

**PERCIEVED INFLUENCE OF STRATEGIC PLANNING AND
STRATEGY IMPLEMENTATION ON PERFORMANCE OF
ENVIRONMENTAL NON-GOVERNMENTAL ORGANIZATIONS
IN KENYA**

BY

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DECLARATION

This research project is my original work and has not been presented for the award of a degree in this University or any other Institution of higher learning for examination.

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D61/64345/2013

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

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DEDICATION

This project is dedicated to my parents, sister and brothers and all those who supported me in the completion of this research writing. Thank you and God bless you abundantly.

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It has been an exciting and instructive study period in the University of Nairobi and I feel the privilege to have had the opportunity to carry out this study as a demonstration of knowledge gained during the period studying for my Masters of Business Administration. With these acknowledgments, it would be impossible not to remember those who in one way or another, directly or indirectly, played a role in the realization of this research project. Let me; therefore, thank them all in equal measure.

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ABSTRACT

The main objective of this study was to determine the influence of strategic planning and strategy implementation on performance of environmental Non-Governmental Organizations in Kenya. Organizations from both the private and public sector are increasingly embracing the practice of strategic planning and implementation in anticipation that this would translate to improved performance. The objective of strategic planning is to align an organization's activities with its environment, thereby providing for its continuing survival and effectiveness. Strategy implementation has attracted much less attention in strategic and organizational research than strategy formulation or strategic planning. The study was a descriptive cross-sectional survey as it tries to describe data and characteristics about the population or phenomenon being studied. The target population for this study is 102 environmental and conservation Non-Governmental Organizations in Kenya according to Non-Governmental Organizations Co-ordination Board as at 30th august 2017. The study used a census survey since the targets were all environmental NGOs in Kenya. Both primary and secondary data were collected for the purpose of this study. Primary data were collected using a questionnaire. The data was then analyzed using descriptive statistics. The descriptive statistical tool was used to help the researcher to describe the data with interpretation in percentages, frequencies mean score and standard deviation. The findings were presented using tables and graphs for further analysis and to facilitate comparison. The study established out that Non-Governmental Organizations adopt methods that include business excellence, enhanced operations management, improve corporate image, quality management and performance management to support strategic planning. The study showed that, existing strategic plans embody shared values and norms that help to ensure organizational performance, as major changes are implemented. The study established that strategic planning is paramount to strategy implementation. Key factors of strategic planning lies on organizational design and the process of selecting the right combination of organizational structure, the study therefore recommends that Non-Governmental Organizations in Kenya needs to monitor and oversee its organizational design process to achieve superior performance and overall impact. Organizational planning is the backbone of how the organizational factors operate within and outside the organization. It gives the organization a foundation of how it interacts with itself and with other stakeholders and may lead to the growth or downfall of the organization. The study revealed that Non-Governmental Organizations in Kenya have ignored this crucial factor and thus recommends that the policy makers and managers pay attention to the organizational planning and streamline in to fit the company goals that should be driven towards implementation of strategic plans.

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ABBREVIATIONS AND ACRONYMS

CBOs	Community Based Organizations
GONGOS	Governmental/Non- Governmental Organizations
NGOs	Non-Governmental Organizations
POs	People's Organization
PVO	Private Volunteer Organizations
VO	Voluntary Organizations

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Strategic planning is a backbone support to strategic management and it is a major process in the conduct of strategic management. According to Pearce and Robinson, (2008) the importance of strategic planning can be explained from four points of view including environmental scanning, strategy formulation, linking goals to budgets and strategic planning as a process. Strategy implementation involves organization of the firm's resources and motivation of the staff to achieve objectives (Mintzberg and Quinn, 2011). Organization's performance is the measure of standard or prescribed indicators of effectiveness, efficiency, and environmental responsibility such as, cycle time, productivity, waste reduction, and regulatory compliance. Organizational performance is an organization's ability to acquire and utilize its scarce resources and valuables as expeditiously as possible in the pursuit of its operations goals (Thnarudee, 2012).

This study is anchored in the upper echelons theory and dynamic capabilities theory. The upper echelon theory declares that organizational results, key decisions and execution levels are somewhat anticipated by administrative capabilities attributes (Wheeler and Hunger, 2013). Expanding on the suppositions that key assets are heterogeneously dispersed crosswise over firms and that these distinctions are steady extra time, Haden (2010) looks at the connection between firm abilities and maintained upper hand. Dynamic ability is the capacity of an association to adjust satisfactorily to changes that can affect its working. These theories gave a theoretical framework for understanding the

need for proper strategic planning in an organization (Makhoha, 2013; Peace, Robinson and Mital, 2012).

NGOs may be classified into various types according to different criteria, namely: Activities they perform, Areas of operation, Size or number of staff, Sector they serve, Ideological bias, and their initiators. Subsequently, there are NGOs that engage themselves in community organizing among peasants, workers, fisherfolks and urban poor. Their areas of operation range from local to international. Abad (1990) observed that NGOs reflect certain ideological leaning or persuasion depending on the sector that organized them, e.g., business, political, religious.

In Kenya NGOs are classified into four types, namely: voluntary organizations (VOs); public service contractors (PSC); hybrid governmental/non- governmental organizations (GONGOS), and people's organization (POs). The first three NGOs are referred to as Third Party Organizations since they exist to serve the needs of the third party or those persons who are not members of the organization. The fourth sector is referred to as the First Party Organization, since they are basically governed and managed by the people themselves (Korten, 1990).

A non-governmental organization is an organization that is not part of the government and is not funded by the state. NGOs are therefore typically independent of governments. Although the definition can technically include profit corporations, the term is generally used to mean social, cultural, legal and environmental advocacy groups having the goals

that are primarily non-commercial. NGOs are usually nonprofit organizations that obtain at least a portion of their funding from private sources (Santos and Brito, 2012). He observes that since the label NGO can be considered too broad by some, most NGOs now prefer to be called Private Volunteer Organizations (PVO).

1.1.1 Concept of Strategic Planning

Strategic planning involves formulation of vision and mission statement, performance of situation analysis and finally strategy formulation and choice (Pearce and Robinson, 2008). The concept and practice of implementing strategic plans has been embraced worldwide and across various sectors because of its perceived contribution to organizational effectiveness (Thompson and Strickland, 2007). Today, organizations have taken seriously to the practice of implementing strategic plans to guide the performance of those organizations. Wheeler and Hunger, (2013) noted that the framework for formulating and implementing strategies requires a strong backbone in the formulation process.

According to Thnarudee, (2012), strategic planning is the process of developing and maintaining consistency between the organization's objectives and resources and its changing opportunities. Wendy (2010) further argues that strategic planning aims at defining and documenting an approach to doing business that will lead to satisfactory profits and growth. Santos and Brito, (2012) defined strategic planning as an evolution of managerial response to environmental change in a focus moving from internal 3 structure

and production efficiency, to the integration of strategy and structure and production innovation, multinational expansion and diversification.

1.1.2 Strategy Implementation

Implementation is defined as the phase in which systems and procedures are put in place to collect and process the data that enable the measurements to be made regularly (Ong'ayo, 2012). Strategy implementation involves organization of the firm's resources and motivation of the staff to achieve objectives. Strategy implementation is one of the components of strategic management and it refers to a set of decisions and actions that result in the formulation and implementation of long term plans designed to achieve organizational objectives (Peace, Robinson, and Mital, 2012). Its purpose is to complete the transition from strategic planning to strategic management by incorporating adopted strategies throughout the relevant system.

