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EFFECTS OF STRATEGIC PLANNING PRACTICES ON SUCCESS OF NON-GOVERNMENTAL ORGANIZATION IN TURKANA COUNTY: A CASE OF SAVE THE CHILDREN

Lotoot Ekitela Solomon

College of Human Resource and Development, Jomo Kenyatta University of Agriculture and
Technology

P. O. Box 62000, 00200 Nairobi, Kenya

Corresponding Author email: lotootsolomon@gmail.com

Dr. Antony Sije, PhD

College of Human Resource and Development, Jomo Kenyatta University of Agriculture and
Technology

P. O. Box 62000, 00200 Nairobi, Kenya

ABSTRACT

Purpose: The study focused on determining the impact of strategic planning practices on the success of Save the Children International. The study examined the impact of budgetary allocation on the success of Save the Children, strategic decision-making practices, strategic communication, and environmental analysis. Theory of Resource Dependency, Theory of Stakeholders, and Strategy Fit Theory anchored the study.

Methodology: Description of the study's research design was used. The 46 employees of Save the Children were the target population which included program officers, communication and dissemination officers, administrative officers, and community workers. Census was used to collect data from all targeted respondents. Data was collected through questionnaires. SPSS version 25 was used to analyze data. This study used measures of central tendency to describe the data. Presentations were made in tabular form.

Findings: The study findings revealed that, both budgetary allocation, strategic decision making, environmental analysis and governance have a positive effect of the success of organizations. The study concluded that, budget practices in the organization is effective and has positively affected on the NGO performance. The study also concluded that, strategic decision-making practices have a greater impact on the senior management and the board it was also concluded that, strategic decision-making practices gives managers an opportunity to quickly identify challenges during implementation. The study concluded that, strategic communication enhances satisfaction and team success and can only be accomplished with effective communication. The study concluded that, the SCI has not adopted modern technology in communication. The study concluded that, the SCI operates in politically and culturally non-conducive environments which has affected their performance to a great extent.

Unique contribution to theory, practice and policy: The study recommended that, the SCI should provide enough funds for budgeting activities to enable them to run their budgeting effectively. Decisions should be made strategically with an aim of enhancing strategic performance by SCI. Before deciding on where to establish the NGO, the management should ensure that prosper scanning is done to ensure that the organization is not affected with the area politics. Further studies should therefore be conducted to determine the effect of budget

allocation, strategic communication, environmental analysis, and governance of the success of the NGOs.

Key Words: *Budgetary Allocation, Strategic Decision-Making Practices, Strategic Communication, Environmental Analysis and Non-Governmental Organization*

Background of the Study

Because of its perceived contribution to organizational success, the idea and practice of executing strategic strategies has been adopted globally and across different industries (Thompson & Strickland, 2017). Today, both public and private entities have taken seriously the practice of adopting strategic strategies to direct their success. The system for formulating and executing strategies, according to Steiner (2014), needs a strong backbone in the formulation process. However, he found that adoption of strategic management often resulted in incomplete implementations due to a misunderstanding of the factors that affected the implementation process. As a result, strategic plans are a way to the end of achieving organizational goals. As a result, strategic plans are worthless if they are not implemented. Johnson and Scholes (2012) characterize strategy as an organization's long-term direction as well as the types of actions needed to achieve its goals. They also describe it as an organization's long-term direction and scope, which achieves advantage for the organization through resource configuration in a changing environment and meets stakeholders' expectations. Strategic planning, according to Bryson (2015), is a disciplined attempt to create fundamental decisions and acts that form and direct what a company is, what it does, and why it does it. Strategic planning necessitates broad and successful information collection, the production and evaluation of strategic alternatives, and a focus on the long-term consequences of current actions in order to achieve the best results. Strategic planning ensures that community leaders and those who participate in development processes have genuinely thought through the decisions made on public service delivery. People's situation, needs, perceptions and experiences are articulated, thus helping different thoughts to be collated and organized into more coherent strategies. It permits them to own programs and projects. Ultimately, this motivates them too.

According to Hrebina (2013), there are many barriers to successful plan execution or implementation. Some of the challenges arise from the conditions or demands of the execution process, such as the need to include far more people in execution than in planning; the longer time frames associated with the strategy implementation process and the resulting likelihood that competitive forces or conditions will change over time; and the existence of many factors or variables. Strategy execution has risen to the top of top executives' agendas, and there is growing recognition that improving strategy implementation skills is a key driver for competitive advantage (Verweire, 2014). Many organizations and entities are classified as non-governmental organizations (NGOs) because they are fully or largely independent of the government and pursue humanitarian or cooperative goals rather than commercial ones (DeMars, 2015). To put it another way, an NGO is any institution, organization, or agency that was established spontaneously to pursue altruistic aims without a profit motive and is located largely outside the influence or activity of the government system (Stoddard, 2016). Private agencies, Indigenous groups organized regionally or nationally, and village member-groups that promote growth are all examples. Charitable organizations, trusts and foundations, independent cooperatives, neighborhood unions, societies, trade associations, professional societies, consumer groups, and

faith organizations are examples of non-governmental organizations (NGOs) that mobilize private funds for production, food distribution, and community organization (O'Dwyer & Unerman, 2018).

