

**STRATEGIC MANAGEMENT PRACTICES ADOPTED BY PUBLIC
BENEFIT ORGANIZATIONS IN HOMA BAY COUNTY, KENYA**

BY

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DECLARATION

This research is my original work and has not been presented for examination to any other university.

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This research has been submitted for examination with my approval as the University supervisor

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DEDICATION

I dedicate this research project to my sister Rosemary Kijana .You have been an inspiration, figure head ,good example and light in the Kijana family .You showed us how its done .Without your selfless sacrifice to this family ,I could not have reached this far.

ABSTRACT

The objective of this study was to determine the strategic management practices adopted by Public Benefit Organizations in Homa Bay County, Kenya. The study employed descriptive research design. The researcher collected both primary and secondary data. Primary data was collected by use of semi-structured questionnaires that had both closed and open ended questions. The target respondents were the senior managers and Coordinators heading PBOs in the County. Secondary data was collected from publications and documents from the PBOs and the PBO Coordination board. The documents collected included minutes of meetings, mission and vision statements, past studies, reports, financial statements among others. The Population comprised 496 public benefit organizations operating in Homa Bay County and are registered by the PBOs coordination Board. The study sample size of 217 was developed using Simple random sampling technique upon which 168 Organizations returned the questionnaires giving a response rate of 77.41. Statistical Package for Social Sciences (SPSS) was applied in analyzing the data and tables were used to summarize responses for further analysis and comparison. The study findings indicated that the majority of the PBOs in Homa Bay County have adopted some form of Strategic management practices. Nonetheless, strategic management seems not to have been prioritized in majority of the organizations because a good number of PBOs do not have designated departments to coordinate strategic issues. It also came out clearly from the study that the international PBOs organizations were largely more active and aware of the strategic management practices than local PBOs. The researcher concludes that PBOs have largely complied with all the five steps of strategic management: Crafting of vision and mission statements, Situational analysis, Strategy formulation, Strategy implementation and Strategy evaluation. There was notable active participation of all the relevant stakeholders in strategic management processes, this was critical in ensuring that the strategies are popular, are well owned and everyone plays a role in ensuring that it is implemented as its critical for organizations success. The study recommends that there is need to have designated personnel or department to manage the strategic Management activities in the PBOs in Homa Bay County. Secondly, there is need to formalize the strategic management processes within the organizational setup so that they are not done haphazardly and thirdly, Strategic management should be a practice informed by its anticipated benefits and needs of the organization and not as a compliance issue or donor requirement.

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ABBREVIATIONS

AIDS	-	Acquired Immune Deficiency Syndrome
CARD	-	Centre for Autism and Related Disorders
CBOs	-	Community Based Organizations
C-MAD	-	Community Mobilization Against Desertification
DDO	-	District Development Office
FACES	-	Finding A Cure for Epilepsy and Seizures
FSP	-	Formal Strategic Planning
HCIDP	-	Homa Bay County Integrated Development Plan
HIV	-	Human Immunodeficiency Virus
IPBO	-	International Public Benefit Organization
ISP	-	Internet Service Providers
NASCOP	-	National AIDS and STI Control Programme
NFPs	-	Not For Profit Organizations
NGO	-	Non Governmental Organization
PBO	-	Public Benefit Organizations
SWOT	-	Strength Weakness Opportunity and Threats
USD	-	United States Dollars
YOFAK	-	Youth Fighting Against HIV/AIDS IN Kenya

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The business environment that organizations operate in is constantly changing with different factors influencing organizations .Since the turn of the millennium, the general business environment has become more volatile, unpredictable and very competitive. The business environment has become not only increasingly uncertain but also tightly interconnected such that changes anywhere in the system reverberate unpredictably and often chaotically and dangerously throughout the society (Bryson, 2011).Effective strategic management is therefore necessary for organizations to survive and make substantive contributions to society .Organization must think and learn strategically, translate their insights into effective strategies to cope with the changed circumstances. They must in addition also develop rationale necessary to lay the basis for planning, adoption and implementation of strategies besides building coalitions that are large and strong enough to mainstream those strategies in their systems and finally build capacity for learning and reviews (Steiner, 1997).

This study borrows heavily from the contingency, open system and institutional theories. Open systems theory postulates that organizations are strongly influenced by their environment consisting of competitors that exert various forces of an economic, political, legal, technological and social nature while providing resources to plan, implement and sustain strategic change (Ludwig ,1956). Contingency theory states that there is no best way to lead an organization. The effective decision making within an organization depends on prevailing external factors and their effect on internal systems (Woodward, 1958).Institutional theory postulates that organizational structure is a function of societal values and believes. The organizational norms influence the extent of organizational efficiency in strategic planning (Meyer & Rowan, DiMaggio & Powell, 1991).Ansoff (1979) postulates that prior to the twentieth century, the business environment was fairly stable, predictable and easy to manage .Further he observed that the start of the century brought about changes in the environment that was progressive novel, costly to deal with, faster

and more difficult to anticipate. Globalization and liberalization are some of the major environmental changes that have increased competition and this has threatened the survival of most if not all organizations.

Homa Bay county where this study was carried out is located in the Nyanza province .It's one of the two counties making the former South Nyanza, the other being Migori County. There are 497 PBOs (475 local and 22 international PBOs) according to PBO coordinating Board (2015).The PBOs implement various programs majorly in the following thematic areas;Health,Education,Livelihood,Gorvernance and Child Protection. The county has a lot of development and social challenges that the PBOs are trying to address. Just like other organizations the PBOs operating in Homa Bay county face various challenges in trying to deliver on their mandate .The competition for development funds has become stiff, their relevance is also challenged by coming of the County Governments that now demand more accountability from them, the people have become more enlightened and are demanding accountability from them among others challenges .This calls for effective and efficient ways of managing their affairs and this is where strategic management practices is required.

1.1.1 Strategic Management Practices

Strategic management has been defined by many authors and scholars. Pearce and Robinson (2005) defined it as “the set of decisions and actions that result in the formulation and implementation of plans to achieve a company’s objectives”. A comprehensive definition was, however, given by Ehlers and .Lazensby (2009), who viewed strategic management as the process whereby all the organizational functions and resources are integrated and coordinated to implement formulated strategies which are aligned with the environment in order to achieve the long term goals of the organization and therefore gain a competitive advantage through adding value for the stakeholders.

Strategic management practices refers to the extent to which the process of strategic management is carried out in an organization as evidenced by formulation of vision and mission statements, performing situation analysis, evaluation and making strategic choices (Pearce and Robinson, 2008).The purpose of Strategic management practices is to establish the overall strategic direction to guide the organization over a period of time. Most organizations formulate strategic

plans for five year period with annual and mid- term reviews (Johnson and schools, 1999). The plan provides the highest level of guidance to the management as they make choices about the organizations program, direction, setting priorities, allocating limited human and financial resources, and developing long-term action plans. Good governance by the board, leadership and management from the staff, leadership and direction from the working group will enable the organization succeed (Stone, 1994).

Strategic management practices comprise of a number of steps that involve identifying the current status of the organization, including its mission and vision statement, operating values, needs (strengths, weaknesses, opportunities, and threats), goals, prioritized actions and strategies, action plans and monitoring plans. It's important for every organization to have a vision and mission statement to guide it into the future .The two give the organization the direction and focus. The employees and management are made aware of why and how they are in business ie the reason for organization's existence .The organizational direction is developed by strategic leaders and is essential for providing strategic direction (Ehlers and Lazensby, 2009).

The first practice is setting the strategic direction of the organization .This is where the vision and mission statement of the organization are set .The vision statement provides focus and direction to the organization and people who are associated with it such as the employees ,managers and other stakeholders . It also forms the foundation for the mission statement, long term goals and strategic selections decisions .The mission statement answers the question, what is our business? The mission statement answers the reason for an organization's existence .It also identifies the organizations strategy in terms of nature of the business; furthermore it gives the organizations behavior standards and culture among others (Stone,1994).

The environmental analysis marks the second step in the strategic planning practices .This is where the analysis of the external environment for possible opportunities and threats and the internal environment for possible strengths and weaknesses are evaluated in a process known as SWOT analysis. After the setting of the strategic direction and environmental analysis, the organization is now ready for the third step that involves developing the long term goals which are more quantifiable than the mission statement developed in the previous stage. (Ehlers and Lazensby, 2009)

After developing the long term goals the management will choose which is the appropriate way forward to achieve the long term objectives by deciding on the corporate and generic strategies to adopt .The generic strategies are too broad and the organization now has the option to formulate more specific ones in the form of grand strategies available to it which include; growth, decline and corporate combinations (Bateman and Zeithaml ,1993).

To successfully implement the strategies chosen certain driving forces must be available and they include; leadership, organization culture, reward system, organization structure and allocation of resources. These should be supplemented by strategic instruments such as short term goals and policies. Strategic control through continuous improvement is the last step in the strategic planning practices /process and should not be neglected .Total quality management and balance score card are some of the management tools that can help to improve the manager's task of successfully controlling the processes and taking correcting actions

1.1.2 Public Benefit Organizations Sector in Kenya

The Public Benefit Organizations Act 2013 provides for the establishment and operation of public benefit organizations (PBOs); to provide for their registration; to establish an administrative and regulatory framework within which public benefit organizations can conduct their affairs (Kenya Gazette, 2013).This law provides for the establishment and operation of public benefits organizations in the country. The Act defines a Public Benefit Organization as a voluntary membership or non-membership grouping of individuals or organizations engaged in public benefit activities in any or a combination of the following: legal aid; agriculture; rights and welfare of children; culture, working with or for persons with disabilities, energy, education; environmental conservation; gender issues, governance; poverty eradication; health; housing and settlement; human rights; and HIV/AIDS among others (PBO Act 2013).

The Government enacted this bill/Act to streamline the registration of the PBOs that were earlier registered with different ministries and government agencies there by bringing a lot of confusion. The government has also realized the important role that public benefit organizations play in serving the public good by complimenting the county and national governments in supporting development, social cohesion and tolerance within society; promoting democracy, respect for the

rule of law, providing accountability mechanisms that can contribute to improved governance .In addition the Government has recognized the contribution the PBOS have made in the growth of GDP by providing employment to citizens. The PBOs are therefore a major economic sector within the country.