Strategy which is a fundamental management tool in any organization is a multi-dimensional concept that various authors have defined in different ways. It is the match between an organization's resources and skills and the environmental opportunities as well as the risks it faces and the purposes it wishes to accomplish (Thompson, 2007). It is meant to provide guidance and direction for the activities of the organization. Since strategic decisions influence the way organizations respond to their environment, it is very important for a firm to make strategic decisions and define strategy in terms of its function to the environment. The purpose of strategy is to provide directional cues to the

organization that permit it to achieve its objectives while responding to the opportunities and threats in the environment (Pearce and Robinson, 2007).

Strategy implementation involves organization of the firm's resources and motivation of the staff to achieve objectives. The environmental conditions facing many firms have changed rapidly. Today's global competitive environment is complex, dynamic, and largely unpredictable (Mintzberg and Quinn, 2011). To deal with this unprecedented level of change, a lot of thinking has gone into the issue of how strategies are best formulated. Strategic management is about managing the future, and effective strategy formulation is crucial, as it directs the attention and actions of an organization, even if in some cases actual implemented strategy can be very different from what was initially intended, planned or thought. The assessment of strategy formulation processes becomes crucial for practitioners and researchers alike in order to conduct and evaluate different formulation processes.

1.1.3 Organizational Performance

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). According to Upadhaya, Munir and Blount, (2014) organizational performance encompasses three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment); product market performance (sales, market share); and shareholder return (total shareholder return, economic value added). Organizational performance is described as

an organization's ability to acquire and utilize its scarce resources and valuables as expeditiously as possible in the pursuit of its operations goals (Haden, 2010).

Organizational performance involves the real yield or aftereffects of an association as measured against its expected yields (or objectives and destinations). Organizational performance is the idea of measuring of a particular process or procedure, then modifying the process or procedure to increase the output, increase efficiency, or increase the effectiveness of the process or procedure. The essential objectives of organizational performance are to increase organizational capability and proficiency to the ability of the organization to deliver goods and or services (Ong'ayo, 2012).

In an undeniably information driven environment, the mission by business pioneers and administration scientists for execution measures which reflect aggressive efficiency systems, quality changes, and speed of administration is at the front line of overseeing organization performance to be important, organization performance ought to be judged against a particular goal to see whether the goal is accomplished (Santos and Brito, 2012). For example, if the target of the organization is to augment its degree of profitability, the organization would attempt to accomplish that goal by receiving speculations with quantifiable profit proportions more noteworthy than the organization's present normal degree of profitability proportion (Murega, 2011).

1.1.4 Environmental Non-Governmental Organizations in Kenya

Non-Governmental Organizations (NGOs) are voluntary and autonomous organizations whose life exists between the citizens on one hand and the state and market on the other (Arasa, 2008). NGOs, though generally founded out of private initiatives can also be public entities benefiting third parties. They can be “client-oriented” versus “member-oriented” organizations. The NGOs Coordination Board provides overall leadership to the NGO sector. It champions the key values of probity, transparency, accountability, justice and good governance. NGOs registered accumulative growth of over 100% between 1977 and 1987. By 1995 there were at least 23,000 women’s organizations in the country (Wheeler and Hunger, 2013). There are a total of 1441 NGOs in Kenya, and out of these 47 have their headquarters in Nairobi according to the NGO Coordination Board directory.

Environmental NGOs in Kenya are operating in areas which are remote, extensive and difficult for government agencies to control, the conservancies are in the front line of the battle against the illegal ivory trade. There are 102 Environmental and Conservation Organizations in Kenya, according to the Directory of Environmental Organizations and Environmental Government Agencies in Kenya website, 2017. The reason they are effective in conservation is linked to the broader benefits the conservancies bring to local communities. In essence, these well governed, community-owned and autonomous institutions are set up with the aim of improving social wellbeing, land management and wildlife conservation. Environmental Non-Governmental Organizations in Kenya represent constituent communities who own a defined area of community land, either

legally or traditionally. Collectively, the landowners ensure the rights and responsibilities of conservation and share the benefits from conservation among the community.

Following Independence a policy change further transformed attitudes to conservation by devolving the rights to use and benefit from wildlife to local people. Environmental Non-Governmental Organizations run small tourism enterprises, sell licences for tourism and trophy hunting to private operators (which in turn generates employment and a supply of game meat), and trade in handicrafts and cosmetics based on natural products. They also have an insurance scheme which means that local people get compensation for damage caused by wildlife – one of the downsides of successful conservation efforts. In recognition of the improved conservation status of black rhinos in Kenya and the potential for additional incentives from trophy hunting for conservation and habitat protection, the thirteenth Conference of the Parties to CITES in 2004 approved an annual export quota of five hunting trophies of adult male black rhinoceros.

Community conservancies are proving increasingly effective as partners in the fight against ivory poachers in Kenya. In the north of the country, conservancies now manage more than 2.5 million hectares of community land, much of it critical range for the African elephant. Operating in areas which are remote, extensive and difficult for government agencies to control, the conservancies are in the front line of the battle against the illegal ivory trade.

1.2 Research Problem

Organizations from both the private and public sector are increasingly embracing the practice of strategic planning and implementation in anticipation that this would translate to improved performance. The strategic planning process involves formation of vision and mission statement, undertaking of situational analysis, and finally strategy formulation and choice are implemented, monitored and evaluated (Pearce and Robinson, 2008). Once formulated, strategies are implemented, closely monitored and evaluated (Porter, 2009). The objective of strategic planning is to align an organization's activities with its environment, thereby providing for its continuing survival and effectiveness. Strategy implementation has attracted much less attention in strategic and organizational research than strategy formulation or strategic planning. Alexander (1985) suggests several reasons for this: strategy implementation is less glamorous than strategy formulation, people overlook it because of a belief that anyone can do it, people are not exactly sure what it includes and where it begins and ends

In Kenya, few organizations have kept on performing inadequately while others have been effective. A few elements prompting to poor performance are powerlessness to manage concentrated merciless rivalry, absence of innovative products and poor client administrations (Upadhaya, Munir and Blount, 2014). Non-governmental organizations in Kenya may have created concrete strategic plans however their exhibitions have not progressed. This may most likely be expected a lack of well laid strategic plans or poor implementation of the formulated plans (Mintzberg and Quinn, 2011). Non-Governmental Organizations in Kenya play important roles in addressing socioeconomic issues in the society. They gather their membership from international, regional and

national NGOs operating and work with a host of CBOs and groups. They operate programmes in education, health, social welfare and economic improvement, especially among disadvantaged sectors (Wambugu, 2011).

Globally, studies have been conducted that are related to strategic planning practices and strategy implementation on organization's performance. For instance, Santos and Brito, (2012) studied the effects of strategic planning on performance: Finding the silver coating where he characterized Crisis Strategic Planning as the way toward seeking out and creating openings amidst emergency. It is the coordination of Crisis administration and Strategic planning. Thnarudee (2012) completed a study on collaboration elements of vital arranging inside m-frame based firms where he distinguished that strategic planning in complex multi-business partnerships has advanced into a system of multi-level and multi-unit vital arranging forms. Their studies called attention to that the associations between methodology professionals as they sanction those arranging forms assume a urgent part in deciding viability of the arranging procedure in general.