Statement of the Problem

The three basic stages of strategic planning are strategy development, execution, and assessment. The three phases are critical to an organization's success. As a result, a company can only claim to be strategic if and only if the three phases are completed correctly and in the right order. According to Mutuva (2015), the essence of every company is the ability to please its customers in order to achieve a competitive advantage. Many companies, on the other hand, prefer to relax and settle when it comes to plan formulation. According to a Fortune Magazine survey, 90 percent of strategies fail, with the poor execution of the strategies being the single most crucial factor (Mitchell, Colantonio, Nguyen and Larson, 2016). The majority of non-governmental organizations (NGOs) face budget constraints, structural and capability gaps, as well as inadequate leadership and governance while implementing strategies. Strategic plans are only blueprints with no effect on how they are implemented. Committed and devoted team members must guide the implementation of Strategic plans, bringing innovative ideas and energies to the complex challenges of persistent poverty and their partners. However, NGO faces difficulties in implementing the strategy due to the unpredictability of policy priorities, changing focus of certain development players, funding limitations, and relationship management.

While it is generally acknowledged that change is important for an organization's development, more than 70% of change-oriented attempts in the name of change strategies fail (Higgs and Dulewicz, 2016). Furthermore, according to Rajasekar (2014), the rate of effectively applied strategies is between 10% and 30%. While NGOs must eventually devise, execute, and evaluate their strategies, their operations are shrouded in secrecy, according to the Harvard Business Review (2017). A common criticism about the strategic planning process, according to Dibrell, Craig, and Neubaum (2014), is that it creates a document that ends up gathering dust on a shelf because the company lacks or fails to make effective use of the valuable knowledge depicted in the strategic planning document. Several studies in Kenyan Non-Governmental Organizations have looked at the relationship between strategic planning and organizational success. Mutoria (2019) investigated the relationship between multidimensional strategic planning activities and firm results. In Kenya's insurance industry, Arasa (2018) conducted research on strategic planning, employee engagement, and firm efficiency. At Kenya's Ministry of Foreign Affairs, Ong'ayo (2012) conducted research on employees' perceptions of the impact of strategic planning on organizational success. While these studies are of importance to the area of current study, none of them has been done on the influence of strategic planning practices on success of Non-Government Organizations in Kenya. It is therefore this gap which the current study seeks to fill by providing answer to the question, what influence of strategic planning practices on success Save the Children in Turkana Central Sub County. As a result, there is a void that this research aims to fill.

Objectives of the Study

- i. To determine the effect of budgetary allocation on success of Save the Children, in Turkana central sub county.

- ii. The establish effect of strategic decision-making practices on success of Save the Children, in Turkana central sub county.
- iii. To evaluate the effect of strategic communication on success of Save the Children, in Turkana central sub county.
- iv. To assess the effect of environmental analysis on success of Save the Children, in Turkana central sub county.

LITERATURE REVIEW

Theoretical Review

Resource Dependency Theory

Based on the external environment, this theory attempts to explain the effect of organizational behavior. As explained by Pfeiffer & Salancik (2003), there is a fundamental relationship between an NGO's environment and its goals. The decision-making process of NGOs is influenced by their dependence on external resources. In order to survive in the NGO world, you need more than just internal resources. Majority of NGOs rely on the key stakeholders to assist them in identifying the beneficiaries during mapping. Instances of the partners might incorporate boss executives, neighborhood bosses, the officials, the town seniors and so on It's through this hypothesis that that we can become familiar with the impact of the outer climate on NGOs execution (Pfeiffer & Salancik, 2003). How well an NGO can draw in the assets from the outer climate portrays their endurance in the space. The linkages with the outer climate as far as promoting and associations when applied viably makes maintainability in the NGOs (Kobonyo 2011).

Especially with the NGOs which are business related, the majority of them need to accomplice their recipients with other benefit making associations for them to get markets. As per Ongore (2011), specialized abilities and information is the thing that ranking directors could give in their associations to upgrade execution. Huse (2004) further relates that chief served to associate the NGOs with outside climate by co-selecting the assets required for execution. It along these lines implies that the chiefs are key components in guaranteeing that the outside factors can assist with accomplishing the organizational mission. Assets like particular abilities or aptitude, innovation, coordination of projects is the thing that upgraded execution of NGOs (Del Baldo 2012). Accordingly, this hypothesis is importance of the managers as far as data sourcing and thinking of organizations for the accomplishment of the association. In a similar sense it was noted by Berrone et al (2012) that both non-leader chiefs and leader chiefs were spurred in their jobs as they see the local area change and the effect they bring to the whole society on the loose.

Stakeholder Theory

The stakeholder theory is a management theory. The importance of stakeholders in NGOs is explained. Employees, beneficiaries, partners, suppliers, buyers, etc. are all stakeholders in this situation. A balance should be struck between major stakeholders and minor stakeholders, according to this theory. Morality and ethics play a role in the success of non-governmental organizations (Bondyet.al., 2011). This hypothesis is a general image of NGOs execution (Mansell, 2013). It is an expansion of key fit theory where the connection between an NGO and the two its outer and inside environment is surveyed. The hypothesis recommends that NGOs need to deal with the interests of every one of their partners including the general public. NGOs need to spend less to give more administrations. Representatives look for remuneration and other

roundabout expenses of the program. Accordingly, there should be an equilibrium that is attracted during planning to guarantee that every one of the partners' advantages are met. Henceforth, any choice by the NGOs needs to indicate how to make the exchange - offs between these clashing and conflicting requests (Johnson, Scholes, Whiting, 2018).