Today the PBOs Coordination Board is the body mandated with the responsibility of coordinating operations of PBOs in Kenya. The functions of the Board, includes coordinating and facilitating the work of PBOs, maintaining the register of PBOs, receiving and discussing reports of PBOs, advising the government on the activities and role of PBOs, providing policy guidelines to PBOs, approving reports of the PBOs Council and approval of the PBO Code of Conduct operated by the PBOs Council.PBO coordination Board strategic plan for (2009-2012) projects that the number of registered PBOs operating in the Kenya will be 8,261 by the close of year 2015 , with about 400 being registering annually .The board further estimates that they contribute about kshs80-100 billion to the economy every year .The increase in the number of PBO is not matched by increase of cash injection which means that the increased number has to fight for the stagnant or reducing funds due to various global factors such as global economic factors, political factors ,natural disasters and instabilities in various places in the world. There is a higher competition for the funds that donors have tighten the condition for getting funds to include issues of good governance, transparency and accountability (Lando, 2008).

PBOs have been present in Kenya since independence and their number has been increasing significantly each year. They have been instrumental in service provision in such areas as health, education, agriculture, livelihood water and sanitation and HIV/AIDS, governance and advocacy and has complimented government effort in areas that have been neglected or have been given inadequate funding (Jennifer ,2010).The PBOs have improved state capacity by extending services to such sectors for which the government has not allocated adequate resources examples include an PBO fueling a government vehicle to support a Malaria or Polio campaign in the Homa Bay county. The PBOs have become active partners and stakeholders in deriving change through governance and lobbying of the law makers to enact progressive pieces of legislations. (Jennifer, 2010).

The PBO sector has grown in size and it's therefore paramount for stakeholders to clearly define the role of PBOs and their value in societies as the question of total dependence on external

donor funds has started to affect their operations. They need to put in place effective leadership, rethink their development approaches and their sustainability ,look at their governance structures and management of PBOs-defining urgency for strategic change and effective change management (PBOs Coordination Board Strategic Plan 2013 -2016).

1.1.3 Public Benefit Organizations in Homa Bay County

Homa Bay County with an annual growth rate of 2.1% is projected to have a population of 1,038,858 persons (498,472 males and 540,386 females) by end of the year 2015 (Kenya Population Census 2009).Homa Bay county development plans borrow heavily from the Kenya's vision 2030 that is the country's long term development blue print. The blue print aims to create a globally competitive and prosperous country by the year 2030 and also to transform the Kenya into a newly industrializing middle income country providing a high quality life to its citizens in a clean and secure environment by 2030. The county's strategic plan identifies population dynamics, environmental degradation, and climate change as key development challenges. These issue it argues need to be linked in county policies and programs to ensure that projects that address them are implemented jointly.

Addressing population growth, environmental degradation, and climate change together should be a top priority if Homa Bay County is to achieve sustainable development. The PBOs are therefore key stake holders in realizing these development milestones working with both the County and National governments. According to Homa Bay County CIDP, 2012-2017.Public Benefit Organizations in Homa Bay do cover various thematic areas in their programmes and projects mostly targeting health, HIV and AIDS, education, water resources development and irrigation, human rights and environment protection, community empowerment and livelihood support. Many PBOs are in Homa Bay to address various economic, social and development challenges such as HIV/Aids whose prevalent rate is 27.1 % compared to the national average of 6.3% Kenya Aids Indicator Survey 2012 (KAIS 2013). In fact Homa bay County is the third most affected county in Kenya by HIV /Aids after Nairobi and Kisumu counties, with a HIV/Aids prevalent rate of 27.1% only second to Kisumu county in Kenya (National aids control council Report, 2013) According to Multi Indicator Cluster survey 2014(MICS 2014) by the Kenya National Bureau of statistics and UNICEF Other appalling statistics include poor latrine

coverage at 35% , high mortality rates (57 children out of 1000 die before their 5th birthday).Furthermore there is high unemployment rates at 21% ,poor sanitation ,lower education standards, heavy use of firewood (84%) as the main source of energy and poor water sources (Kenya national Bureau of statistics 2013).

The statistics indicate that the County has challenges and gaps in Education, Health, Water and sanitation among others that need collective efforts to address from both the Government and the PBOs(Kenya national Bureau of statistics 2013).

1.2 Research Problem

Many organizations including PBOs have realized the need for strategic management to remain afloat and relevant. The PBOs in Homa Bay county are faced with various challenges emanating from the external environment such as political changes ,social cultural changes ,technological advancements, economic challenges among others .These challenges pose a serious threat to their performance. The County's survey indicators in health, education and other development spheres have largely remained constant with little positive changes or improvement.

Many studies have been carried out on strategic Management by various scholars Aosa (1992) studied the strategy and implementation within large private manufacturing companies in Kenya and found out that there was a significant variation between companies in relations to their strategic practices .The study further found out that companies that maintained links between strategies and budgets were significantly more successful in implementing strategy than the ones that did not.Nyaga (2001) in his study on strategic management on ISP in Nairobi found out that all ISP practiced some form of strategic management as they had written mission statements, plans and objectives and were practicing some form of competitive analysis, industry analysis and environmental scanning.Karanja (2008) in his study on strategic planning practices in audit firms in Nairobi concluded that all medium and large firms practiced all natures of strategic planning. Kangoro (1998) in his study on strategic planning practices in public sectors found out that there was strategic planning in those institutions; however, strategic implementation was poor. He singled out the main reason for the poor implementation of strategy to lack of top management and employee commitment towards implementation.

Both Kangoro (1998) and Kamau (2008) both agreed that many organizations which did not involve stakeholders such as employees in strategic planning processes had many challenges implementing strategies such as resistance from the same employees expected to roll out the strategy because they feel left out and not part of the process. Strategic management practices in Public Benefit Organizations ,a case of public membership clubs in Nairobi found out that clubs practiced some aspects of strategic management (Kiruthi,2001).He went on to say that top management played a key role in the formulation of objectives ,plans and strategies to the exclusion of other parties.Karube (2011) did a research on Strategic Planning practices by PBO in West Pokot and he did find out that PBOs that were proactive in their strategic planning process were relatively more effective and successful than those that were reactive, thus showed the importance of ownership for strategic planning process.

There is no universal way of carrying out strategic Management practices, However, there is some agreement that all stakeholders need to be involved in the process and that top management also need to give full support for it to be a success. Although studies have been conducted on strategic Management practices in various organizations and contexts, to the best of my knowledge no extensive research has been done on strategic Management practices in the context of Public Benefit Organizations in Homa Bay County .This research will therefore seek to determine the strategic Management practices employed by PBOs operating in Homa Bay County.

1.3 Objective of the Study

The aim of this study was to determine the strategic management practices adopted by Public Benefit Organizations in Homa Bay County, Kenya

1.4 Value of Study

The study findings will contribute to the growing strategic theory building of knowledge for academicians and researchers through close examination and evaluation of the Strategic Management practices adopted by PBOs in Homa Bay County. Researchers and Scholars will find this study significant as will form the foundation for further study on strategic Management practices in the context of Homa Bay County.

The study will also help the managers, strategists and decision makers in evaluating and assessing firms' Strategic Management processes /practices and thereby adopting better planning procedures, with insight into the significance of Strategic Management process for a firm .The study will give relevance to planning in PBOs.

The study will contribute to policy formulation by the Government through its arm the PBO Coordination Board .This will enable the decision makers, regulators and the Government to examine the existing policy frame work and evaluate the need to develop/propose further policy changes. The regulators understanding of the Strategic Management Practices exercised by the PBO firms within the sector are crucial for highlighting and shaping the industry challenges.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review on the subject under study .The chapter will inform the study by discussing the theories underpinning the study, strategic management and strategic management practices

2.2 Theoretical Foundation

This study will use the contingency, open system and institutional theories to discuss why organisations need to practise Strategic Management in running their businesses.

2.2.1 Contingency Theory

This theory postulates that the structure and operations of an organization is dependent on the situational variables it faces, the main ones being environment ,technology and size (Burns,1989).This means that no two organizations will face the same contingencies ,because their situation are different and ultimately their structures and operations will also be different Burnes (2009) Contingency theory contends that there are three unifying themes, first and foremost is that organizations are open systems, secondly structure and therefore performance is dependent on situational variables faced by the organization and finally that there is no best way for all organizations, but there is one best way for each organization.

Contingency theory is based on the idea that a fit between certain components of a managerial organization and certain contingencies will improve that organization's performance. Among these, the structure of the organization is perhaps most frequently related to contingencies. The contingencies that usually relate to the structure of the organization are environment, organizational size, strategy, and technology. Contingency Theory assumes that each of these contingencies necessitates the existence of certain characteristics in the structure. When the structure of an organization bears those characteristics for the contingency in question, this

means that there is a fit. This fit is supposed to increase the performance of the organization. The firm must therefore find its internal strength, get the right leadership and structures that can steer and navigate it through the turbulent environment to survive.

2.2.2 Open Systems Theory

The Open systems theory or systems theory views the organization as a whole and as part of the larger environment. Open systems theory refers simply to the concept that organizations are strongly influenced by their environment (Harvey,2005) as quoted by (Nyongesa,2013). The environment consists of other organizations that exert various forces of an economic, technological, political or social nature. The environment also provides key resources that sustain the organization and lead to change and survival (Cole 2004).Open systems theory came in reaction to earlier theories of organizations, such as the human relations perspective of Elton Mayo and the administrative theories of Henri Fayol, which treated the organization largely as a self-contained entity. As organizations conduct their businesses they influence and change their external environment, while at the same time being influenced by external changes in the local and international environment. This is commonly referred to as active adaptive change (Pfeiffer and Salancik, 2003).

A systems view provides clear understanding of the planning process which is basically working backwards through the system of an organization. It includes identifying desired results (goals and outcomes), what measures or outputs (tangible results) will indicate that those results have been achieved, what processes will produce those outputs, and what inputs are required to conduct those processes in the system (James, 2002). A systems view often makes the planning process much more clear and orderly to planners. More Effective Design of Projects, Products and Services is an advantage for designers who have a systems view is that they have stronger knowledge of the primary parts of their project, product or service and how they should be aligned to more effectively reach desired goals (Cole, 2004)

Predicting how the environment is likely to change by appreciating that the organization is an open system is crucial. An essential element of strategic planning is predicting the future and thinking through how this will affect the work of the organization. It involves listening or looking out for the threats as well as identifying potential new opportunities by use of tools like

PESTEL. Open system will enable planners appreciate and recognize the need to constantly monitor what happens in the environment and think through how it will affect their operations (Nyongesa, 2013).