Several studies have been conducted on the relationship between strategic planning and performance in Non-Governmental Organizations in Kenya. Arasa (2008) carried out a research on strategic planning, employee participation and firm performance in Kenya's insurance industry. Mutoria (2009) studied multi-dimensional strategic planning practices and firm performance. Ong'ayo (2012) carried out research on employee perception of the influence of strategic planning on organization performance at the ministry of foreign affairs, Kenya.

The knowledge gap necessitated this research study assess on the influence of strategic planning and strategy implementation on performance of environmental Non-Governmental Organizations based in Kenya. This study therefore intends to determine the influence of strategic planning and strategy implementation on performance of environmental Non-Governmental Organizations based in Kenya. The study therefore seeks to answer the research question; what is the influence of strategic planning and strategy implementation on performance of environmental Non-Governmental Organizations in Kenya?

1.3 Research Objective

The objective of the study is to determine the influence of strategic planning and strategy implementation on performance of environmental Non-Governmental Organizations in Kenya

1.4 Value of the Study

The findings of this study is expected to benefit policy makers in the study area by considering the benefits associated with strategic planning and strategy implementation on performance of environmental Non-Governmental Organizations. It may assist the management (top-level) in effective strategic planning and strategy implementation, in terms of policy formulations and decision making. They will serve to inform both current and future strategic planners on formulation, control, implementation and evaluation by the environmental Non-Governmental Organizations.

Academicians and researchers may benefit from this research study. It will also pave the way for other researchers to further study the influence of strategic planning and strategy implementation on performance from varied perspectives. In addition this study would be a plus to the existing literatures in the area of strategic planning and strategy implementation on performance.

This study may also be important to non-governmental organizations as its documentation and influence of strategic planning on strategy implementation and organizational performance will serve as a reference point for similar or related studies in other non-governmental organizations. In addition other stakeholders such as private and public sector enterprises/organizations, government ministries, government agencies, state corporations and parastatals will benefit abundantly.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter discusses essential issues that form the background of the study. It is organized systematically starting from the theoretical literature, main discussion, empirical evidence on the influence of strategic planning and strategy implementation on organization performance in Non-Governmental Organizations and finally the summary.

2.2 Theoretical Foundation

The study was guided by the following theory;

2.2.1 Resource-Based Theory

The resource-based view (RBV) as a basis for the competitive advantage of a firm lies primarily in the application of a bundle of valuable tangible or intangible resources at the firm's disposal (Wernerfelt, 1984; Rumelt, 1984; Penrose, 1959). To transform a short-run competitive advantage into a sustained competitive advantage requires that these resources are heterogeneous in nature and not perfectly mobile (Peteraf, 1993, p180). Effectively, this translates into valuable resources that are neither perfectly imitable nor substitutable without great effort.

Resource based theory at business level is used in explorations of the relationships between resources, competition, and profitability including the analysis of competitive imitation, the appropriability of returns to innovations, the role of imperfect information in creating profitability difference between competing firms, and the means by which the

process of resource accumulation can sustain competitive advantage. Together, these contributions amount to what has been termed “the resource-based view of the firm.” However the implications of this “resource-based theory” for strategic management are unclear for two reasons.

First the various contributions lack a single integrating framework. Second, little effort has been made to develop the practical implications of the theory. This theory proposes a framework for resource-based approach to strategy formulation which integrates a number of key themes arising from strategic planning literature. The framework involves five-stage procedure for strategy formulation; analyzing the firm’s resource-base; appraising the firm’s capabilities; analyzing the profit-earning potential of firm; selecting a strategy, and extending and upgrading the firm’s pool of resources and capabilities for results in performance (Rumelt, 1984).

2.2.2 McKinsey’s 7s Model

McKinsey’s (1982) model describes the seven factors critical for effective strategy execution. The 7-S model identifies the seven factors as strategy, structure, systems, staff, skills, style/culture, and shared values (Mutoria and Oeba, 2012). Strategy is the plan of action an organization prepares in response to, or anticipation of, changes in its external environment. Strategy is differentiated by tactics or operational actions by its nature of being premeditated, well thought through and often practically rehearsed. It deals with essentially three questions, (1) where the organization is at this moment in time, (2) where the organization wants to be in a particular length of time and (3) how to get there.

Thus, strategy is designed to transform the firm from the present position to the new position described by objectives, subject to constraints of the capabilities or the potential (Kaplan, 2005).

Structure refers to the way in which tasks and people are specialized and divided, and authority is distributed; how activities and reporting relationships are grouped; the mechanisms by which activities in the organization are coordinated (Kaplan, 2005). Structures in organizations need to be organized to result to improved organizational performance. Organizations are structured in a variety of ways, dependent on their objectives and culture. The structure of the company often dictates the way it operates and performs (Waterman et al., 1980).

Systems are formal and informal procedures used to manage the organization, including management control systems, performance measurement and reward systems, planning, budgeting and resource allocation systems, and management information systems (Kaplan, 2005). Every organization has some systems or internal processes to support and implement the strategy and run day-to-day affairs. The effectiveness of these systems dictates the performance of the organization. These processes are normally strictly followed and are designed to achieve maximum performance. Traditionally organizations have been following a bureaucratic-style process model where most decisions are taken at the higher management level (Maturia and Oeba, 2012). Increasingly, organizations are simplifying and modernizing their process by innovation and use of new technology to make the decision-making process quicker to enhance and expedite decision making

process for better organizational performance. Special emphasis is on the customers with the intention to make the processes that involve customers as user friendly as possible (Lynch, 2005).

Staff refers to the people, their backgrounds and competencies; how the organization recruits, selects, trains, socializes, manages the careers, and promotes employees. (Kaplan, 2005). Organization throughout the world strive to develop and retain high calibre staff who drives organizations performance to greater heights. The importance of human resources has thus got the central position in the strategy of the organization, away from the traditional model of capital and land. All leading organizations such as IBM, Microsoft, Cisco, etc put extraordinary emphasis on hiring the best staff, providing them with rigorous training and mentoring support, and pushing their staff to limits in achieving professional excellence, and this forms the basis of these organizations strategy and competitive advantage over their competitors. It is also important for the organization to instill confidence among the employees about their future in the organization and future career growth as an incentive for hard work (Santos and Brito, 2012).

Shared values which are the core or fundamental set of values that are widely shared in the organization and serve as guiding principles of what is important; vision, mission, and values statements that provide a broad sense of purpose for all employees (Kaplan, 2005). All members of the organization share some common fundamental ideas or guiding concepts around which the business is built. This may be to improve performance of their organization or to achieve excellence in a particular field. These values and common

goals keep the employees working towards a common destination as a coherent team and are important to keep the team spirit alive. The organizations with weak values and common goals often find their employees following their own personal goals that may be different or even in conflict with those of the organization or their fellow colleagues (Martins and Terblanche, 2003).