A contention by Robins (2018), the exhibition of NGOs depends on how well the partners are overseen. Thusly, administrators ought to be free and include basic abilities to guarantee that everybody's advantage in the association is met. As indicated by Miles (2012) partner hypothesis accepts that different partners are significant than others. This ought not be the situation in case execution is vital. This hypothesis affirms that all entertainers both outer and inward who are a vital part of NGOs ought to have the option to give experiences. It along these lines advances chiefs to be in a situation to adjust all closures. The general result of this hypothesis is to go to an obliged objective or a mutually beneficial objective (Friedman & Miles, 2006). Therefore, assignment of the assets both outside and inside is the thing that comprises partner the executives (Mitchell & Cohen, 2006). Enz (2008) propose that NGOs which doesn't deal with their essential partners interests in their exhibition particularly the recipients and workers in the end miss out and shut down. Consequently, NGOs should attempt to keep a relationship with their recipients. As per Angle (2018), understanding the interests of all partners in NGOs in key. This in the end prompts usefulness, manageability, and long-haul accomplishments. The researcher likewise attested that data should keep on being a wellspring of information and ought to be concerned in NGOs to upgrade achievement.

The Strategic Fit Theory

There are no specific strategic management practices that apply to all non-profit organizations, according to this theory. Depending on the nature of the NGO, each practice may be appropriate. The effectiveness of strategic management practices is determined by their proper integration and implementation. NGO-specific strategic management practices are emphasized in this theory. Core values, policies and procedures are included in this category. Staff and beneficiaries must be protected by these practices. As they operate, NGOs should always produce strategies that best suit their needs (Donaldson & Luo, 2009). Research shows that organizations are always forced to change their systems as a result of the environment's changes. Also, in such cases, the organization's objectives may change in response to the environment. In such cases, situational leadership was evident. As a result of the situation at hand, decisions were taken. - (Donaldson, 2006) According to this theory, decisions should be based on the current situation. Others have modified their structures to improve success, especially in times of uncertainty. To lower overhead costs and respond to changing environments, the application of this theory helped strategic managers to effectively manage their scarce resources and to reduce overhead costs. Strategic managers were able to adapt to changing situations (Little, 2016). The flexibility in the outside climate assumed a gigantic part on how their exhibition would be. It is with this explanation that those administrators and chiefs who neglected to receive to the changing climate prompted shut done of numerous NGOs. Incorporate change into strategic plans for non-governmental organizations (NGOs) (Luo, 2018)