2.2.3 The Institutional Theory

Institutional theorists see organizations as a means by which the societal values and beliefs are embedded in organizational structure and expressed in organizational change. Institutional theorists assert that the institutional environment can strongly influence the development of formal structures in an organization, often more profoundly than market pressures (Meyer & Rowan 1977; DiMaggio & Powell 1991). Innovative structures that improve technical efficiency in early-adopting organizations are legitimized in the environment, Meyer and Rowan (1977). Ultimately these innovations reach a level of legitimization where failure to adopt them is seen as irrational and negligent (or they become legal mandates). At this point new and existing organizations will adopt the structural form even if the form doesn't improve efficiency.

Meyer and Rowan (1977) argue that often these 'institutional myth' are merely accepted ceremoniously in order for the organization to gain or maintain legitimacy in the institutional environment. Organizations adopt the 'vocabularies of structure' prevalent in their environment such as specific job titles, procedures, and organizational roles. The adoption and prominent display of these institutionally-acceptable 'trappings of legitimacy' help preserve an aura of organizational action based on good faith. Legitimacy in the institutional environment helps ensure organizational survival. However, these formal structures of legitimacy can reduce efficiency and hinder the organization's competitive position in their technical environment. To reduce this negative effect, organizations often will decouple their technical core from these legitimizing structures.

Organizations will minimize evaluation and neglect program implementation to maintain external (and internal) confidence in formal structures while reducing their efficiency impact. (DiMaggio and Powell, 1983). DiMaggio and Powell (1983) conclude that the net effect of institutional pressures is to increase the homogeneity of organizational structures in an institutional environment. Firms will adopt similar structures as a result of three types of pressures. Coercive pressures come from legal mandates or influence from organizations they are

dependent upon. Mimetic pressures to copy successful forms arise during high uncertainty. Finally, normative pressures to homogeneity come from the similar attitudes and approaches of professional groups and associations brought into the firm through hiring practices.

2.3 Strategic Management

Strategic Management guides the organizational executives in defining the business that their firm is in, the end it seeks and the means it will use to accomplish those desired ends (Pearce and Robinson, 2005). Strategic Management is about making organization's long term goals and strategies. It is an on-going activity in which all managers at all levels are urged to strategically focus on the long term, have a strong external orientation and be aware of the short term tactical and operational issues. According to Bateman and Zeithaml (1993), strategy planning concept is about where are we now, where do we want to be, how do we get there, who must do what and how are we doing now that may warrant change or otherwise (Hammuel, 2011).

Strategic Management is about linking the organization's future to anticipated changes in the environment by leveraging on the organization's strength like resources, personnel, technology to achieve the future goals and aspirations. Strategy involves positioning an organization for long term competitive advantage (Muriuki, 2005). It requires managers to make choices about markets and segments to participate in and avoid, the choices of which products and services to deliver, the acquisition and allocation of resources and to ensure that this is done in a professional, timely and profitable way.

2.4 Strategic Management Practices

Strategic planning practices refers to the extent to which the process of strategic planning is carried out in an organization as evidenced by formulation of vision and mission statements, performing situation analysis, evaluation and making strategic choices (Pearce and Robinson, 2008) The five critical areas of strategic planning practices are formulation of mission and vision statements, performing situation analysis, evaluation and making strategic choices, implementation of strategies and finally the evaluation and control of strategy implementations. Vision and Mission statement is the first step of the strategic planning process. The mission and vision statement is developed or revisited if it's not relevant anymore to the

organization .The senior managers must set the path the organization should take into the future and this involved the product, market, technology customer etc. that the firm will concentrate in. This step seeks to answer the questions ,’what is our business and what will it be’ (Thompson and Strickler,1999).A mission statement is as enduring statement of purpose that distinguishes one organization from the other and similar organization (David, 1986). A well thought out mission statement defines the fundamental unique purpose that sets an organization apart from the others in terms of operations, products and market served. Developing the organization’s vision reflects the core values that the organization would like to communicate to all its stake holders (Thomas & stickler, 1999).

Situation Analysis issometimes referred to as environmental analysis and could be done by use of PESTEL and SWOT analysis. The organization’s environment is a set of forces and conditions internal (inside) and external (outside) the organization borders that have the potential to affect the way an organisation operates .The external is everything outside the organization that have the potential to affect its operation. It consists of the general/macro environment and the task environment. The task environment consists of the specific organizations or groups that influence an organization. They include the competitors, suppliers, regulators, and strategic allies. The general environment is a set of broad dimensions and forces in an organization surrounding that creates its overall context.They include the political/legal, economic, social-cultural and international forces (Kotler, 1999).

Porter (1985) formulated the five forces of competition in an industry and they include supplier power, buyer power, entry barrier, availability of substitute and competition rivalry .SWOT analysis and PESTEL are some of the tools used in situation analysis in organisation to find out where they are in order to chart where they want to go. To be successful an organization must be in tune with its environment. There must be a strategic fit between what the environment wants and what the organization has to offer, as well as between what the organization need and what the environment can provide (Powell, 1992).

Organizations are open systems and therefore interact with various dimensions in many different ways .The environment is complex, dynamic, multi-faceted and have far reaching impact (Kazmi, 2002).The environment affect the organization in three different ways and these are the environmental change and complexity, the competitive forces and the environmental turbulence

(Johnson and Scholes,1999).Given the many issues ,problems and opportunities in the organization environment ,each organization will assess its own unique situation and then adapt accordingly (Omboki,2009).SWOT analysis and PESTEL are some of the tools used in situation analysis in organisation to find out where they are in order to chart where they want to go.

Strategy Evaluation and Choices involves Coming up with strategies after situation analysis .At this stage the organisation will be engage in determining what strategies to employ having gathered information about the external environment and internal conditions to the firm in the situation analysis. The strength and weakness of the firm and the opportunities and threats of the environment will be considered at this stage .Crafting of strategy is an analysis driven exercise and not an activity where managers can succeed by sheer lack and creativity (Thompson and Strikler, 1993).Bateman and Zeithamal (1990) defines strategy as a pattern of actions and resources allocation designed to achieve the goals of the organization .An effective strategy may enable an organization influence the environment in its favour and defend itself against competition (Asker, 1992).

Strategy Implementation is where what has been planned on paper is put into practise. Successful implementation requires that plan be linked to other systems of the organisations like budgets and other resources. Karachi (2001) and Kama (2008) both do agree that involvement of both management and employees give rise to successful implementation of strategies. Johnson and Scholes (2002) postulates that the environment under which an organization operates will determine the strategies adopted by an organization.

Strategy evaluation and control is the last step in the strategic planning practices .The step requires that the organisation to continuously monitor the actual performance of objectives and goals .It's that process in which corporate activities and performance results are monitored so that actual performance can be compared with the desired performance .The aim is to use that information to take corrective action and resolve problems. It also helps in pin pointing weaknesses in previous implemented strategic plans and stimulates the entire process to begin again. It encompasses behavior controls through policies and standard operation procedures ,output controls through measurement of end results and input controls through measurement and management of resources (wheelan and Hunger ,2008) as quoted by Kinyua (2011).

2.5 Summary of Knowledge Gaps

Studies on strategic management have been done in many industries and sectors in the profit making enterprises but very little on the Public Benefit Organizations. Aosa (1992) studied the strategy and implementation within large private manufacturing companies in Kenya and found out that there was a significant variation between companies in relations to their significant strategic practices. Kamau (2008) and Kangoro (1998) both agree that many organizations which did not involve stakeholders such as employees in strategic planning processes had many challenges implementing strategies such as resistance from the same employees expected to roll out the strategy because they feel left out and not part of the process.

Strategic management practices in Public Benefit organizations, a case of public membership clubs in Nairobi found out that clubs practiced some aspects of strategic management (Kiruthi, 2001). He went on to say that top management played a key role in the formulation of objectives, plans and strategies to the exclusion of other parties. Karube (2011) did a research on Strategic Planning practices by PBO in West Pokot and he did find out that PBOs that were proactive in their strategic planning process were relatively more effective and successful than those that were reactive, thus showed the importance of ownership for strategic planning process. Mwangi (2011) looked at the factors that determine the strategic planning practices adopted by Plan Kenya and concluded that the process was largely controlled by the parent company at the head office in London.

Many Studies have been carried out on strategic management in many industries/sectors in the profit making enterprises but very little on the Public Benefit Organizations and more so in the context of Homa Bay county. To the best of my knowledge no studies have been carried out on the strategic management practices adopted by Public Benefit Organizations in Homa Bay County. This study will try to fill this research gap.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the procedure and methods the researcher employed to carry out the study. These comprise the research design, Target population, sample and sample procedure, data collection instruments, data collection procedures and methods of data analysis.

3.2 Research Design

A cross sectional descriptive research design was adopted in this study. A descriptive research design determines and reports the way things are and use a pre-planned design for analysis (Mugenda and Mugenda, 2003). Orodho, (2004) observed that a descriptive research design is used when data is collected to describe persons, organizations, settings, or phenomena. Kothari, (2007); Cooper and Schneider (1999) observed that a study concerned with what, when, which and how of a phenomenon are appropriate for application of descriptive research design. The research adopted cross sectional descriptive survey design to investigate the Strategic Management Practices adopted by Public Benefit Organizations in Homa Bay County.

3.3 Population

Population is defined by Mugenda and Mugenda, (2003) as an entire group of individuals, events or objects having common observable characteristic. While Jankowicz, (2005) states that population is a complete set of people, occurrences or objects from which a sample will be chosen. Population according to Kothari, (2004) is the total of items about which information is required.

The target population for this study was all the 497 Public Benefit Organizations operating in Homa Bay county and are registered by PBO Coordination board as per PBOs Co-ordination Act, 1990(PBO act 2013).