The 7-S model posits that organizations are successful when they achieve an integrated harmony among three “hard” “S's” of strategy, structure, and systems, and four “soft” “S's” of skills, staff, style, and super-ordinate goals (now referred to as shared values) (Kaplan, 2005). The hard components are the strategy, structure and systems which are normally feasible and easy to identify in an organization as they are normally well documented and seen in the form of tangible objects or reports such as strategy statements, corporate plans, organizational charts and other documents (Muturia and Oeba, 2012). The four Ss, however, are more difficult to comprehend. The capabilities, values and elements of corporate culture, for example, are continuously developing and are altered by the people at work in the organization. It is therefore only possible to understand these aspects by studying the organization very closely, normally through observations and/or through conducting interviews.

2.3 Strategic Planning, Strategy Implementation and Performance

According to Pride and Ferrell, (2003) implementation is an important component of the strategic planning process. It has been defined as “the process that turns strategies and plans into actions to accomplish organizational objectives”. It addresses the who, where,

when, and how to carry out organizational activities successfully to achieve better results (Ong'ayo, 2012).

Strategic planning applies a system approach by looking at a company as a system composed of subsystems. It permits managers to look at the organization as a whole and the interrelationships of parts. It provides a framework for coordination and control of organization's activities, decision-making throughout the company and forces the setting of objectives, which provides a basis for measuring performance (Arasa and K'Obonyo, 2012). Thnarudee, (2012) argues that the strategic planning process can be used as a means of repository and transforming the organization. Thompson, Strickland and Gamble (2007) postulate that the essence of good strategy making is to build a strong enough market position and an organization capable to produce successful performance despite unforeseeable events, potent competitive and internal difficulties.

Strategic decisions determine the organizational relations to its external environment, encompass the entire organization, depend on input from all of functional areas in the organization, have a direct influence on the administrative and operational activities, and are vitally important to long-term health of an organization (Shirley, 1982). According to Brody, Godschalk and Burby, (2003), strategies must be well formulated and implemented in order to attain organizational objectives. Therefore, the ability of strategy to lead a firm to success in performance starts way before implementation; during formulation.

Implementing strategic change is a double-edged sword because it simultaneously generates expected performance gain and unexpected performance loss (Dusenbury, 2000; Muturia and Oeba, 2012). When unexpected performance loss dominates or drains away expected performance gain, change becomes ineffective. Moreover, the coexistence of performance gain and loss is likely to yield confounded evidence for strategic change outcomes. Organizations may fail to maximize the performance benefits of strategic change because they either do not detect the presence of performance loss or fail to diagnose and mitigate the loss. It is not surprising that extant research provides 18 evidence of equivocal effects of change that are either positive (Siguaw, Brown, and Widing 1994) or negative (Harris and Ogbonna 2000).

A recent meta-analysis indicates that the positive relationship between a market orientation and performance outcomes is weaker in service organizations than in manufacturing firms (Muturia and Oeba, 2012). A reason for this weak relationship is the challenge of executing change at customer interfaces (Brown 2005). These interfaces involve frontline employees (FLEs) as the last link to the customer in the chain of top-down change implementation (Harris and Ogbonna 2000). Previous studies have suggested that even well-intentioned change strategies can be subverted by the detachment and defiance of FLEs (Kennedy *et al.*, 2003).

In developing policies during the implementation process, methods, procedures, rules, forms, and administrative practices are established to achieve the desired objectives. According to Wheeler and Hunger, (2013), strategies which are implemented within an

organization 19 should support the culture associated with the firm, if there is going to be successful in ensuring enhanced performance in an organization. The proposed strategy should preserve, emphasize, and enhance the culture, in accordance with the culture supporting the proposed strategy (David 2003). Therefore, strategies to be implemented must be consistent with organizational culture to realize the desired organizational performance results.

2.4 Empirical Review

Aosa (1992) his study on the aspects of formulation and implementation of strategic plans in Kenya”, surveyed 51 large private manufacturing firms through a survey. Using questionnaires and a drop and pick method, Aosa concluded that management was the key factors that influenced strategic plans formulation and implementation. The scholar also noted that an effective implementation process required a collective approach to culture and communication while keeping clear communication channels and realigning firm resources so that strategic plans are not halted by lack or inadequate implementation resources.

Mintzberg (2004) argues that a good implementation of strategic plan is dependent on the learning and development environment for employees who are the true foot soldiers of implementation. This learning orientation requires emphasis on openness, collaboration, equity, trust, continuous improvement and risk taking. In order to attain this, there has to be adaptation to changing environmental conditions attainable under good leadership that generate clear communication to the followers with confidence and approval from the

stakeholders. The world of NGOs is experiencing stiff competition for the limited funding sources from both the West and East necessitating the need to explore how management styles would affect implementation of their strategic plans, and achievement of set strategies to gain a competitive edge and remain credible to continue accessing donor funds.

In a study by Cater and Pucko (2010) on the activities for and obstacles to strategy execution on a sample of 172 Slovenian Companies, their findings were that managers mostly rely on planning and organizing activities when implementing strategies, while the biggest obstacle to strategy execution is poor leadership. Moreover, the results revealed that greater obstacles to strategy execution in the forms of inadequate management skills and employee's reluctance to share their knowledge have a negative influence on performance.

Guth and McMillan (2006) observed that involvement of middle level manager's enhanced success in implementing strategy noting that managerial involvement was essential for organizations to achieve the planned implementation. On the other hand, lack of involvement of other employees other than strategic consultants or elites in the strategy plan creates implementation problems and might lead to open sabotage. Thompson and Strickland (2007) add to this view by observing that strategic leadership keeps organizations innovative and responsive by taking special plans to foster, nourish and support people who are willing to champion new ideas, better services, new products and product applications.

Awino (2007) studied the effect of selected variables on corporate performance using 49 large private insurance firms in Kenya through a survey that applied both interviews and structured questionnaire. In his findings, management and culture were found to be very critical variables in the performance of firms. Awino concluded that both financial and non-financial performance were affected but to varying degrees by selected variables.

Taylor (2005) indicated that in order to have all workers attaining the necessary understanding of the company vision and goals, provide commitment and actively get involved in translating the strategic plans into implementable activities with measureable results, strong and decisive leadership is needed to drive the course. Taylor contends that strategic leaders manage radical change to achieve dramatic improvements in organizational activities. Such leaders communicate internally and externally with an open management style, trying to build a new culture in which employees can feel involved.

Amulyoto (2014) observes that this has led to sometimes wastages in resource usage especially in relief organizations during food distribution for long term plans. The need to recognize shortage of resources and the objective to develop both the existing and expected new resources is critical in compelling leaders and managers to motivate the organization towards effective strategic plan implementation. This study will explore two major resources in NGOs, strategic planning on implementation. In Kenya, implementation of strategic plans in NGOs has drawn the attention of various stakeholders and managers are put to task to think and embrace various management

concepts that will enable their organizations respond effectively to changing business environment and deliver the expected results.