Conceptual Framework

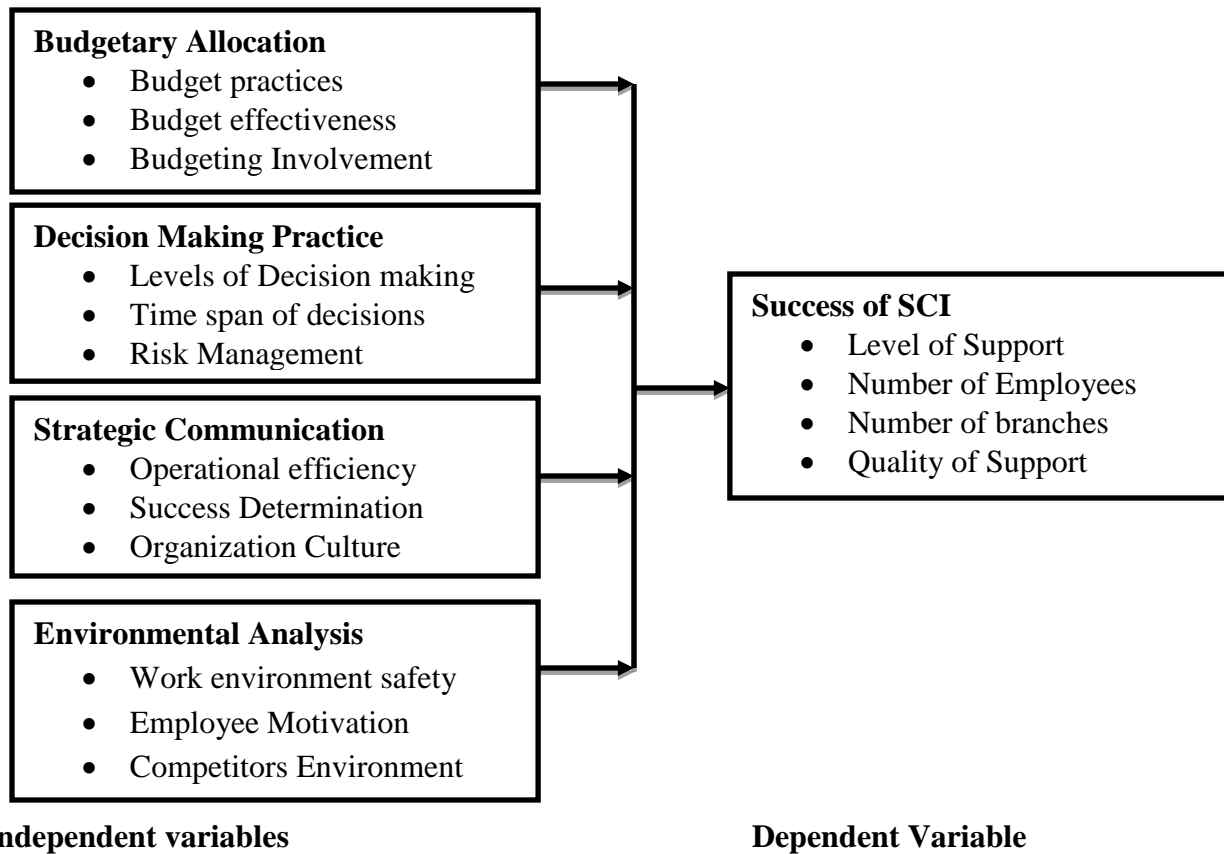


Figure 1: Conceptual Framework

Budgetary Allocation on Success of SCI

A budget, according to Horngern (2012), is a set of interconnected plans that quantitatively represent an entity's planned future operations. A budget, according to Yang (2010), is a management method for preparing and managing a company's financial needs, including potential sources of funding and costs of financing. The accountant of an entity produces and publishes data that measures financial performance of a company and assesses its financial condition in accordance with and filed reports required by interested parties, relying on certain standards and General Accepted Accounting Principles (GAAP). A budget is an economic instrument for promoting and fulfilling an organization's vision in a given fiscal year, and it requires careful linkages and management of all budgeting stages to be successful. According to McLaney and Atrill (2019), the budget's importance as a roadmap for what will happen and a benchmark by which real financial output will be assessed is primarily determined by how well it is negotiated. Members of the company should engage in specifically determining financial priorities when creating a budget. Members must also be interested in any future changes to these objectives with management (Chalos & Poon, 2010). Due to their limited budgets, most NGOs are unable to hire a professional labor force to oversee specialized areas of their business such as budgetary planning and management. Many companies prioritize training and growth during

times of favorable economic conditions rather than during times of unfavorable economic conditions (Obokoh, 2018).

Strategic Decision-Making Practice on Success of SCI

A firm's strategic decisions consider the environment in which it operates, its resources and its employees, as well as the interface between the two (Tihanyi et al, 2016). It has been defined differently by different researchers (Talaucar et al., 2015). Dimitratos et al. (2013) fought that fundamental dynamic is a cycle that is contained series of characters of iterative social stages that has occurred as time goes on. Nutt (2012) was of the appraisal that techniques was locked in with the periods of key unique communication. Investigation revelations taught that the higher class theory in fundamental powerful cycles has been applied to firms and affirmations have shown that there is a verifiable level of association between the traits of top organization and the advancement of the affiliation (Carpenter,2002;Jaw and Lin,2009).The meaning of key unique cycles as seen by different makers is essential to the accomplishment, perseverance, improvement and ceaseless presence of relationship by making sensible decisions by the top organization. The board is moreover viably connected with outlining, picking and the execution of the corporate strategy of the affiliation and interfacing the relationship to its external climate (Taylor, 2001). They led an investigation to see how top administration settles on choices about the execution of undertaking the project management frameworks (Irujo et al., 2017). Most choices are made rapidly, instinctively, and in light of subjective strategies, as opposed to as per administers and in view of quantitative techniques, as found in the examination. Because of these discoveries, the main standards are identified with inward effectiveness as opposed to outer ones.

Strategic Communication on Success of SCI.

When it comes to the decisions taken by corporate stakeholders, strategic communication is critical (Conrad & Poole, 2018). As a result, the process of developing and implementing a communication strategy in non-governmental organizations (NGOs) is strategic and complex in order to achieve structural power balance and social change. By explaining how NGOs communicate with various stakeholders, the communication-strategy structure aids in the investigation of an organizational communication strategy. To achieve the NGOs' organizational goals, NGOs' communication methods must satisfy a variety of stakeholders, including donors, beneficiaries and governments. NGOs must ensure that communications are distributed in compliance with organizational goals to each target audience. For example, based on the input and reactions NGOs expect from these groups, contact with donor agencies will differ from communication with beneficiaries. The strategies must also be focused on techniques and methods that enable NGOs to reach out to a wide range of people through appropriate appeals and communication networks. NGOs' correspondence is fundamentally strategic since they are human entities who seek to resolve strategic problems (Conrad & Poole, 2018). Surprisingly, there hasn't been much scholarly work on NGOs' communication, especially in terms of strategic communication. Scholars attempted to record NGOs from a social developmental perspective based on NGOs' social relief and welfare position after the rapid growth of NGOs in the late twentieth century (Iriye, 2019).

Clarke (2018) stated that these scholars view NGOs primarily as social development organizations in this regard. Furthermore, scholars have recently explored the political context

between the state, markets, and civil society, as they have focused on the political dimension of NGOs in civil society and the consequences of their increased activism (Clarke, 2012). Without extensive coordination among the large networks of people and organizations that share the NGOs' vision, many charitable, campaign-based, and grassroots-based organizations' missions will be difficult to achieve. Campaigns against Nike's slave wages in Indonesia (Spa & Mure, 2013), Shell's environmental neglect in Nigeria (Roper, 2015), and to interfere in the trade of blood diamonds in Sierra Leone are examples of NGOs that are well-connected and organized to manipulate the media in their activist campaigns (Gaber & Wilson, 2015). Kavada (2015) investigated the use of the Internet in lobbying and resource mobilization by three non-governmental organizations (NGOs): Amnesty International, Oxfam, and the World Development Movement. She discovered that the NGOs used strategic contact on the Internet to mobilize financial capital and network.

