 to 0.79 depicts strong, 0.40 to 0.59 depicts moderate, 0.20 to 0.39 depicts weak.

Table 4.3: Correlation Coefficients

	Performance of NGOs	Strategy formulation
Pearson Correlation	1	
Performance of NGOs Sig. (2-tailed)		
N	60	
Pearson Correlation	.896**	1
Strategy formulation Sig. (2-tailed)	.002	
N	60	60

From the results, there was a very strong relationship between strategy formulation and performance of NGOs in West Pokot County, Kenya ($r = .896$, p value = 0.002). The relationship was significant since the p value 0.002 was less than 0.05 (significant level).

4.2.2 Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (strategy formulation, strategy implementation and strategy evaluation) and the dependent variable (performance of NGOs in West Pokot County, Kenya)

Table 4.4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.923	.814	.843	.20321

a. Predictors: (Constant), strategy formulation

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.814. This implied that 81.4% of the variation in the dependent variable (performance of NGOs in West Pokot County, Kenya) could be explained by independent variables (strategy formulation).

4.2.3. ANOVA

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 42.39. The p value was 0.000. Therefore, the model can be used to predict the influence of strategy formulation, strategy implementation and strategy evaluation on performance of NGOs in West Pokot County, Kenya.

Table 4.5: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	22.011	1	3.025	42.39	.000 ^b
1 Residual	6.516	59	.109		
Total	28.527	60			

a. Dependent Variable: performance of NGOs in West Pokot County, Kenya

b. Predictors: (Constant), strategy formulation

4.2.4. Regression Coefficients

Table 4.5: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.464	0.036		5.312	0.000
	Strategy formulation	0.657	0.093	0.391	3.751	0.004

a Dependent Variable: Performance of NGOs in West Pokot County, Kenya

The regression model was as follows:

$$Y = 0.464 + 0.657X_1 + \varepsilon$$

According to the results, strategy formulation has a significant effect on performance of NGOs in West Pokot County, Kenya ($\beta_1=0.657$, p value= 0.004). The relationship was considered significant since the p value 0.004 was less than the significant level of 0.05.

5. CONCLUSIONS AND RECOMMENDATIONS

The first specific objective of the study was to to examine the influence of Strategy formulation on performance of NGOs in West Pokot County, Kenya. The findings revealed that Strategy formulation is the cornerstone of strategic management, as it defines the vision, mission, goals, and course of action that guide an organization toward sustainable performance. Without a clear formulation stage, organizations lack direction and coherence in decision-making. The findings also showed

that effective strategy formulation aligns internal resources with external opportunities and threats, enabling organizations to leverage their strengths while mitigating weaknesses in a competitive or dynamic environment and that In dynamic environments, strategy formulation fosters adaptability and resilience. By continuously scanning the environment and incorporating flexibility, organizations can respond quickly to unexpected changes while still pursuing long-term objectives. In addition, the findings indicated that the quality of strategy formulation determines the relevance and feasibility of organizational plans. Poorly formulated strategies often lead to implementation challenges, wasted resources, and weak performance outcomes and that Stakeholder involvement in strategy formulation strengthens ownership and accountability. When employees, managers, and external partners participate in the process, the resulting strategies are more realistic, inclusive, and supported during implementation. Further, the findings showed that for non-profit organizations such as NGOs, strategy formulation ensures mission clarity and donor alignment. It allows them to articulate their priorities, demonstrate accountability, and strengthen credibility with beneficiaries and supporters.

Based on the findings, the study concluded that strategy formulation has a significant effect on performance of NGOs in West Pokot County, Kenya ($\beta_1=0.657$, p value= 0.004). The relationship was considered significant since the p value 0.004 was less than the significant level of 0.05. The study came up with the following recommendations; the management of NGOs should They should have clear strategy formulation, aligning internal resources with external opportunities and threats, enabling organizations to leverage their strengths while mitigating weaknesses in a competitive or dynamic environment fostering adaptability and resilience. that has direction and be coherent in decision making.

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