2.5 Summary of Knowledge Gap

Strategic planning process is important as it leads to customer focus, quality management, and technology strategies, research and development, production operation strategy, human resources strategies and financial strategies, performance of the organization of the organization achievement must be supported by strategic decisions. The literature is inundated with the apparent advantages of planning, most notably its ability to improve the fit between the organization and its external environment (Godiwalla, Meinhart and Warde, 1981). Others have argued that planning aids in the identification of future marketing threats and opportunities, elicits an objective view of managerial problems, creates a framework for internal communication, promotes forward thinking and encourages a favorable attitude to change (Hausler, 1968; Stern, 1966). Further, there are intrinsic benefits that accrue as a result of the planning process, including the positive effects of planning on local employment and the economy (Greenley, 2006). The concept of performance measurement attempts to answer the basic questions of how much input is required to achieve a particular output which cannot be fully achieved without formal strategic planning.

Strategy implementation determine the organizational relations to its external environment, encompass the entire organization, depend on input from all of the functional areas in the organization and have a direct influence on the administrative and operational activities and are vitally important to the long term health of an organization

(Shirley, 1982). Although Strategy implementation is important, what is more important is how it is practiced in different organizations. Many organizations keep on redefining their mission and vision statements, organize seminars and include consultants to formulate strategies so as to achieve competitive advantage and be able to deal with the unexpected environmental changes. Strategy implementation practices is important as it leads to customer focus, quality management, technology strategies, research and development, production operation strategy, human resources strategies and financial strategies, performance of the organization of the organization achievement must be supported by strategic decisions.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on data collection, processing and analysis methods. Data collection instruments and procedures are also discussed as well as the target population and study sample.

3.2 Research Design

The study was a descriptive cross-sectional survey as it sought to describe data and characteristics about the population or phenomenon being studied. According to Kothari (2008) a research design is the “arrangement of conditions for collection of analysis of data in a matter that aims to combine relevance to the research purpose with economy in procedure”. This design is preferred because very large samples are feasible, making the results statistically significant even when analyzing multiple variables. Surveys are useful in describing the characteristics of a large population. Additionally, high reliability is easy to obtain by presenting all subjects with a standardized stimulus which ensures that observer subjectivity is greatly eliminated (Mugenda and Mugenda, 1999).

3.3 Population of the Study

The target population for this study was 102 environmental and conservation Non-Governmental Organizations in Kenya according to Non-Governmental Organizations Co-ordination Board as at 30th August 2017. Lavrakas (2008) defines a population as any finite or infinite collection of individual elements.

The respondents of this study were the top managers in the Non-Governmental Organizations. This is because these managers are in a good position to provide the required information on the strategic position and the performance of NGOs.

3.4 Sample Design

The study used a census survey since the targets were all the 102 environmental NGOs in Kenya. A census therefore afforded the basis for a more comprehensive exploration and collects data from relatively large number of cases

3.5 Data Collection

Both primary and secondary data were collected for the purpose of this study. Primary data were collected using a questionnaire. The questionnaire was semi-structured, having both open-ended and closed-ended questions. The questionnaire was divided into three parts. The objective of the first part aimed at accessing demographic information of the staff members. The second part of the questionnaire examines the influence of strategy planning on strategy implementation and performance of environmental NGOs in Kenya. Secondary data were collected from the websites of the various companies, journals and relevant texts. The researcher obtained an introductory letter from the University to collect data and personally deliver the questionnaires to the respondents and have them filled in and then collect later: the drop and pick later method.

3.6 Data Analysis

The researcher edited completed questionnaires for completeness and consistency. Data clean-up followed this process involved editing, coding and tabulation in order to detect anomalies in the responses and assign specific numerical values to the responses for further analysis. The data was then analyzed using descriptive statistics. The descriptive statistical tool was used to help the researcher to describe the data with interpretation in percentages, frequencies mean score and standard deviation. The findings were presented using tables and graphs for further analysis and to facilitate comparison. This was generated quantitative reports through tabulations, percentages, and measure of central tendency.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This section of the study discusses the findings on the data collected. The chapter is divided into five sections. The first section discusses the diagnostic tests done on the data collected so as to determine the suitability to make conclusion on the study. Second section discusses the frequencies of the respondents' characteristics (bio-data) specifically, age, gender, work experience, job rank, level of education, years of service and term of employment. Section three, four and five discusses the descriptive information of the study i.e. the mean and standard deviation of the study responses of strategic planning, strategy implementation and performance.

4.1.1 Response rate

The study initially targeted 102 respondents. However the questionnaires that were dully filled, returned on time and used for data analysis were 80. The study therefore had a response rate of 78.43%. According to Kothari (2004), Mugenda and Mugenda (2003) a suitable response rate should be 60% or more of the intended sample population. The response rate was therefore considered satisfactory for data analysis.

4.1.2 Reliability test

Table 4.1: Reliability

Variable	No. of items	Alpha score	Comment
Strategic Planning	5	0.879	Reliable
Strategy Implementation	5	0.913	Reliable
Organizational performance	9	0.876	Reliable
Overall scores	14	0.889	Reliable

Source: Researcher (2017)

The Table 4.1 shows the reliability of the items used in the study questionnaire. All items used in the questionnaire were 14. The overall reliability alpha score was 0.889 indicating a 97.1% consistency of the items used. According to Gliem and Gliem (2013), a reliability coefficient of between 0.6 and 1 indicates good/acceptable consistency of items in a questionnaire.

4.2 Respondents Bio-data

This section reviewed the biographic characteristics of the respondents that participated in the study in terms of frequency.

4.2.1 Respondent Gender

This section intended to identify the distribution of the population by gender representation.

Table 4.2: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
	Male	31	38.7	38.7	38.7
Valid	Female	49	61.3	61.3	100.0
	Total	80	100.0	100.0	

Source: Researcher (2017)

Table 4.2 above represents frequency of respondent gender. From the table, 38.7% of the respondents were male whereas 61.3% were female. The most frequent respondents were female. The researcher therefore concluded that female workers were more frequent in the organization than their male counterparts.

4.2.2 Level of Education

This section intended to identify the distribution of the population by Level of Education representation.

Table 4.3: Level of Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Master's Degree	35	43.7	43.7	43.7
Diploma/ Certificate	2	2.5	2.5	46.2
University degree	43	53.8	53.8	100.0

Source: Researcher (2017)

Table 4.3 presents respondents biographic information on respondents' level of education. From the table, 2.5% of the respondents had acquired Diploma certificate, 43.7% of the respondents had post graduate education, whereas 53.8% of the respondents had attained undergraduate education. The most frequent respondents had attained university education. The study therefore concludes that most employees in Non-Governmental Organizations have attained University degree.

4.3 Strategic Planning

This sub-topic provides a demonstration of the study variables. Descriptive statistics for each of the research variables were measured using Likert-type scale. The respondents were asked to indicate the extent to which they agreed or disagreed with the statements representing the influence of strategic planning and strategy implementation on performance of environmental Non-Governmental Organizations in Kenya. A five-point Likert scale was used ranging from (1 = Strongly Disagree, 2 = Disagree, 3 = neither

agree nor Disagree, 4 = Agree, 5 = Strongly Agree). Table 4.4 presents the summary of means and standard deviation of variation of the study variables.