Environmental Analysis on Success of SCI.

Environmental analysis, according to Kazmi (2018), is a method of tracking, analyzing, and disseminating knowledge from the external and internal environment to key people inside the business. The concept emphasizes the importance of collecting data in order to make decisions. Environmental analysis is linked to the assessment, prediction, and evaluation of changes in various environmental variables, according to Oladele (2016). It is concerned with continuous monitoring and assessment in order to analyze anticipated possible environmental changes. Environmental analysis, according to Zhang, Majid, and Foo (2011), is a systematic process that starts with the identification of analysis needs and ends with the assessment and use of environmental data. The goal of environmental analysis, according to Beal (2010), is to identify the main factors that will impact the organization's current and future growth, as well as to determine the specific impact factors in the strategy formulation process. Environmental analysis, according to Majid and Khoo (2019), is a series of interconnected activities that includes information gathering, filtering, evaluating, repackaging, defining global patterns, and disseminating information to relevant individuals and departments.

According to Beal (2010), effective environmental analysis is regarded as a critical step in successfully aligning corporations' competitive strategies with environmental requirements and achieving outstanding business results. The importance of good and efficient environmental analysis in strategy formulation is being stressed. This is further emphasized by Angriawan and Abebe (2011), who state that strategic management scholars agree that environmental analysis is a necessary first step in the formulation of an effective strategy. Environmental research assists companies in gaining a strategic edge over rivals in their same line of operation. According to Zelealem and Temtime (2016), a firm's ability to systematically collect and process accurate, timely, and reliable information about consumers, suppliers, rivals, changes in technology and the marketplace, and socioeconomic, political, and legal conditions has a significant impact on its strategic advantage and long-term competitiveness. Organizations also struggle to cope with the new world as a result of globalization and free exchange of goods and services on domestic and foreign markets.

Governance and the Success of SCI.

To improve effective oversight and monitoring, good governance practice necessitates a division of responsibilities between the board and management (Kingoro and Bujra, 2012). This

differentiation of roles is essential for avoiding conflict and ensuring that an organization's success is clearly accountable. The financial success of a company is a subset of its overall effectiveness in strategic management (Venkatraman and Ramanujam, 1986). Organizational effectiveness is defined as the achievement of desired results, while organizational success is defined as the use of outcome-based financial metrics to represent the firm's achievement of its economic objectives. An organization's success is determined by what it does, its operations or habits. These activities create costs, but they also generate profits that outweigh costs to the degree that the goods and services provide value to consumers (Meyer, 2017).

Good governance provides a solid foundation for establishing performance measures as well as an enabling environment. The topic of good governance is critical to the success of non-governmental organizations (Lekorwe and Mpabanga, 2017). It implies that an NGO's resources are effectively managed in a way that is open, accountable, fair, and sensitive to the needs of the people. Since NGOs strive to be self-sustaining, good governance is essential to their survival. Many non-governmental organizations (NGOs) in developed countries lack the operational ability and capital to function. Additionally, donor funds are often mismanaged. As a result, good governance becomes an important feature of any NGO in order to ensure efficient and proper resource management.

RESEARCH METHODOLOGY

The study adopted a descriptive design and targeted 46 employees of Save the Children. The employees were categorized into program officers, communication and dissemination officers, administrative officers, and community representatives at Save the children NGO in Turkana Central Sub County. A census approach was applied in the study. Closed and open-ended questionnaires were used to collect data. The quantitative data was analyzed using descriptive statistics which includes frequency distribution tables and measures of central tendency (the mean), measures of variability (standard deviation) and measures of relative frequencies. The inferential statistics included a regression model which established the relationship between variables. The regression took the following form:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where Y= Where: Y = Success of SCI, χ_1 = Budgetary Allocation, χ_2 = Decision making practices

χ_3 = Strategic Communication, χ_4 = Environmental Analysis, β_0 = the constant, β_1-4 = the regression coefficient or change included in Y by each χ , and ϵ = error term.

Results

Out of 46 questionnaires issued, a total of 37 questionnaires were successfully and duly returned. This represented 80% response rate. This surpassed the recommended threshold of 75% recommended by Nulty (2008). The significantly high response rate was largely attributed to the administration of the questionnaires by the researcher in person who explained to the respondents the rationale of taking part in the study.

Descriptive Statistics

Budgetary allocation

According to the results presented in table 1, it was evident that most of the respondents at 51.5% disputed that they ensure that the budget practices in the organization is effective and has positively effect on SCI performance. On average, respondents strongly concurred with this assertion (mean = 2.80) and also exhibited significant variation in their views (std dev = 1.476). It was further revealed that 48.4% of the respondents believed that SCI has enough funds to enable it meat its budget goals and objectives. It was generally concurred in respect of this proposition with diverse variation in opinion (mean = 3.268; std dev =1.373). The study also revealed that 63.9% of the respondents surveyed disagreed that SCI heads takes budget seriously leading to giving effective budgets which enables the organization to achieve their target. On average, the respondents were in concurrence regarding this assertion (mean = 2.526) and their views were diverse (std dev = 1.466). Although, generally most of the respondents disputed that budgeting is highly effective in SCI since it serves its purpose assisting in control at a (mean = 2.886) and also the views in this respect were diverse (std dev = 1.467), there was a number of respondents (26.8%) who agreed with this opinion. Moreover, the study found that 52.6 % of the sampled respondents agreed that the budgeting process in SCI was very perceptive and all the employees in different departments participate in budget process. However, in spite of the respondents generally concurring with this statement (mean = 3.340), their views were significantly diverse (std dev = 1.425). These findings were in line with that of Diamond and Khemani (2016) who investigated accounting systems in developing countries, concentrating on Africa, and discovered that budget allocation had a detrimental impact on the ability to operate successfully.