3.4 Sample Design

Simple random sampling technique was used to sample the population .A sample size of 217 was deemed adequate for the population (Sekaran table, 2013).

3.5 Data Collection

The researcher collected both primary and secondary data. Primary data was collected by use of semi-structured questionnaires administered by the researcher through face to face interviews and through drop and pick method. The questionnaire used was closed and open ended questions to enable the researcher to explore the areas of concern and contention. The target respondents was the senior managers and Coordinators heading PBOs in the County. Secondary data was collected from publications and documents from the PBOs and also from the PBO Coordination board. The documents collected included minutes of meetings, mission and vision statements, past studies, reports, financial statements bullet ins among others.

3.7 Data Analysis Procedure and Presentation

Descriptive statistics provide for meaningful distribution of scores using statistical measures of central tendencies, dispersion and distribution (Orodho, 2004). Data was analyzed by use of descriptive statistics to summarize and relate variables which were attained from the administered questionnaires. The data was classified, tabulated and summarized using descriptive measures, percentages and frequency distribution tables while tables were used for presentation of findings. Data was cleaned to eliminate discrepancies before performance of final analysis by tabulation on the basis of similarity. This method of analysis was most desirable as it enabled the researcher to have an insight of the most commonly used strategies by PBOs in Homa Bay county. In accomplishing all analysis details with efficiency and effectiveness the researcher utilized the statistical package for social sciences (SPSS) software.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter analyses data, interprets findings and discusses them in line with the objective of the study; to determine the Strategic Management practices adopted by Public Benefit Organizations in Homa Bay County.

4.2 Response Rate

Data analyzed were obtained from 168 (77.41%) out of the targeted 217 PBOs hence becoming an effective sample size .

According to Mugenda and Mugenda 60% response return rate is recommended for a study. This study recorded 77.41 response rate which was considered adequate for analysis, interpretation and generalization. The study did not achieve 100% response rate because the office locations to some of the sampled PBOs could not be traced easily and again some PBOs to whom the questionnaires were distributed could not be found at the point of picking the questionnaires.

4.3 PBO Profiles

Different aspects were used to describe target PBOs. These included: Ownership, year of incorporation, scope of operations, number employees, annual budgets, and caliber of senior management staff, involvement in management practices and year of first strategic plan.

4.3.1 Ownership of the PBO

The respondents were asked to state the ownership of the PBOs and the results are shown in table 4.1.

Table 4.1: Ownership of the PBO

	Frequency	Percent
International PBO	25	14.9
Local PBO	143	85.1
Total	168	100.0

Source: Author (2015)

Majority of the PBOs were locally owned at 143(85.1%) while the international PBOs stood at only 25(14.9%). This meant that Homa Bay is dominated by the local PBOs who understood the developmental issues better, translating into homegrown strategies in addressing them.

4.3.2 Years of operation in Homa Bay County

The respondents were asked to state the number of years over which the PBO has been in operation in Homa Bay County. The results are shown in table 4.2.

Table 4.2: Years of operation

	Frequency	Percent
0-5	57	33.9
6-10	51	30.4
11-15	34	20.2
16-20	26	15.5
Total	168	100.0

Source: Author (2015)

Majority of respondents said their organizations had been operating in Homa Bay County for 0-5 years at 57(33.9%) which was followed closely by the respondents who said their organizations had operated for 6-10 years at 51(30.4%). The respondents who said their organizations had operated for 11-15 years was rated at 34 (20.2%). The minority of the respondents said their organizations had operated for 16-20 years at 26(15.5%). This gave good and balanced responses

in relation to strategic management practices and experienced with a reasonable number of PBO in each period category.

4.3.3 Strategic focus area

The respondents were asked to state the strategic focus areas of their organizations, the responses are shown in table 4.3.

Table4.3: Strategic focus area

	Health	HIV/AIDS	Education	Governance	Livelihood	Advocacy
Yes	100(59.5%)	83(49.4%)	85(50.5%)	41(24.4%)	108(64.3%)	82(48.8%)
No	68(40.5%)	85(50.6%)	83(49.4%)	127(75.6%)	60(35.7%)	86(51.2%)
Total	168(100%)	168(100%)	168(100%)	168(100%)	168(100%)	168(100%)

Source: Author (2015)

Most of the organizations gave prominence in their strategic focus to Health, Education and Livelihood at 100(59.5%),85(50.5%) and 108(64.3%) respectively, while Governance was the least focused area at 41(24.4%).This was confirming the fact that Homa Bay County is one of the worst performing Counties in health indicators in the Country and therefore many PBOs were putting resources in this area to try to address the health challenges.

4.3.4 Presence of a strategic planning department

The respondents were asked to state whether they had a strategic management department, the results are shown in table 4.4.

Table 4.4: Presence of a strategic planning department

	Frequency	Percent
Yes	75	44.6
No	93	55.4
Total	168	100.0

Source: Author (2015)

Minority of the respondents said that their organization had a strategic management department at 75(44.6%) while the majority of the respondents said that their organization didn't have a strategic management department at 93(55.4%). This meant that strategic management processes are not prioritized and given the much needed focus in most PBOs in Homa Bay County. The processes are likely to be handled by personnel who have other responsibilities and may not give much attention to streamlining strategic practices in their respective organizations.

4.3.4 Number of employees

The respondents were asked to state the number of employees that they have, the results are shown in table 4.5

Table 4.5: Number of employees

	Frequency	Percent
0-10	85	50.6
11-20	50	29.8
21-50	17	10.1
Over 50	16	9.5
Total	168	100.0

Source: Author (2015)

Majority of the respondents said that their organization had between 0-10 employees at 85(50.6%), the minority said that their organization had over 50 employees at 16(9.5%).The rest of the categories were in between.

4.3.5 Annual Budget

The respondents were asked to state their annual budget, the results are shown in table 4.6.

Table 4.6:Annual Budget

	Frequency	Percent
Less than 20 million	86	51.2
21-50 million	33	19.6
61-100 million	33	19.6
Over 100 million	16	9.5
Total	168	100.0

Source: Author (2015)

Majority of the respondents said their organizations had an annual budget of less than 20 million. The minority of the respondents stated that their organization had a budget of over 100 million at 16(9.5%). A good number of PBOs had reasonable budgets that would enable adequate implementation of strategic focus and goals.

4.3.6 Caliber of senior management staff

The respondents were required to state the caliber of their senior management staff in relation to management competency and training, the results are shown in table 4.7.

Table 4.7:Caliber of your senior management staff

	Frequency	Percent
No technical and management training	8	4.8
Technical specialist without management training but with job experience	18	10.7
Technical specialist with management training	126	75.0
Others(please specify)	16	9.5
Total	168	100.0

Source: Author (2015)

Majority of the respondents confirmed that their senior staff had technical skills and management-training at 126(75%).The Minority of the respondents said that their caliber of staff had no technical skills and management training at 8(4.8%).This meant that majority of the organizations had the requisite skills in staff to enable proper strategic planning and management practices.

4.3.7 Involvement in strategic management practices

The respondent were asked to state whether their organizations engaged in strategic management practices, the results are shown in table 4.8.

Table 4.8: Involvement in strategic management practices

	Frequency	Percent
Yes	168	100.0

Source: Author (2015)

All the respondents agreed that their organizations are involved in the strategic management practices within their organization at 168(100%). This meant that all the organizations were engaged in some strategic management practices that is formal or informal, organized or haphazard.

4.3.7 Year of first strategic plan

The respondents were asked to state the year in which they first developed their strategic plan the results are shown in table 4.9

Table 4.9: Year of first strategic plan

	Frequency	Percentage
1996-2000	9	5.4
2001-2005	32	19.0
2006-2010	52	31.0
2011-2015	51	30.4
Could not remember	24	14.3
Total	168	100.0

Source: Author (2015)

Majority of the respondents said that their organizations developed their first strategic plan between 2006-2010 at 52(31%). The majority were followed closely with those that developed their first strategic plan between 2011-2015 at 51(30.4%). The minority of respondents said their organization developed their strategic plan between 1996-2000 at 9(5.4%).

4.4 Organizational vision and mission

This section analyses, presents and discusses findings relating to the vision and mission of the sampled PBOs.

4.4.1 Presence of vision and mission statement

The respondents were asked to state whether their organizations had a vision and mission statement, the findings are shown in table 4.10.

Table 4.10: Presence of vision and mission statement

	Frequency	Percent
Yes	168	100.0

All the respondents confirmed that their organization had a vision and mission statement at 168(100%). This is an important part of strategy because mission statement facilitates the communication of the organization's direction and purpose, provides a control mechanism over the behavior of employees, and assists the organization to create a balance between competing interests of various stakeholders as well as focused resource allocation for improved performance of organizational interventions

4.4.2 Manner of developing mission and vision

The respondents were asked to state how their vision and mission were developed; the results are shown in table 4.11.

Table 4.11: Manner of developing mission and vision

	Frequency	Percent
Benchmarking	69	41.1
Consensus	99	58.9
Total	168	100.0

Source: Author (2015)

Majority of the respondents said that their organizations mission and vision are developed through consensus at 99(58.9%). The minority of the respondents said that they develop their

mission and vision through benchmarking at 69(41.1%). This meant that vision and mission statements were largely homegrown and in line with the felt needs and aspirations.

4.4.3 Frequency of reviewing vision and mission statements

The respondents were asked to state how often the vision and mission statements of their organization were reviewed; the results are shown in table 4.12.

Table 4.12:Frequency of reviewing vision and mission statements

	Frequency	Percent
Every 5 years	91	54.2
Annually	51	30.4
Others	26	15.5
Total	168	100.0

Source: Author (2015)

It was popular among the respondents to state that they reviewed their vision and mission statement after every 5 years at 91(54.2%).The respondents that said that they reviewed vision and mission statement annually stood at 51(30.4%). The least number of respondents said that they reviewed their vision and mission statement after other period other than the first two options at 26(15.5%), in this category some respondents mentioned that they modifiedafterevery three years. This meant that the organizations were probably true to the emerging developmental issues necessitating frequent reviews of the vision and mission.

4.5 Situational Analysis

4.5.1 Extent of conducting situational analysis

The respondents were asked to describe the extent to which situational analysis was conducted in their organizations, the rating was in a scale of 1-5 where 1= not at all, 2=a little extent, 3=moderately extent, 4=great extent, 5=very great extent. The mean and the standard deviations were calculated and the findings are shown table 4.13.