Table 4.4: Strategic Planning

Strategic Planning	Mean	Std. Deviation
The strategic plan provides basis for the activities in the business, thereby significantly impacting the performance	2.9696	.54772
Some of the most important aspects of strategic planning include the vision, mission, values and the strategy used	3.2211	.63084
other factors in the strategic planning activity of the organization include the timeliness of the strategies	3.0559	1.49813
Strategic plan that should suit the business condition based on an accurate evaluation of the internal factors and external factors influencing the operations of the organization.	3.6151	.67479
Strategic planning serves as a major foundation on which an organization builds its growth and expansion	3.6941	.52824

Source: Researcher (2017)

From Table 4.4, mean and standard deviation were used to test respondent ideas where Standard deviation is the square root of the variance. It measures the spread of a set of observations. The larger the standard deviation is, the more spread out the observations are, while mean is the arithmetic mean across the observations, it is the most widely used measure of central tendency. It is commonly called the average. From the findings,

respondents strongly agreed that strategic planning serves as a major foundation on which an organization builds its growth and expansion as shown by a mean of 3.6941. Respondents also strongly agreed that, strategic plan that should suit the business condition based on an accurate evaluation of the internal factors and external factors influencing the operations of the organization as shown by a mean of 3.6151.

Respondents however, averagely agreed on the statements that some of the most important aspects of strategic planning include the vision, mission, values and the strategy used as shown by a mean of 3.2211, other factors in the strategic planning activity of the organization include the timeliness of the strategies as supported by a mean of 3.0559. The strategic plan provides basis for the activities in the business, thereby significantly impacting the performance was supported by a mean of 2.9696.

4.4 Strategy Implementation

On the descriptive statistics on Table 4.5 shows that 80 respondent were interviewed to establish the extent at which strategy implementation enhances the following factors in the respective institutions.

Table 4.5: Strategic Implementation

Strategy Implementation	Mean	Std. Deviation
Business excellence	4.4803	.90813
Enhanced operations management	4.0145	.94358
Improve corporate image	3.6474	1.46821
Quality management	4.1507	.74740
Performance management	4.2757	.57523

Source: Researcher (2017)

From the Table 45 the means ranges from 4.4 to 3.6373 while the standard deviation support since all the indicators have smaller values of 1.46821 to 0.57523 meaning that most respondents agree that strategy implementations influence performance of NGOs in Kenya. Specifically, business excellence was strongly supported with a mean of 4.4803, Performance management was agreed with a mean of 4.2757, Quality management was supported with a mean of 4.1507, Enhanced operations management was agreed by a mean of 4.0145 and Improve corporate image was also supported with a mean of 3.6474.

4.5 Organizational performance

On organizational performance, respondents were asked to tick as appropriate statements in realization to performance and the results are in the subsequent tables.

4.5.1 Financial performance

Table 4.6: Financial performance

Financial performance	Mean	Std. Deviation
Business turnover	3.8289	0.289
Volumes of sale	3.5803	0.58073
Profitability	3.2632	0.7632

From the research findings, respondents strongly agreed that 3.5803 of the respondents agreed that the organization is able to increase Business turnover profitability by a margin of between 6 and 10%, while majority agreed that the volumes of sales as shown by a mean of 3.8289, and a smaller population of mean 3.2632 shown that profitability was increased

4.5.2 Efficiency

The efficiency of the NGOs is shown in table 4.7

Table 4.7: Efficiency

Efficiency	Mean	Std. Deviation
Timeliness	2.4474	0.444
Service quality	2.4421	0.4621
Brand awareness	2.3125	0.3125

Timeliness has a mean of 2.4. Surprisingly, the same margin applies for the Service quality and brand awareness. This means that the organization performance accumulated in the years could be as a result of strategic planning on strategy implementation.

4.5.3 Effectiveness

The effectiveness of NGO are shown in Table 4.8 from the responses from the field work.

Table 4.8 Effectiveness

Effectiveness	Mean	Std. Deviation
Outcomes performance	3.8145	.54358
Impact performance	2.9474	1.46821
Past performance of the business	2.4507	.74740

From the findings, outcomes performance of effectiveness was the highest with a mean of 3.8145. However, impact performance witnessed lower percentages. The organization should focus on the effectiveness of strategic planning on strategy implementation. This will increase effectiveness

4.6 Ways Strategic Implementation Influenced Performance

Strategy implementation process may fail if the strategy does not achieve support and commitment by the majority of employees and the middle management. Shared understanding without commitment would result in 'counter effort' and may negatively affect the organizational performance. The understanding between middle management and those at the operational level to that of the top management team's strategic goals is of prime importance to successful implementation. There are three dimensions of commitment that are central factors which directly influence strategic outcomes: organizational commitment, strategy commitment and role commitment. Organizational commitment is the extent to which a manager identifies with and works toward organization-related goals and values. Strategy commitment is the extent to which a manager comprehends and supports the goals and objectives of an implementation strategy. Role commitment is the extent to which a manager is determined to perform his individual implementation responsibilities, regardless of his personal beliefs about the overall strategy.

The study in this section sought to find out recommendations from interviewees on ways to strengthen the relationship between strategy implementation and performance at the Non-Governmental Organizations in Kenya. The interviewees agreed that the organization's vision and mission provide the direction for the business's future. By detailing the core values of the organization, the vision and mission statements target the central ideas that every employee should focus on during their employment. When organizational leaders design new vision and mission statements, they must clearly

communicate them to employees to keep everybody on the same page, moving forward. Effective communication of the new vision and mission is handled in person to the employees. There was need for Non-Governmental Organizations in Kenya to use both bottom-up and top – down approaches in planning in order to create ownership of the strategic plan and hence improve performance. Addressing the resource gap to finance strategy implementation was also see as a key step in enhancing better relationship between strategy implementation and performance. Tracking of the key result areas indicators was also cited.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATION

5.1 Introduction

This chapter summarizes the findings of the study as analyzed in chapter four. It also includes conclusions and recommendations.

5.2 Summary of the findings

The study established out that Non-Governmental Organizations adopt methods that include business excellence, enhanced operations management, improve corporate image, quality management and performance management to support strategic planning. Business excellence is through development of key strategy messages that are compelling, inspire and focus staff and partners re-integration of core business, values, culture and developing commitments to these. It was evident from the study articulates that Non-Governmental Organizations in Kenya communicates the strategies to ensure success and how they relates to key strategic planning and strategic shifts; build capacity of the staff, teams, management to effectively deliver the strategies and facilitate uptake of strategies and associated change with desired speed. It deploys methods of strategically allocating funds in line with organizational plans and priorities and strengthening management structures to improve efficiency, implementation and effectiveness.

The study showed that, existing strategic plans embody shared values and norms that help to ensure organizational performance, as major changes are implemented. These results to a stable organizational performance will enhance commitment among employees and

focus on productivity within the organization rather than resistance to rules and regulations or external factors that prohibit success. The study showed that stability of organizational plans enhances commitment to strategy implementation. The study also showed that, Non-Governmental Organizations in Kenya with important capabilities profit the most from strategic planning activities. These results are similar to Afuah's (2014) observation, that, firms with scarce and important complementary capabilities are often the ones that profit the most from innovation activities, whether they moved first in performing the innovation activities or were followers. Having important scarce complementary capabilities is one of the hallmarks of exploiters.

5.3 Conclusions

The study concludes that strategic planning as a factor of organizational performance has been adopted by Non-Governmental Organizations in Kenya because it encompasses the strategic planning which ultimately determines how effective an organization can be at applying implementation. Establishment of efficiency and effectiveness contributes to more productive outcomes and a system of shared meaning is a critical variable for effective strategy process. From the study, it can be concluded that an existing personnel embody shared values and norms that help to ensure excellence, operations management, corporate image, quality management, performance management, as major changes are implemented.