Table 1: Descriptive Statistics on Budgetary allocation

Statements	N	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean	Std. Dev.
The budget practices in the organization are effective and has positive effect on the SCI Success	37	18.6	19.6	10.3	26.8	24.7	2.804	1.476
SCI had enough funds to enable it meat its budget goals and objectives	37	23.7	24.7	20.6	16.5	14.5	3.268	1.373
SCI heads takes budget seriously leading to giving effective budgets which enables the organization to achieve their target.	37	15.5	16.5	4.1	33.0	30.9	2.526	1.466
Budgeting is highly effective in SCI since it serves its purpose assisting in control	37	14.4	12.4	18.6	30.9	23.7	3.330	1.432
The budgeting process in SCI was very perceptive and all the employees in different departments participate in budget process.	37	19.6	21.6	6.2	32.0	20.6	2.886	1.467

Decision-Making Practices

The results presented in table 2 shows that in regard as to whether the SCI strategic decisions are made through proper planning, (54.6%) of the participants agreed with the proposition with a mean of 3.196 and standard deviation of 1.491. Also, the study sought to establish whether the organization project activities were implemented based on the decisions made and finally evaluation of the strategies. The findings revealed that 47.4% of the respondents disagreed with the statement with a mean of 2.846 and standard deviation of 1.467. In addition, the study sought to find out whether the various levels of decision making are implemented by the organizations enable the organization to make better decisions. Majority (51.6%) of the participants agreed in their responses with a mean of 3.154 and standard deviation of 1.480. Furthermore, the study sought to establish whether the strategic decision-making practices have a greater impact on the senior management and the board. The findings revealed of the respondents agreed with a mean of 3.361 and standard deviation of 1.406. In addition, the study sought to find out how the organizations strategic decision-making practices gave managers an opportunity to quickly identify challenges during implementation. Majority (62.9%) of the participants agreed in their responses with a mean of 3.134 and standard deviation of 1.441. These findings agree with a study by Mukerji (2013) which revealed that, better decision making enhances project success.

Table 2 Descriptive Statistics on Decision-Making Practices

Statements	N	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean	Std. Dev.
SCI strategic decisions are made through proper planning.	37	23.7	30.9	6.2	19.6	19.6	3.196	1.491.
The organization project activities are implemented based on the decisions made and finally evaluation of the strategies.	37	18.6	19.6	14.4	24.7	22.7	2.946	1.467
Various levels of decision making are implemented by the organizations enable the organization to make better decisions.	37	21.6	33.0	3.1	21.6	20.6	3.134	1.480
Strategic decision-making practices have a greater impact on the senior management and the board.	37	27.8	30.9	9.3	13.4	18.6	3.361	1.406
Organizations strategic decision-making practices gives managers an opportunity to quickly identify challenges during implementation.	37	34.0	28.9	10.3	14.4	12.4	3.377	1.441

Strategic Communication

In the results presented in table 3, the first statement sought to establish whether the management of SCI believes that strategic communication enhances their effectiveness, the findings revealed that majority (66%) of the participants disagreed with a mean of 2.474 and standard deviation of 1.466. On whether the strategic communication helps in improving operational efficiency thus

improving organization performance (50.5%) respondents strongly agreed with a mean score of 2.979 and standard deviation of 1.534. Furthermore, the study sought to establish whether the strategic communication is a major determinant of organization success. The findings revealed that 65% of the respondents were strongly in agreement with a mean of 3.660 and standard deviation of 1.368. In addition, team member satisfaction and team success can only be accomplished with effective communication. Majority (62.9 %) of the participants agreed in their responses with a mean of 2.536 and standard deviation of 1.437. On whether the communication culture in the company considers the technologies used and the distributed work setting, 60.8% of the respondents disagreed with a mean score of 3.608 and standard deviation of 1.404. The findings agreed with a study by Kibe (2014) on effects of communication strategies on organizational performance. According to the study findings showed that, for any organizational to be successful, an open communication environment must be encouraged.