Table 4.13: Extent of conducting situational analysis

	N	Mean	S.D
External analysis	168	3.71	1.056
Internal analysis	168	4.76	.431
Political factors	168	2.94	1.217
Legal development	168	3.71	.453
Economic	168	3.85	.357
Technological changes	168	3.57	.852
Social cultural trends	168	3.44	.880

Source: Author (2015)

Majority of the respondents said they used external analysis in the strategic management process to a great extent in their organization (Mean=3.71, SD=1.056). Majority of the respondents also agreed they involved the political factors in the strategy formulation process within the organization to a moderate extent (Mean=2.94, SD=1.217). It was popular among the respondents who agreed that they involved the technological changes in their strategy formulation process in their organization (Mean=3.57, SD=0.852). Ultimately majority of the respondents said that they involved socio cultural trends in their strategy formulation process in their organization to a moderate extent (Mean=3.44.SD=0.880).

4.5.2 Involvement of stakeholders in SWOT analysis

The respondents were asked to describe the extent to which stakeholders were involved in SWOT analysis, the rating was in a scale of 1-5 where 1= not at all, 2=a little extent, 3=moderately extent, 4=great extent, 5=very great extent. The mean and the standard deviations were calculated and the findings are shown in table 4.14

Table 4.14: Involvement of stakeholders in SWOT analysis

	N	Mean	SD
Senior management	168	4.47	.665

Consultants	168	3.20	1.440
Head of Department	168	4.16	.905
Employees	168	3.81	1.331
CEO	168	3.68	1.436

Source: Author (2015)

Majority of the respondents said that their organization involved senior management in SWOT analysis to a great extent (Mean=4.47, SD=0.665). It was popular among the respondents to concur that their organization involved consultants in the SWOT analysis to a moderate extent (Mean=3.20, SD=1.440). Most of the respondents agreed that they involved the head of department in the SWOT analysis to a great extent (Mean=4.16, SD=0.905). It was common among the respondents to concur that the employees were involved in the SWOT analysis to a great extent (Mean=3.81, SD=1.331). Finally the respondents said that the CEO was involved in the SWOT analysis to a great extent (Mean=3.68, SD=1.436).

4.6 Strategy Formulation

4.6.1 Extent of conducting strategy formulation

The respondents were asked to describe the extent to which strategy formulation was conducted in their organizations, the rating was in a scale of 1-5 where 1= not at all, 2=a little extent, 3=moderately extent, 4=great extent, 5=very great extent. The mean and the standard deviations were calculated and the findings are shown in table 4.15

Table 4.15:Extent of conducting strategy formulation

	N	Mean	S.D
Appraising strategic risks	168	4.10	.949
Establishing strategic direction	168	4.35	.719
Strategy formulation	168	4.40	.798

Source: Author (2015)

The respondents agreed that their organization applied evaluation of risks in the strategic management process to a great extent (Mean=4.10, SD=0.949). Majority of the respondents said that their organization applied the establishment of strategic direction in the strategic management process to a great extent (Mean=4.35, SD=0.719). Most of the respondents concurred that their organization applied strategy formulation in the strategic management process to a great extent (Mean=4.40, SD=0.798).

4.6.2 Objective setting

The respondents were asked whether their organizations set objectives and the results are shown in table 4.16

Table 4.16: Objective setting

	Frequency	Percent
Yes	168	100.0

Source: Author (2015)

All the respondents confirmed that their organizations had set objectives for the organization at 168(100%). This meant that the organizations operations were well guided and focused towards some developmental goals.

4.6.3 Awareness of the objectives

The respondents were asked whether everyone in their organization was aware of the objectives, the results are shown in table 4.17.

Table 4.17: Awareness of the objectives

	Frequency	Percent
Yes	160	95.2
No	8	4.8
Total	168	100.0

Source: Author (2015)

Majority of the respondents said that all their employees were aware of their objectives at 160(95.2%).Minority of the respondents said that some of their employees were not aware of their objectives at 8 (4.8%). This meant that the objectives of the organization were known to almost all the staff and this enhanced the joint and coordinated efforts towards their achievements.

4.6.4 Stakeholders involved in strategy formulation

The respondents were asked to state the stakeholders that were involved in the strategic Management process in their organization; the results were as shown in table 4.18.

Table 4.18: Stakeholders involved in strategy formulation

	Frequency	Percent
CEO/Directors/staff/Beneficiaries	66	39.3
Directors/Shareholders/Consultants	27	16.1
Consultants/Directors/CEO/staff	8	4.8
Shareholders and Directors	8	4.8
Staff and Directors	51	30.4
CEO/Directors/Consultants/ Beneficiaries	8	4.8
Total	168	100.0

Source: Author (2015)

Majority of the respondents said that their CEO/Directors/Beneficiaries were involved in the formulation of the organization mission and vision at 66(39.3%), followed by involvement of Staff and directors 51(30.4%) and finally there was equal number of respondents who said that Consultants/Directors/CEO/Staff/Beneficiaries and Directors and CEO/Directors/Consultants/Beneficiaries at 8(4.8%) are involved in the formulation of the organizations missions and visions. This meant that strategic formulation in most PBOs involved all the stakeholders therefore entrenching ownership of the whole strategic management process for better developmental outcomes.

4.7 Strategy Implementation

4.7.1 Extent of strategy implementation

The respondents were asked to describe the extent to which strategy implementation was conducted in their organizations, the rating was in a scale of 1-5 where 1= not at all, 2=a little extent, 3=moderately extent, 4=great extent, 5=very great extent. The mean and the standard deviations were calculated and the results are shown in table 4.19

Table 4.19:Extent of strategy implementation

	N	Mean	S.D
Strategic finding	168	4.27	.886
Strategy implementation	168	4.57	.586

Source: Author (2015)

Majority of the respondents agreed that their organization applied strategic finding in the strategic management process to a great extent (Mean=4.27, SD=0.886). Majority of the respondents said their organization apply the strategic implementation in the strategic management process to a very great extent (Mean=4.57, SD=0.586).

4.7.2 Commitment of strategy implementation

The respondents were asked to state the persons who was responsible for delivering on the strategic options, the results are shown in table 4.20

Table 4.20: Commitment of strategy implementation

	Frequency	Percent
Internally in the organization	9	5.4
Externally to the relevant bodies(donors stakeholders, government	18	10.7
Both(internally and externally)	141	83.9
Total	168	100.0

Source: Author (2015)

Majority of the respondents said that their organization committed strategies to the organization internally and to the external relevant bodies at 141(83.9%). A number of respondents also said that their organization committed their strategies to the external relevant bodies at 18(10.7%).The minority number of respondents said that their organization committed their strategies internally in the organization at 9(5.4%).

4.7.3 Communication of strategic plans

The respondents were asked to state how strategic plans were communicated; the results are shown in table 4.21.

Table4.21:Communication of strategic plans

	Circular/Memos	Word of mouth
Yes	152(90.5%)	25(14.9%)
No	16(9.5%)	143(85.1%)
Total	168(100.0%)	168(100.0%)

Source: Author (2015)

Majority of the respondents said that their organization communicated their strategic plans through circulars and memos at 152(90.5%). A minority of the respondents said that their organization communicated their strategic plans by word of mouth at 25(14.9%).

4.8 Strategy Monitoring and Evaluation

The respondents were asked to describe the extent to which strategy monitoring and evaluation was conducted in their organizations, the rating was in a scale of 1-5 where 1= not at all, 2=a little extent, 3=moderately extent, 4=great extent, 5=very great extent. The mean and the standard deviations were calculated and the results are shown in table 4.22.

Table 4.22:Strategy Monitoring and Evaluation

	N	Mean	S.D
Strategy monitoring during implementation	168	4.57	.585
Evaluation of strategic options	168	4.31	.709

Source: Author (2015)

Most of the respondents said that their organization applied the evaluation of strategic options in strategic management process to a great extent (Mean=4.31, SD=0.709).Strategy monitoring during implementation was carried out to a very large extent by majority of the organizations (Mean=4.57, SD=0.586).

4.9 Discussion of Findings

This study revealed that strategic management was a very common practice among PBOs in Homa Bay County. This meant that the organizations followed through the five steps of strategic planning whether formally or informally as outlined by Thompson and Strickler (1999): Crafting organizational mission and vision, Environmental scanning, Strategy formulation, Strategy implementation and, Strategy evaluation and control. It was established that all the PBOs developed mission and vision and most of them were revised after every 5 years. It is clear that the organizations took cognizance of David (1986) assertions that a mission statement is as enduring statement of purpose that distinguishes one organization from the other and similar organization and those of Thomas & stickler (1999) that developing the organization's vision reflects the core values that the organization would like to communicate to all its stake holders.

The finding of this study converges with those of Kotler (1999) in underscoring situational analysis as a step in strategic management. Majority of the PBOs carried out situational analysis using PESTEL and SWOT analysis which Kotler says is sometime referred to as environmental analysis and notes that this step is important in enabling the organization to know what factors in the internal external environment is likely to impact on its work and on the other hand how the organizational activities are likely to impact on the operating environment.

This study corroborates the significance of strategy formulation in the strategic management process, the PBOs established strategic direction to a large extent and they did objective setting. This in convergence with Bordean et.al. (2009) assertions that strategy formulation consists of determining the organization's goals, and objectives and selecting or crafting an appropriate strategy. They also note that essentially, crafting the strategy can be thought of as a continuous effort to develop a set of directions, draft a blueprint or draw a road map. This study revealed that strategy implementation is carried out by majority of the organizations to a very great extent, and that they are funded to a great extent. This is in line with the assertions by Karachi (2000) and Kama (2008) that successful implementation requires that plan be linked to other systems of the organisations like budgets and other resources, they also both do agree that involvement of both management and employees give rise to successful implementation of strategies. Majority of the PBO in the study confirmed that the strategies were largely committed to both internal and to the external relevant bodies.