The study concludes that strategic planning provides the capacity that an organization requires to consistently manage its daily work routines and that structural flexibility provides the opportunity to allocate resources to activities that shape the strategy

implementation and performance of the firm. It can be concluded that most organizations have adopted a strategic planning that involves functional activities leaving them with core activities. It can also be concluded that functional structure allows for strong task focus through an emphasis on specialization and efficiency and that strategic business units need to be centralized at the corporate office since the early achievement of a strategy-fit can be a competitive advantage.

5.4 Limitations of the Study

Many findings have arisen from this study. Insight could be gained into influence of the development sector, environmental dynamics, governance, organizational and management dimensions and other additional relevant moderators on the planning, implementation and performance relationship. Considering that this study has been conducted in environmental NGOs in Kenya and that the strategic planning practice can be subject to some contingencies i.e. some cultural and institutional environment influence, much can be done in future research in this direction.

The second approach suggests a number of procedural remedies in designing and administering the research tool, from mixing the order of the questions to using different scale types, which can reduce the likelihood of common method variance. In order to avoid common method variance further research should consider use of other sources of information for some of the key measures. It may be that other factors associated with the predictor variables (different strategic planning dimension) influence the organization performance.

5.5 Recommendations

From the study it has been noted that strategic planning is paramount to strategy implementation. Key factors of strategic planning lies on organizational design and the process of selecting the right combination of organizational structure, the study therefore recommends that Non-Governmental Organizations in Kenya needs to monitor and oversee its organizational design process to achieve superior performance and overall impact.

Organizational planning is the backbone of how the organizational factors operate within and outside the organization. It gives the organization a foundation of how it interacts with itself and with other stakeholders and may lead to the growth or downfall of the organization. This study has revealed that Non-Governmental Organizations in Kenya has ignored this crucial factor and thus recommends that the policy makers and managers pay attention to the organizational planning and streamline in to fit the company goals that should be driven towards implementation of strategic plans.

5.6 Further Research

This study has focused on the influence of strategic planning and strategy implementation on performance of environmental Non-Governmental Organizations in Kenya It has explored the impact of strategic planning, strategy implementation and organizational performance. It thus suggests that further studies be carried out on external factors like the organizational environment and type of industry to give a better aspect of these factors. The study also recommends that similar studies be carried out on other organizations within the country.

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APPENDICES

Appendix I: Questionnaire

Part A: Demographic Data

1. Name of organization....(Optional)

2. Highest level of education

Primary School []

Secondary school []

Diploma/ Certificate []

University degree []

Master's Degree []

Part B: Strategic Planning

3. In your own opinion, to what extent do you think strategy planning influences performance in your organization? Use a scale of 1 to 5, where; 1= no extent; 2 = little extent; 3 = moderate extent; 4 = great extent and 5 = very great extent.

Strategic Planning	1	2	3	4	5
The strategic plan provides basis for the activities in the business, thereby significantly impacting the performance					
Some of the most important aspects of strategic planning include the vision, mission, values and the strategy used					
other factors in the strategic planning activity of the organization include the timeliness of the strategies					
Strategic plan that should suit the business condition based on an accurate evaluation of the internal factors and external factors influencing the operations of the organization.					

Strategic planning serves as a major foundation on which an organization builds its growth and expansion					
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Part C: Strategy Implementation

4. Please indicate the extent strategy implementation enhances the following in your institution. Use a scale of 1 to 5, where; 1= no extent; 2 = little extent; 3 = moderate extent; 4 = great extent and 5 = very great extent.

Strategy Implementation	1	2	3	4	5
Business excellence					
Enhanced operations management					
Improve corporate image					
Quality management					
Performance management					

Part D: Organizational performance

5. To what extent does your organization use to the following organizational performance? (Use a scale of 1 to 5, where; 1= no extent; 2 = little extent; 3 = moderate extent; 4 = great extent and 5 = very great extent.)

Organizational performance	1	2	3	4	5
Financial performance					
Business turnover Profitability					
Volumes of sale					
Profitability					
Non-financial performance					

Efficiency					
Timeliness					
Service quality					
Brand awareness					
Effectiveness					
Past performance of the business					
Outcomes performance					
Impact performance					

6. In your opinion, what other ways has strategic implementation influenced performance in your organization?

.....

.....

.....

.....

.....

Thank you for your participation

Appendix II: Environmental and Conservation Organizations in Kenya

1. ABN – AFRICAN BIODIVERSITY NETWORK - www.africanbiodiversity.org
2. AFRICA NETWORK FOR ANIMAL WELFARE (ANAW) - www.anaw.org
3. AFRICAN AGRICULTURAL TECHNOLOGY FOUNDATION (AATF) - www.aatf-africa.org
4. AFRICAN CENTRE FOR TECHNOLOGY STUDIES (ACTS) - www.acts.or.ke
5. AFRICAN CONSERVATION CENTRE - www.conservationafrica.org
6. AFRICAN CONSERVATION FOUNDATION (ACF) - www.africanconservation.org
7. AFRICAN CONSERVATION TILLAGE NETWORK (ACT) - www.act-africa.org
8. AFRICAN ENVIRONMENTAL FILM FOUNDATION (AEFF) - <http://africanenvironmentalfilms.squarespace.com>
9. AFRICAN FUND FOR ENDANGERED WILDLIFE (AFEW) - www.gcci.org/afew/afew.html
10. AFRICAN WILDLIFE FOUNDATION (AWF) - www.awf.org
11. AFRICAN NETWORK OF ENVIRONMENTAL JOURNALISTS (ANEJ) - www.anej.info
12. AFRICAN YOUTH INITIATIVE ON CLIMATE CHANGE (AYICC) - www.ayicc.net
13. AMBOSELI TRUST FOR ELEPHANTS (ATE) - www.elephanttrust.org
14. BAN IVORY TRADE - <http://banivory.wildlifedirect.org>
15. CENTRE FOR AFRICAN FAMILY STUDIES (CAFS) - www.cafs.org
16. Center For Research In Environment Kenya (Creek-Kenya) - www.creek-kenya.org
17. COASTAL FORESTS OF KENYA AND TANZANIA, TANZANIA FOREST CONSERVATION GROUP (TFCG) - <http://coastalforests.tfcg.org>
18. THE COLOBUS TRUST - www.colobustrust.org
19. COMMUNITY CONSERVATION INITIATIVE (CCI-Kenya) - www.communityconservation-initiative.org.uk
20. CONSERVATION DEVELOPMENT CENTRE (CDC) - www.cdc.info
21. THE DAVID SHELDRIK WILDLIFE TRUST - www.sheldrickwildlifetrust.org
22. East African Network For Environmental Compliance & Enforcement (EANECE) - www.eanece.org
23. EAST AFRICAN WHALE SHARK TRUST - www.giantsharks.org
24. EAST AFRICAN WILDLIFE SOCIETY (EAWLS) - www.eawildlife.org
25. EASTERN AFRICA ENVIRONMENTAL NETWORK (EAEN) - www.eaenet.or.ke
26. Eco–Ethics International – Nairobi / Kenya - www.eei.org/chapters/nairobi/index.html
27. ECOTOURISM KENYA - www.ecotourismkenya.org
28. ELEPHANT VOICES - www.elephantvoices.org
29. THE ELSA CONSERVATION TRUST - www.elsatrust.org
30. Environmental Liason Center International (ELCI) - www.elci.org
31. EWASO LIONS - www.ewasolions.org