Table 3 Descriptive Statistics on Strategic Communication

Statements	N	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean	Std. Dev.
The management of SCI believes that strategic communication enhances their effectiveness.	37	14.4	17.5	2.1	33.0	33.0	2.474	1.466
Strategic communication helps in improving operational efficiency thus improving organization performance	37	19.6	30.9	3.1	20.6	25.8	2.979	1.534
Strategic communication is a major determinant of organization performance.	37	36.1	28.9	10.3	14.4	10.3	3.660	1.368
Team member satisfaction and team success can only be accomplished with effective communication	37	29.9	33.0	4.1	19.6	13.4	2.536	1.437
The communication culture in the company considers the technologies used and the distributed work setting.	37	15.5	17.5	6.2	30.9	29.9	3.608	1.404

Environmental Analysis

The results presented in table 4 indicated that the 61.9% of the respondents disagreed that SCI activities are conducted in a safe and healthy workplace environment at a (mean=2.454, SD=1.507). The respondents (61.9%) further disagreed that there is an extremely elevated level of employee motivation, low cultural interference thus leading to high productivity (mean=2.588, SD=1.456). On the same note, 51.6 % of respondents also agreed that the SCI improves its environment through focusing deeply on competitor’s environment (mean=3.175, SD=1.456). The study sought to find out whether the environment positively influenced the SCI performance. Most (62.9 %) of the respondents agreed (mean=3.485, SD=1.464). Also, majority (62.9%) of the participants strongly disagreed that SCI operates in politically and culturally conducive environments (mean=2.505, SD=1.473). The researcher further sought to determine whether the there is a positive relationship between environmental analysis and organizational

success. The study disagrees with that by Saadeghvazir, Khaef, Motaqi and Estahani (2012) on relationship between environmental analysis and performance whose findings showed that analysis competitor’s environment was the major and only factor that influences the performance and not the analysis of economic, political, legal, socio-cultural, and technological and supplier’s environments.

Table 4 Descriptive Statistics on Environmental Analysis

Statements	N	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean	Std. Dev.
The SCI activities are conducted in a safe and healthy workplace environment	37	14.4	17.5	6.2	22.7	39.2	2.454	1.507
There is an extremely elevated level of employee motivation, low cultural interference thus leading to high productivity.	37	14.4	20.6	3.1	33.0	28.9	2.588	1.456
The SCI improves its environment through focusing deeply on competitor’s environment.	37	21.6	33.0	7.2	21.6	18.6	3.175	1.464
The environment positively influenced the SCI performance.	37	25.8	37.1	10.3	13.4	13.4	3.485	1.363
The SCI operates in politically and culturally conducive environments	37	14.4	18.6	3.1	30.9	33.0	2.505	1.473

Success of SCI

The results in table 5 shows that that the majority (58%) of respondents agreed at (mean=3.361 SD=1.438). The respondents (55.7%) further strongly disagreed that the NGO employs very many people which has helped it in achieving its goals (mean=2.772, SD=1.551). On the same note, 56.7% of the respondents also disagreed that SCI has been able to open other branches thus enhancing its performance (mean=3.433, SD=1.391). The study sought to find out whether if SCI provides quality services the community around (52.6 %) were undecided on the proposition (mean=3.113, SD=1.3361). Further most of the respondents surveyed agreed that SCI work hand in hand with the community around thus enhanced performance (mean=2.742) and their views were diverse(std=1.489).

Table 5 Descriptive Statistics on Success of SCI

Statements	N	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean	Std. Dev.
SCI provides an extremely elevated level of support to the surrounding community	37	26.	32.0	6.2	20.6	14.4	3.361	1.438
SCI employed very many people which has helped it in achieving its goals	37	20.6	17.5	6.2	25.8	29.9	2.772	1.551
SCI had been able to open other branches thus enhancing its performance	37	14.4	12.4	16.5	28.9	27.8	3.433	1.391
SCI provides quality services the community around	37	13.4	39.2	11.3	17.5	18.6	3.113	1.3361
SCI work hand in hand with the community around thus enhanced performance	37	20.6	21.6	6.2	28.9	22.7	2.887	1.450

Inferential Analysis

Correlation Analysis

The researcher undertook correlation analysis to establish the nature and strength of the relationships between the independent and the dependent variables of the study. According to the results presented in table 6, the study established that there exists a strong positive and significant relationship ($r=0.710$; $p\text{-value}=0.000<0.05$) between budgetary allocation and success of SCI. Therefore, the findings imply that budgetary allocation influences success of SCI. Further, the study conducted a correlation analysis between Decision-making practices and success of SCI. The coefficient of Correlation “($r=0.821$; $p\text{-value}=0.000<0.05$) shows that there is a strong positive and significant relationship between Decision-making practices and success of SCI. The findings imply that decision-making practices affect success of SCI. The study further sought to establish the nature of the relationship between Strategic communication and success of SCI. The correlation coefficient ($r=0.424$; $p\text{-value}=0.000<0.05$) indicates that there exists a medium positive significant relationship between strategic communication and success of SCI. The correlation analysis results indicate that there exist a strong, positive, and significant relationship between environmental analysis and success of NGOs ($r=0.641$; $p\text{-value}=0.015<0.05$).

Table 6 Correlation Analysis

		Budgetary allocation
Success of SCI	Pearson Correlation	0.710**
	Sig. (2-tailed)	.000
	N	37
		Decision-making practices
Success of SCI	Pearson Correlation	0.821*
	Sig. (2-tailed)	.000
	N	37
		Strategic communication
Success of SCI	Pearson Correlation	0.424*
	Sig. (2-tailed)	.000
	N	37
		Environmental analysis
Success of SCI	Pearson Correlation	0.641*
	Sig. (2-tailed)	.015
	N	37

Regression Analysis

The study conducted a regression analysis to find out the strength of the relationship between independent and dependent variables as shown in Table 7. The findings show that success of SCI is 53.7% as explained by the independent variables under this study while 46.3 % is the variation due to other factors which have not been covered in this study.