This study confirms that strategy evaluation and control is deemed a very important step in strategic management by the PBOs in Homa Bay County, most of the organizations carried it out to a very large extent. This is in line with the Wheelan and Hunger (2008) that strategy evaluation and control is the last step in the strategic planning practices, they that the step is important because it enables the organization to continuously monitor the actual performance of objectives and goals. It helps the organizations to use the information to take corrective action and resolve problems.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings of the main study, conclusions recommendations arrived at. It also gives suggestions for further research.

5.2 Summary

This study recorded 77.41% response rate. Majority of the PBOs was locally owned at with minority having international ownership. Majority of respondents said their organizations have been operating in Homa Bay County for 0-5 years with the minority operating for 16-20 years .Among the PBOs sampled majority focused on Health, Education and Livelihood with least strategic focus on Governance and Advocacy. Many considered Hiv/Aid a health issue and therefore combined it with the health program.

Majority of the PBOs had annual budget of less than 20 million with a minority of them having a budget of over 100 million .Most respondents confirmed that technical specialist and management-training best describes the predominant caliber of their senior management staff in their organization with minority did say that no technical skills and management training best describes the predominant caliber of their senior management staff in their organization. All the PBOs are involved in the Strategic Management Practices within their organization. They all had a vision and mission statement. Majority of the PBOs developed mission and vision through consensus with a minority developed through benchmarking. Most PBOs revised their vision and mission statement after every 5 years with the least every three years.

Majority of the PBOs apply internal analysis in the strategic management process to a very great extent. Analysis of political factors was done to a moderate extent, the legal factors to great extent, economic factors to a great extent, technological factors to a great extent and analysis of socio-cultural trends to moderate extent .Senior management was involved in SWOT analysis to

a great extent while the consultants, head of department, employees and CEO were involved to a great extent.

It was common among the respondents to agree that their organization applied evaluation of risks in the strategic management process to a great extent. Majority of the respondents said that their organization established strategic direction to a great extent. Most PBOs applied strategy formulation to great extent. All the PBOs did objective setting and majority of the respondents were aware of them with a minority not being aware of the objectives.

Majority of the respondents said that their CEO/Directors/beneficiaries are involved in the formulation of the organization mission and vision, a minority and equal number of respondents who said that Consultants/Directors/CEO/Staff, beneficiaries and Directors and CEO/Directors/Consultants/beneficiaries, were involved in the formulation of the organizations missions and visions respectively. Majority of the PBO funded their strategies to a great extent and another majority implemented the strategies to a very great extent .The strategies were largely committed to both internal and to the external relevant bodies as noted in. Strategic plans were largely communicated through circulars and memos as noted in. Majority of the PBOs evaluated strategic options to a great extent .Strategy monitoring during implementation was carried out to a very large extent by majority of the organizations.

5.3 Conclusions

The study sought to establish strategic management practices adopted by Public benefit organizations in Homa Bay County, Kenya. It can be concluded that majority of the PBOs in Homa Bay County have adopted some form of strategic planning and management practices. Nonetheless, strategic management seems not to have been prioritized in majority of the organizations because a good number of PBOs do not have designated departments to coordinate strategic issues.

The researcher observed that PBOs have largely complied with all the five steps of strategic management: Crafting of vision and mission, Situational analysis, Strategy formulation, Strategy implementation and Strategy evaluation.

There was notable active participation of all the relevant stakeholders in strategic management processes, this was critical in ensuring that the strategies are popular, are well owned and everyone plays a role in ensuring that it is implemented, this is critical for organizations.

5.4 Recommendations for Policy and Practice

The study recommends the following: The PBOs need to have designated personnel or department to manage the Strategic Management activities in the PBOs in Homa Bay County. This will enable smooth implementation of activities, strategies and programs and will formalize the strategic management processes within the organizational setup so that they are not done haphazardly. This will make Strategic management process to be informed by the needs and anticipated benefits of the organization and not as a compliance or donor driven condition.

The Government (County government) needs to coordinate and harmonize the activities of the PBOs so that resources are utilized better on the development challenges as opposed to now where each PBO allocates resources depending on the donor or at the whims of management. This has led to over investments in other areas and neglecting others .For example there is skewed investment in favour of health, education and livelihood at the expense of Advocacy and Governance.

The study also recommends that the Government should strongly regulate the PBO sector to make the sector responsive to community challenges and make it more vibrant in Homa Bay County. This is informed by the fact that apart from the initial registration done by the PBO coordination Board, the PBOs only file annual returns willingly therefore make it difficult to monitor what they do on the ground. There is no legislation compelling them to do so.

Lastly there should be the same understanding as to why strategic management first before embarking on it. The main objective of Strategic management Practices for PBOs to enable them to be financially independent and less dependent on donors for future sustainability in rolling out their projects .They must plan for the future without donors otherwise they will not last for long

when the donor funds run dry. They must therefore plan for sustainable projects that can make them become more financial independent and at the same time leave significant impact in the community.

5.5 Limitations of the Study

The findings of the study are restricted to PBO operating in Homa Bay County only .PBOs in other areas and other organizations operating in Homa Bay County may be working or operating under different conditions and therefore the findings may not apply to them.

During data collection, some respondents were unwilling to give data on their business especially the financial statements and personnel data as they considered it confidential even after assuring them that it would be used for education only and not for any other purpose .Therefore some information may not be accurate .

Due to pressure of time constraints some respondents may have given biased information to give them time for other more pressing organization issues. The researcher would therefore not able to eliminate respondents' bias and subjectivity in responding to some of the questions.

5.6 Suggestion for Further Research

The aim of the study was to determine the strategic management practices adopted by Public Benefit Organizations in Homa Bay County, Kenya. It would be interesting to investigate how these strategic management practices affects the performance of the PBOs in Homa Bay County as far as implementing programs is concerned.

The study could also be replicated in other industries within the County to see if the result could be the same or not.

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APPENDICES

Appendix I: Letter of Introduction to respondents



KISUMU CAMPUS

Telegrams: "Varsity" Nairobi
Fax: 4181650
Kisumu, Kenya
Telex: 22095Varsity

P.O Box 19134-40122
Kisumu, Kenya

Email: ajaleha@uonbi.ac.ke

Date: 17th september, 2015.

TOWHOM IT MAY CONCERN

The bearer of this letter Moses Dekins

REGISTRATION NO: D61/81397/2012

The above named student is in the Master of Business Administration degree program. As part of requirements for the course, he is expected to carry out a study on "Strategic management practices adopted by Non Governmental Organizations in Homa Bay County, Kenya."

He has identified your organization for that purpose. This is to kindly request your assistance to enable him complete the study.

The exercise is strictly for academic purposes and a copy of the final paper will be availed to your organization on request.

Your assistance will be greatly

appreciated. Thanking you in advance.

Sincerely,



MR. CHARLES DEYA
ADMINISTRATOR, SOB, KISUMU CAMPUS

17 SEP 2015

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Appendix II: Sample Size Determination Table

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Sekaran(2013)

The sample size will be 217 NGOs

Appendix III: List of PBOs Operating in Homa Bay County

INTERNATIONAL PBOs	
1	Action Aid International
2	Aids – Nyanza
3	Care International
4	Care For Ageing And Rural Development (Card- Kenya)
5	Catholic Relief Services
6	Child Fund International
7	Community Mobilization Against Desertification (C-Mad Kenya)
8	Concern International
9	Elizabeth Glasier Pediatric
10	Family Aids Care And Education Services (Faces)
11	German Agro- Action
12	Glazier Foundation
13	Heifer International
14	International Medical Corps
15	Med 25 International
16	Medicine San Frontiers
17	Nagasaki University
18	Plan International
19	Red Cross International
20	United Nations Children Fund
21	World Visions International
22	Compassionate International
LOCAL PBOs	
23	African Music Research Centre
24	African Poverty Research Network
25	African Woman And Child Feature Service
26	Aids Beyond 2000
27	Akili Dada
28	Al Muntada Development Project
29	Alfa Family Care International
30	Alliance For Care And Prevention Of Tuberculosis In Kenya
31	Al-Muntada Al-Islamic Trust
32	Amici Del Mondo World Friends – Onlus

33	Amka-Space For Women's Creativity
34	Apex Promotion Of Empowerment And Development Initiatives
35	Arid Lands Information Network - Eastern Africa
36	Arts For Better Development Communication
37	Asia And Africa Association Kenya
38	Association Of African Women For Research And Development
39	Awareness Group On Aids Prevention
40	Bala Mercy Children's Centre
41	Basic Needs Uk In Kenya
42	Bessa Integrated Development Programme
43	Bidii Strategies Network
44	Blind And Low Vision Network – Kenya
45	Blood life Initiative- Kenya
46	Boy - Child Agenda International
47	Bridges Of Hope
48	Business Aid Connection For Poverty Eradication (Kenya)
49	Business Guidance And Counseling Foundation
50	Catholic Organization For Relief And Development
51	Centers For International Programs – Kenya
52	Centre For Civil Society Organizations
53	Centre For Community Law And Rural Development
54	Centre For Education Population Environment And Development
55	Centre For Entrepreneurship Development And Gender Issues
56	Centre For Environment And Renewable Energy Studies
57	Centre For Ethnic Mainstreaming
58	Centre For Law And Research International
59	Centre For Poverty Reduction & Support For Women & Aids Orphans
60	Centre For Rehabilitation Of Ex - Offenders And Inmates
61	Centre For Rehabilitation Of Ex-Convicts (Cerec)
62	Centre For Research Communication And Gender In Early Childhood Education
63	Centre For Sustainable Regional Development - E.A.
64	Centre On Advocacy On Legal Ethics And Human Rights Issues
65	Chaka Bono Conserving Environment
66	Chesire Rehabilitation & Crisis Centre
67	Child - To - Child Kenya
68	Child Camp Initiative
69	Child Legal Aid Centre
70	Child Survival Centre
71	Child To Child Kenya
72	Children Of Africa Organization