32. FRIENDS OF LAKE TURKANA (FoLT) - www.friendsoflaketurkana.org
33. FRIENDS OF LAKE VICTORIA (OSIENALA) - www.osienala.org
34. THE GALLMANN AFRICA CONSERVANCY - www.gallmannkenya.org
35. GARISSA COMMUNITY GIRAFFE SANCTUARY (GCGS) - <http://giraffesanctuary.wildlifedirect.org>
36. GIRAFFE CENTRE, AFRICAN FUND FOR ENDANGERED WILDLIFE – KENYA (AFEW Kenya Ltd.) - www.giraffecenter.org
37. GREAT APES SURVIVAL PARTNERSHIP (GRASP) - www.un-grasp.org
38. GREEN AFRICA FOUNDATION (GAF) - www.greenafricafoundation.org
39. GREEN BELT MOVEMENT (GBM) - www.greenbeltmovement.org
40. THE GREEN GENERATION - <http://kwstistudents.blogspot.com>
41. GREVY’S ZEBRA TRUST - www.grevyszebratrust.org
42. International Center For Environmental, Social And Policy Studies (ICESPS) - www.icesps.org
43. International Environmental Law Research Centre (IELRC) - www.ielrc.org
44. IUCN – Eastern And Southern Africa Regional Office (ESARO) - www.iucn.org/esaro
45. IUCN/SSC/AFRICAN ELEPHANT SPECIALIST GROUP - www.african-elephant.org
46. Kakamega Environmental Education Program (KEEP) - www.columbia.edu/cu/e3b/conservation/KEEP/index.htm
47. KENYA BIRDING - www.kenyabirding.org
48. KENYA BIRDS - www.kenyabirds.org.uk
49. KENYA FORESTS WORKING GROUP - www.kenyaforests.org
50. KENYA INSTITUTE OF ORGANIC FARMING (KIOF) - www.kiof.org
51. KENYA LAND CONSERVATION TRUST (KLCT) - www.klct.or.ke
52. Kenya Organization Of Environmental Education (KOEE) - www.koee.org
53. KENYA RENEWABLE ENERGY ASSOCIATION (KEREAA) - <http://kerea.org>
54. Kenya Society For The Protection & Care Of Animals (KSPCA) - www.kspca-kenya.org
55. KENYA WETLANDS FORUM - www.kenyawetlandsforum.org
56. KENYA WILDLIFE CONSERVATION FORUM (KWCF) - www.eawildlife.org/projects/species/kwcf
57. KENYA WILDLIFE TRUST (KWT) - www.kenyawildlifetrust.org
58. KENYA YOUNG GREENS - www.kenyayounggreens.org
59. Kiangure Springs Environment Initiative - www.kiangurespringsenvironment.org
60. KIPEPEO BUTTERFLY PROJECT - www.kipepeo.org
61. LAIKIPIA WILDLIFE FORUM (LWF) - www.laikipia.org
62. LEWA WILDLIFE CONSERVANCY - www.lewa.org
63. LION GUARDIANS - <http://lionguardians.org> and <http://lionguardians.wildlifedirect.org>
64. LIVING WITH LIONS (LWL) - www.livingwithlions.org
65. Local Ocean Trust – Watamu Turtle Watch - www.watamuturtles.com

66. The Maasailand Preservation Trust - www.maasailandpreservationtrust.com
67. MAASIA ENVIRONMENTAL RESOURCES COALITION (MERC) [international program office based in the USA] - www.maasaierc.org
68. Maasai Wilderness Conservation Trust (MWCT) - www.maasaitrust.org
69. MARA PREDATOR PROJECT BLOG - <http://marapredatorproject.blogspot.com>
70. Mpala Research Centre & Mpala Wildlife Foundation - www.mpala.org
71. MARA TRIANGLE, THE MARA CONSERVANCY - www.maratriangle.org
72. THE MARA COUNT - www.maasaimaracount.org
73. Mount Kenya Wildlife Conservancy - www.animalorphanagekenya.org
74. MOUNT KENYA TRUST - www.mountkenyatrust.org
75. The Mountain Bongo Surveillance Project - www.mountainbongo.org
76. NAIROBI NATIONAL PARK - <http://nairobiationalpark.wildlifedirect.org>
77. National Environmental Civil Society Alliance of Kenya (NECSA) - www.necsakenya.org
78. NATURE CONSERVANCY, NORTHERN KENYA RANGELANDS - www.nature.org/ourinitiatives/regions/africa/wherewework/northern-kenya-rangelands.xml
79. NATURE KENYA - www.naturekenya.org
80. NORTHERN RANGELANDS TRUST (NRT) - www.nrt-kenya.org
81. OL PEJETA CONSERVANCY - www.olpejetaconservancy.org
82. OSIENALA (Friends of Lake Victoria) - www.osienala.org
83. Participatory Land Use Management (PELUM) Association - www.pelum.net
84. POPULATION COUNCIL, KENYA OFFICE - www.popcouncil.org/countries/kenya.asp
85. RENEWABLE ENERGY BUSINESSES IN KENYA, SOURCE GUIDES - <http://energy.sourceguides.com/businesses/byGeo/byC/Kenya/Kenya.shtml>
86. RHINO ARK - www.rhinoark.org
87. SAVE THE ELEPHANTS - www.savetheelephants.org
88. SAVE MOUNT KENYA - www.africapoint.com/save-mount-kenya.html
89. Save Mount Kenya Forest From Extinction Group (SMKF) - <http://save-mount-kenya-forest.org>
90. SOYSAMBU CONSERVANCY - www.soysambuconservancy.org
91. SPANA, KENYA - <https://spana.org/country/kenya>
92. SUBA ENVIRONMENTAL EDUCATION OF KENYA (SEEK) - www.missionwild.org
93. Sustainable Agriculture Community Development Program (SACDEP – Kenya) - <http://sacdepkenya.org>
94. TUPANDE PAMOJA INITIATIVE - www.eawildlife.org/projects/forests/tupande
95. UNITED NATIONS ENVIRONMENT PROGRAMME (UNEP) - www.unep.org
96. United Nations Environment Programme (UNEP), Regional Office for Africa (ROA) - www.unep.org/roa/
97. WILDLIFE CLUBS OF KENYA - www.wildlifeclubsofkenya.org
and www.wildlifeclubskenya.wildlifedirect.org

98. WILDLIFE DIRECT - <http://wildlifedirect.org>
99. WILLIAM HOLDEN WILDLIFE FOUNDATION - www.whwf.org
100. WORLD AGROFORESTRY CENTRE (ICRAF) - www.worldagroforestrycentre.org
101. WWF KENYA - [http://wwf.panda.org/who we are/wwf offices/kenya/](http://wwf.panda.org/who_we_are/wwf_offices/kenya/)
102. ZEITZ FOUNDATION

Source: Non-Governmental Organizations Co-ordination Board (2017)