Table 7 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.733 ^a	.537	.482	.66461

a. Predictors: (Constant), Budgetary allocation, Decision-making practices, Strategic communication, and Environmental analysis.

b. Dependent Variable: Success of SCI.

The result of Analysis of Variance (ANOVA) for regression coefficient as shown in Table 8 revealed (F=12.757, p value = 0.033). Since the p-value is less than 0.05 it means that the regression model is significant in predicting the effect of strategic planning practices on success of Save the Children international.

Table 8 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.763	9	2.751	4.77	.033 ^b
	Residual	21.351	37	.577		
	Total	46.114	46			

a. Dependent Variable: Implementation

b. Predictors: Budgetary allocation, Decision-making practices, Strategic communication, and Environmental analysis.

The study also conducted a regression analysis to establish the regression coefficients connecting the independent and dependent variables as illustrated by the equation illustrated below:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Whereby Y represents success of SCI, X₁ represents budgetary allocation, X₂ represents Decision-making practices, X₃ represents strategic communication and X₄ represents environmental analysis. β₀ represents Constant which defines the value of success of SCI without the inclusion of predictor variables. From the results, the given equation was answered by the values of Unstandardized Coefficients (B) and all of them were statistically significant since their p values (Sig. <0.05) were less than 0.05. The results indicate that all the predictor variables in the study have a positive significant effect on success of SCI. Thus,

$$Y = 2.046 + 0.149X_1 + 0.008X_2 - 0.133X_3 + 0.373X_4 + 0.558$$

The value of success of SCI without the influence of the predictor variables is 2.046. This explains that, at any given time success of SCI will be 2.026 holding other factors constant at 0. The results also illustrate that a unit increase budgetary allocation would result to 0.149 times change in success of SCI, a unit increase Decision-making practices would result to 0.008 times increase in success of SCI, a unit increase in strategic communication would result to 0.133 times decrease in success of SCI. This implies any change by increase in specifications lowers the overall success of SCI. While a unit increase in environmental analysis would result to 0.373 times increase in success of SCI as given by the coefficients in the model.

Table 9 Model Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	2.046	.558		3.667	.000
	Budgetary allocation	.149	.122	.123	1.222	.025
	Decision-making practices	.008	.122	.006	.063	.049
	Strategic communication	-.133	.121	-.121	-1.098	.027
	Environmental analysis	.373	.128	.323	2.906	.005

a. Dependent Variable: Implementation

Conclusion

According to the study findings, the researcher concluded that budget practices in the organization was effective and had positively affected on the SCI Success. The researcher further concluded that, SCI has enough funds to enable it to meet its budget goals and objectives. The study also concluded that, SCI heads takes budget seriously leading to giving effective budgets which enabled the organization to achieve their target. Most of the respondents disputed that budgeting was highly effective in SCI since it served its purpose in assisting control. The budgeting process in SCI was very perceptive and all the employees in different departments participate in budget process. The study concluded that, most of the respondents surveyed agreed that the organization management considers budget as a useful based on performance evaluation. The study concluded that, decision-making practices had a significant effect on employee performance in SCI and according to the findings, it was established that, the SCI strategic decisions are made through proper planning. From the findings, the researcher also concluded that, the organization project activities were implemented based on the decisions made and final evaluation of the strategies. The study also concluded that, strategic decision-making practices had a greater impact on the senior management and the board. The researcher also concluded that, strategic decision-making practices gave managers an opportunity to quickly identify challenges during implementation.

The researcher further concluded that, strategic communication enhances effectiveness and improved operational efficiency thus leading to high performance by SCI. The study concluded that, SCI was aware of effective communication to team members and how it impacted on performance. The study concluded that, strategic communication enhanced satisfaction and team success and can only be accomplished with effective communication. The study concluded that, SCI has not adopted technology in communication. The researcher also concluded that, SCI activities were conducted in a safe and healthy workplace environment. The study further concluded that, there was an extremely elevated level of employee motivation, low cultural interference thus leading to high productivity. SCI improved their environment through focusing deeply on competitor's environment. The study concluded that, SCI operated in politically and culturally non-conducive environments which had affected their Success to a great extent.

Recommendations

According to the findings of the study, the researcher recommended that the SCI should produce proper budgeting strategies to enhance proper utilization of organization resources. SCI should provide enough funds for budgeting activities to enable them to run their budgeting effectively. The researcher recommended that, SCI should employ qualified personnel to manage budgeting system since this will help in enhancing their success. The researcher concluded that, there should be a clear decision practices and chain of command in SCI since this will enhance their success and the performance. SCI was also recommended to fully follow their budgeting activities as planned and Decisions should be made strategically with an aim of enhancing strategic performance by SCI. This researcher also recommended that, there should be a clear chain of command to avoid communication breakdown and misunderstanding among the SCI shareholders. Since Save the Children has not adopted the use of technology in their communication system, the researcher recommended that, the organization to fully adopt

technology to enhance in boosting its success by enhances speedy communication. The researcher also recommended proper environmental scanning to enable the SCI to perform effectively. Lastly the researcher recommended that before deciding on where to establish the NGOs, the management should ensure that prosper scanning is done to ensure that the organization is not affected with the area politics.

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