73	Citizens Awareness Network
74	Citizens' Network For Foreign Affairs
75	Citizens Small Scale And Medium Enterprises
76	Coalition On Violence Against Women – Kenya
77	Community Action For Rural Development (Card)
78	Community Based Development Services
79	Community Communication For Health Development In Africa
80	Community Development And Research Centre
81	Community Emergency Response Volunteers
82	Community Gateway Organization
83	Community Health And Environmental Programme
84	Community Health And Social Services
85	Community Health Education And Development Action (Cheda)
86	Community Health Services International
87	Community Initiative Concern
88	Community Initiative Support Services
89	Community Integrated Programme On Poverty Alleviation
90	Community Integrated Programme On Poverty
91	Community Mobilization Against Desertification
92	Community Productions And Development Centre
93	Community Resource Initiative
94	Community Transformation And Rural Development (Cotard)
95	Computer Literacy Initiative Of Kenya
96	Computers For Schools Kenya
97	Concerted Action
98	Consortium Of Veterinary And Agricultural Researchers In Development
99	Constant Development Centre
100	Consumer Watch
101	Co-Operative League Of The United States Of America
102	Coordinated Humanitarian And Development Services
103	Coping Center For People Living With Hiv/Aids
104	Coping Centre For People With Hiv/Aids
105	Corruption Watch International
106	Cottage Industries Development Organization (Cido)
107	Counseling And Health Information Centre
108	Cross Currents Indigenous Network
109	Cuts- Centre For International Trade Economics And Environment
110	Deaf Aid
111	Dero Community And Cultural Organization
112	Destitute International

113	Development And Community Empowerment Organization (Dace)
114	Development And Relief Organization Of Kenya
115	Development Centre For Gender Empowerment
116	Development Communication Support Programme
117	Development Empowering Programme
118	Development Enhancement Programme-Kenya
119	Development Innovations For Rural Communities
120	Development Knowledge Link-Africa
121	Development Operations Towards Health And Needs (Dothan)
122	Development Promotion And Technical Services
123	Development Support Programme Organization
124	Disability And Women Development Strategies
125	Disabled For Education And Economic Development Support, Kenya
126	Disaster Management And Relief Program – Kenya
127	Disciples Of Mercy Empowerment Initiatives
128	Dr. TaaittaToweett Foundation
129	Drug Abuse Hope Kenya
130	Earth care Africa Policy Monitoring Institute
131	East African Resource Centre
132	East African Wildlife Society
133	East And Central Africa Soccer Journalists Organization
134	Eco - Growth Development Organization
135	Ecumenical Disability Advocates Network
136	Ecumenical Pharmaceutical Network
137	Education For Community Action
138	Education And Public Awareness Media Centre
139	Education Centre For Women In Democracy
140	Education For All Network
141	Educational Research And Development Centre
142	El-Taller Organization
143	Entrepreneurship And Management Assistance
144	Entrepreneurship And Management Assistance Programme
145	Environment And Development Concern
146	Environmental Watch Programme
147	Equatorial Community Development Initiative
148	European Committee For Agricultural Training
149	Expert Foundation
150	Faidika International
151	Family And Law Centre
152	Family Care International

153	Family Federation For World Peace
154	Family Health Options Kenya
155	Family Information Research And Education
156	Family Programmes Promotion Services
157	Family Relief And Rehabilitation Organization
158	Farming Systems Kenya
159	First Leadership Approach For Groups
160	Focus 2000 Child Rescue Programme
161	Footsteps Foundation
162	Forest Action Network
163	Forum For African Women Educationalists
164	Forum For African Women Educationalists - Kenya Chapter
165	Foundation For Biodiversity Conservation
166	Foundation For Rural And Urban Development
167	Fred Hollows Eastern Africa
168	Free Press Center
169	Friends Of River Nile
170	Friends Of The Disabled Foundation
171	Friends Society For Kenyan Children In Japan**
172	Future Alternatives In Developing Africa
173	Gender Equity Network
174	Gethsemane Garden Of Hope For Africa Inc.
175	Global Foundation For Interventional Cardiac Services
176	Global Hope Care
177	Global Renewable Energy And Environmental Conservation
178	Good Governance For Rural Development And Protection Of The Minority
179	Good People World Family
180	Grassroots Community Improvement Programme
181	Grassroots Alliance For Community Education
182	Grassroots Alliance For Community Education – Africa
183	Green View
184	Health Agriculture And Develop
185	Health And Water Foundation
186	Health Ngo's Network
187	Health Support International
188	Health Workforce Training And Research, Kenya
189	Healthy Environment Foundation
190	Heart - Cry Widowers National Organization
191	Heifer Project International
192	Help age Kenya

193	Helping Hands International Foundation Inc.
194	Highlands Community Assistance Programme
195	Hiv/Aids Research And Advocacy Programme
196	Hope For The Orphans International
197	Hope Of Grace International
198	Hope Poverty Eradication Organization
199	House Of Nanny
200	Human Rights And Environmental Conservation In Kenya
201	Human Rights And Environmental Conservation In Kenya
202	Humanist Center Of Kenya
203	Humanitarian Aid And Development Organization (Had) Kenya Chapter
204	Humanity For Orphans ,Youth And Widows Initiatives Kenya
205	Ideal Educational Counseling Center
206	Imani Rehabilitation Agency
207	Imbeli Socio - Economic Convention
208	Institute For Culture And Ecology
209	Institute For Human Security
210	Institute For Rural Development
211	Institute Of Capacity Development
212	Institute Of Democracy And Governance
213	Institute Of Peace Studies
214	Integrated Development Facility
215	Integrated Health Services
216	Integrated Pastoralist Assistance And Development
217	Integrated Programme On Hiv/Aids In Kenya
218	International Bible Society East Africa
219	International Centre For Health Interventions And Research In Africa
220	International Community Assistance Organization (Icao)
221	International Environmental Organization
222	International Institute Of Rural Reconstruction-Africa Regional
223	International Organization For Development
224	Inuka Kenya
225	Ipas Africa Alliance
226	Jamii Development Initiative
227	Jitegemee Kenya Organization
228	Kakiri Education Support Organization
229	KamukunjiJua Kali Prodema Organization
230	Keina Development Organization And Entrepreneurship
231	Kenya Acorn Project
232	Kenya Adult Learners Association

233	Kenya Aids Ngos Consortium
234	Kenya Aids Ngo's Consortium
235	Kenya Aids Orphans Rescue Organization
236	Kenya Aids Vaccine Initiative
237	Kenya Aids Watch Institute
238	Kenya Aids/Drugs Integrated Programme
239	Kenya Association For The Intellectually Handicapped
240	Kenya Basic Support Foundation
241	Kenya Book Foundation
242	Kenya Community Based Health Financing Association
243	Kenya Community Health Network
244	Kenya Community Support Center
245	Kenya Consortium To Fight Aids, Tuberculosis And Malaria
246	Kenya Disaster Concern
247	Kenya Drug Education Programme
248	Kenya Emergency Rescue Operations
249	Kenya Enterprise Opportunity
250	Kenya Entrepreneurship Improvement Organization
251	Kenya Environment Conservation
252	Kenya Evangelical Rural & Urban Development Outreach
253	Kenya Female Advisory Organization (Kefeado)
254	Kenya Grand Lodge Of International Organization Of Good Templars
255	Kenya Grandmothers Care Givers Network
256	Kenya Hope Organization
257	Kenya Human Service Development Programme
258	Kenya Nile Discourse Forum
259	Kenya Relief And Educational Services
260	Kenya Roads And Life Safety
261	Kenya Scholarship Foundation
262	Kenya Stroke Association
263	Kenya Students Against Hiv/Aids
264	Kenya Traffic Rescue Mission
265	Kenya Treatment Access Movement
266	Kenya Victoria Beach Medical Laboratory Network Services
267	Kenya Women Participating In Rural Activities
268	Kenyamed Aid Funds For Promotion Of Natural Medicine In Kenya
269	Kenyan Skills Uplifting Project
270	Khwisero Community Health Care (Kchc)
271	Kibera Slums Community Development Program
272	Kitoben Children Vision

273	Lake Region Initiative For Enhanced Livelihoods
274	Lake Victoria Charitable Organization
275	Lake Victoria Islands Mobile Clinic
276	Latter Day Saint Charities
277	Lea Maskani
278	Life - Link Organization
279	Life Focus Network
280	Lifenets East Africa Chapter
281	Living In A Visionary Environment- Kenya
282	Living Water Resources
283	Lubo Foundation
284	MaishaYetu
285	Malanga Orphan Children Centre
286	Matibabu Foundation
287	Mavuno Christian Community Development Centre
288	MazingaraMema Kenya
289	MazingiraMema Kenya
290	Medical Aid And Disaster Management Services
291	Men For Women International
292	Mennonite Board In Eastern Africa
293	Meno Outreach Programmes
294	Merciful International Guild
295	Midar Centre For Rural Development And Education
296	Mildmay International- Kenya
297	Millenium Human And Natural Resources Development Program
298	Millenium Human And Natural Resources Development Programme
299	Mission Network Organization
300	Missionary Board Of The Church Of God
301	Missions Of Hope International
302	Mitigation International
303	Mobilization For Relief And Development Initiatives
304	Modu Health Management Centre
305	Mothers Delight Moments
306	Mothers Rural Care For Aids Orphans
307	Movement Of Men Against Aids In Kenya
308	MsafiriMwema Organization
309	Muhoroni Aids Awareness And Counselling Services
310	Multi - Sectoral Organization For The Needy
311	Multiple Options Development Service
312	Multi-Sectoral Development Programme

313	Multy Touch International
314	Mwanyagetinge Community Forum For Development
315	Nakuro Economic Policy Analysis
316	Nakuru Regional Mobilization And Strengthening Agency
317	National Awareness And Focus Organisations
318	National Children In Need Network
319	National Democratic Institute For International Affairs
320	National Dermatology Organization
321	National Education Support For Visually Impaired Persons(Nesvip)
322	National Organization For Rehabilitation And Development Of Youth (Nurdy)
323	Nazarene Compassionate Organization
324	Ndalu Community Development Organization
325	Neighbourhood Childcare Service
326	Network For Adolescent And Youth Of Africa (Naya) Kenya Chapter
327	Network For Eco - Farming In Africa (Necofa - Kenya)
328	Network For Ecofarming In Africa
329	Network Of African People Living With Hiv/Aids
330	Network Of Community Based Organizations Selfhelp Group In Kenya
331	Noble Charity Homes For Destitute
332	Norwegian Church Aid
333	Nutriboost – Africa
334	Nyamumbo Welfare Fund
335	Nyanza South Community Empowerment And Development Initiative
336	Nyisango Health Management And Community Development Project
337	Orbit Community Development Centre
338	Organization For The Conservation Of Natural Resources And The Combat Of Hiv/Aids
339	Organization For The Conservation Of Natural Resources And The Combat Of Hiv/Aids
340	Organization Mondiale Des Paysans
341	Osogo Community - Family Health Initiatives
342	Oxfam Gb
343	Pan - African International Agency For Development
344	Pan African International Agency For Development
345	Participatory Resource Development Programme
346	Participatory Rural Development Organization In Kenya
347	Partners In Literacy Ministries
348	Partners With Vision
349	Pat And Jude (Exchange)
350	Peace Building, Healing And Reconciliation Programme
351	Peace Officers For Christ International
352	Pendeza Africa

353	People's Empowerment And Development Services
354	Port Florence Medical Services
355	Positive Mental Attitude Network
356	Poverty Be History Organization
357	Poverty Eradication Network
358	Poverty Fighters Organization
359	Progressive Initiatives And Methodologies For Social And Economic Enhancement In Kenya
360	Prometra Kenya
361	Quality Life Provision Programme
362	Quality Management For Sustainable Development
363	Reach One Mission International Kenya
364	Reach The Children Inc.
365	Refuge Point International
366	Regional Centre For Health And Development
367	Regional Communication And Development Organization
368	Regional Disaster Preparedness Program
369	Renewable Energy Technology Assistance Programme
370	Residents Land Protection Organization Of Kenya
371	Resource Projects-Kenya
372	Resource evaluation And Community Intensive Participation To Eradicate Poverty In Kenya
373	Resources Oriented Development Initiatives
374	Revitalization Of Indigenous Initiative For Community Development
375	Revival Line International
376	Revive Africa International
377	RuaiHiv/Aids Awareness Campaigners And Poverty Eradication (Rhaacpe)
378	Rural - Kenya World Cultural Link
379	Rural And Urban Community Initiative Support Organization
380	Rural Development Governance And Poverty Eradication Programme
381	Rural- Lake Region Development
382	Rural Women Empowerment And Development Organization
383	Safe Health Care Africa
384	Safe Water And Aids Project
385	Safer world (Africa)
386	Samaritan's Purse International Relief
387	Sango Community Based Food Security And Nutrition Project
388	Sarvadev Shiv MandirDunga
389	Sayari Think Tank
390	Self-Reliant Kenya
391	Semi-Rural Aids Control Organization
392	Sere Africa International

393	Servant hood And Light Development Foundation
394	Shelter Forum
395	Shirika La KusaidiaWatotoWa Kenya - Faidi Kenya
396	Social And Economic Rights Advocacy Centre
397	Social Dimensions Against Poverty Kenya
398	Social Economic Mobilization Agency
399	Social Economic Mobilization Agency
400	Social Needs Network
401	Society For Hospital And Resource Exchange
402	Society For Hospital And Resource Exchange(Share)
403	Socio - Economic Rights & Advocacy Centre
404	Solidarity Against Hiv/Aids In Kenya
405	Soul Sisters Africa
406	Splendour Community Development And Gender Centre
407	Sponsored Arts For Education
408	Sports Outreach Ambassadeurs
409	Sportswomen And Administrators International
410	Springs Of Life International
411	St. Joseph Destitute And Orphans Care Centre
412	St. Joseph Destitute Orphan Care Centre
413	St. Keziah's Development Foundation
414	St. Vincent De Paul Community Development Organization
415	Star Of Hope International Foundation
416	Stop Suffering Help Centre
417	Strategic Community Development Network
418	Strategic Rural Economic Empowerment Project
419	Street Children International
420	Sunaid – Africa
421	Survival And Hope International Foundation – Kenya
422	Sustainable Aid In Africa International
423	Sustainable Alternative Agricultural Technologies
424	TaaittaToweett Foundation
425	Tapule Foundation
426	Tapzibol Foundation
427	Tausa Development Programme
428	Tec Educational And Developmental Foundation
429	Tegemea Widowers/Widows And Orphans Organization
430	The African Council For Distance Education
431	The Children's Voices Foundation
432	The Disabled For Education And Economic Development Support - Kenya

433	The East African Resource Centre
434	The Good Samaritan Orphanage Centre
435	The Hut Of Orphans Of Kenya
436	The International Agriculture Community Support
437	The Kenya Organization Of Environmental Education
438	The Konywadu Health Organization
439	The Media Institute
440	The National Health Development Organization
441	The Palm house Foundation
442	The Safety And Emergency Management Centre
443	The Safety Emergency Management Centre
444	The Springboard Educational Centre
445	The World life Foundation
446	The Youth Agenda
447	Through The Storm International
448	Tolosio Community Health Organization
449	TransmaraMaasai Self - Sufficiency Support Program – Kenya
450	Truck Aid Kenya
451	Turasha Water Network
452	Two Wings Social Development Initiative
453	Uhai Lake Forum
454	Umoja Self Help Organization
455	Under Forty Patriots
456	United Kenya Environmental Development Program
457	United Scholars Association International Cooperation
458	United Way Kenya
459	Universal Welfare Ladder Organization
460	Urban Centre International
461	Urgent Action Fund For Women's Human Rights
462	Uzima Centre Leadership And Development
463	Value Addition And Cottage Industry Development Initiative Africa
464	Vanilla - Jatropha Development Foundation
465	Vet works Eastern Africa
466	Vision Integrated Community Development Programme
467	Vizazi International
468	Volunteer International Community Development Africa (Vicda)
469	Wang'ndonya Eternity Organization
470	Water Care Service Organization
471	WatotoWa Baraka International
472	West Kenya Energy Network

473	Whitestone Community Based Care Organization
474	Wings Of Hope
475	Women - Plus Kenya
476	Women Action Forum For Networking
477	Women Development Response Agency
478	Women Fighting Aids In Kenya (Wofak)
479	Women Initiatives On Knowledge And Survival
480	Women's Federation For World Peace - Kenya Chapter
481	World Assembly Of Muslim Youth
482	World For Us Organization
483	World For Us Organization
484	World Link Micro-Save And Credit Development
485	WordStar Youth Environmental Organization
486	Worldview International Foundation
487	Yes To Kids (Y2k) Health Services
488	Young Muslim Association
489	Youth Agency For The Development Of Science Technology And Innovations
490	Youth Agenda
491	Youth Alliance For Leadership And Development In Africa - Yalda (K)
492	Youth Education Training Programme
493	Youth Fighting Against Hiv/Aids In Kenya –Yofak
494	Youth For Conservation
495	Youth Hope And Development Initiative
496	Youth Organization On Climate Change
497	Youth Sports And Development Alliance Of Kenya

Source: PBO Coordination Board, March, 2015

Appendix IV: Questionnaire

This questionnaire seeks to establish strategic Management practices adopted by Public Benefit Organizations in Homa Bay County, Kenya. The information obtained will be treated with utmost confidentiality and used only for academic purposes. Your assistance in completing this questionnaire will be highly appreciated.

PART A: BACKGROUND INFORMATION

1. Ownership

International PBO

Local PBO

2. How many years has the PBO been operating in Homa Bay County? -----years

3. What is /are your main strategic focus areas (themes)

Health

HIV/AIDS

Education

Governance

Livelihood

Advocacy

Others please specify _____

4. Do you have a strategy planning department?

Yes

No

5. How many employees do you have? (Please tick accordingly)

0-10

11-20

21-50

Over 50

6. What is your annual budget, approximately?

Less than 20 million

21-50 million

61-100 million

Over 100 million

7. Which of the following best describes the predominant caliber of your senior management staff (from head of department to the CEO) in your organization?

No technical and management training

Technical specialist without management training but with job experience

Technical specialist with management training.

Others (please specify)

PART B: STRATEGIC MANAGEMENT PRACTICES

Section One: Vision and Mission

1. Is your organization actively involved in strategic planning practices?

Yes

No

2. Does your organization have a document of vision and mission statement?

Yes

No

3. If your answer in Question 2 above is yes please state who is involved in the formulation of the organization's mission and vision.

CEO/Directors /staff/shareholders

Directors /Shareholders/consultants

Consultants/Directors/CEO/staff

Shareholders and directors

Staff and Directors

CEO/Directors/Consultants /Shareholders

Others please specify _____

4. How is your mission and vision developed?

Benchmarking

Consensus

Inherited

5. How often are the vision and mission statement reviewed?

Every 5 years

Annually

Semi annually

Quarterly

Others? Please specify _____

SECTION TWO: SITUATION ANALYSIS

6. Describe the extent to which the following apply in the strategic Management process. Use the 5 point scale where 1=not at all, 2=a little extent, 3=moderately extent, 4=great extent, 5=very great extent.

Step	1	2	3	4	5
External analysis					
Internal analysis					
Strategy finding					
Evaluation of strategic options					
Evaluation of strategic risks					
Establishing strategic direction					
Strategy formulation					
Strategy implementation					
Strategy implementation and monitoring					

7. To what extent are the following involved in SWOT analysis. Use the 5 point scale where 1=not at all, 2=a little extent, 3=moderately extent, 4=great extent, 5=very great extent.

	1	2	3	4	5
Senior management					
Consultants					
Head of Department					

Employees					
CEO					

8. Please tick below all those steps you undertake in strategic planning process in your organization.

- Analysis of the external environment
- Analysis of the internal environment
- Developing strategies to achieve strategic objectives of the company.
- Choosing the appropriate strategy
- Others please specify.....

9. Whom do you commit your strategies?

- Internally in the organization
- Externally to the relevant bodies (donors stakeholders, government)
- Both (internally and externally)

SECTION THREE: OBJECTIVES

1. Does your organization have set objectives?

- Yes
- No

2. Is everyone in your organization aware of the objectives?

- Yes
-

No

3. How is the strategy planning communicated across your organization?

Circular/memos

Word of mouth

Others, please specify _____

4. Indicate the extent to which the following factors are considered in the strategy formulation process in your organization. Use the 4 point scale where 1=not at all, 2=a little extent, 3=moderately extent, 4=great extent.

Factors	1	2	3	4
Political factors				
Legal development				
Economic				
Technological changes				
Social cultural trends				
Others				

5. Please indicate the year your organization first developed its strategy plan-----

Thank you