

Strategic Management Practices and Organizational Performance in NGOs: A Study of Adventist Development and Relief Agency-Uganda

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Abstract

Organizations in both the commercial and governmental sectors utilize strategic planning to enhance performance, but NGOs often face challenges such as insufficient resources, weak leadership, and poor governance. This study aimed to assess the impact of strategic planning practices on the performance of the Adventist Development and Relief Agency (ADRA) in Uganda. Specifically, it examined the effects of strategic analysis, strategic choice, implementation, and evaluation on organizational performance. The study was grounded in the Resource-Based View Theory and the Industrial Organization Theory, using a descriptive research methodology with a focus on quantitative data. The target population included 108 employees of ADRA-Uganda, consisting of administrators, project staff, and support staff. A sample size of 86 respondents was determined using the Krejcie and Morgan table. Data were collected through a standardized questionnaire and analyzed using both descriptive and inferential statistics, including correlations and regression analyses. The findings revealed strong and positive relationships between various strategic planning practices and organizational performance. Strategic analysis showed a significant positive correlation with performance ($r=0.740$, $p=0.000$), supported by regression analysis ($\beta=0.275$, $p=0.001$). Strategic choice also demonstrated a significant positive correlation ($r=0.662$, $p=0.000$), with regression results confirming its impact on performance ($\beta=0.18$, $p=0.025$). Implementation planning was strongly associated with improved performance ($r=0.775$, $p=0.000$), and regression analysis highlighted its significant contribution ($\beta=0.289$, $p=0.005$). Finally, strategic assessment was positively correlated with organizational performance ($r=0.746$, $p=0.000$), with regression analysis confirming its importance ($\beta=0.256$, $p=0.004$). These results emphasize the crucial role of strategic planning in enhancing the performance of ADRA-Uganda, highlighting the need for effective analysis, informed decision-making, thorough implementation, and robust evaluation processes.

Keywords: *Strategic Management Practices, Organizational Performance, NGOs, Adventist Development, Relief Agency*

1.0 Background of the Study

Strategic planning is integral to strategic management, significantly influencing organizational culture and performance. Wright, Hillon, Garrido-Lopez, and Fowler (2018) outline four primary perspectives in strategic planning: strategy formulation, environmental scanning, linking goals and budgets, and adapting operations to changing business environments. The strategic planning process begins with setting goals, followed by formulating strategies to achieve them. Environmental scanning involves analyzing external factors to identify opportunities and threats, while linking goals with budgets ensures resource allocation aligns with strategic objectives. Adapting operations is crucial for maintaining competitiveness and sustainability in a dynamic market. Effective strategic planning requires commitment across the organization to address internal challenges such as rivalry, departmental competition, and resistance to change (Esfahani et al., 2018). This process necessitates the allocation of responsibilities, resources, and time, alongside establishing frameworks and policies to translate strategies into actionable plans. However, the existence of a strategic plan does not guarantee its implementation. Factors such as lack of resources, inadequate leadership, and poor governance can impede strategy execution, leading to suboptimal organizational performance (Batti, 2014). Professional development and strategic leadership are essential in driving the successful implementation of strategic plans, ensuring alignment of activities with strategic objectives (Okorley & Nkrumah, 2012).

Non-governmental organizations (NGOs) face unique challenges in strategic plan implementation, particularly due to their reliance on donor funds, unpredictable government policy changes, and leadership deficiencies (Ninsiima et al., 2020). These challenges can threaten NGO sustainability and effectiveness in serving their beneficiaries (Schmidt-Sane et al., 2020). The Adventist Development and Relief Agency (ADRA) in Uganda, a global humanitarian organization, has encountered similar challenges despite its extensive experience in humanitarian, disaster relief, and development programs since 1986 (Massmart, Steward, & Ambition, 2018). The study aims to investigate the impact of strategic planning practices on ADRA-Uganda's performance, focusing on key indicators such as strategy formulation, environmental scanning, linking goals and budgets, and strategic leadership. Strategic planning provides clear direction for organizations, aligning objectives with the use of limited resources to achieve set goals. In today's business environment, integrating technology into strategic plans is crucial for exploiting current market gaps and creating new opportunities. Organizational performance is often assessed by comparing actual output with the objectives outlined in strategic plans, using indicators like profitability, income levels, customer satisfaction, and market share (Taouab & Issor, 2019). Strategic planning is grounded in the belief that present actions will shape the future, guiding organizations towards desired outcomes through careful resource allocation and priority setting (Gagné, 2018).

Strategic planning, as defined by Steiner (2010), involves setting goals and establishing detailed implementation plans. This process enables organizations to prioritize long-term objectives and allocate resources effectively. Strategic planning is aimed at leveraging organizational capabilities to gain a competitive edge, offering leadership a tool to influence the future direction of the organization (Bryson, 2018). The value of strategic planning lies in fostering new ideas and insights that can enhance organizational performance through structured processes and procedures. Organizations that effectively integrate strategy with employee roles and resources are practicing strategic planning, which rests on analysis, selection, and execution (Aaker & Moorman, 2017). Modern management and industrial sciences have formalized organizational operations, making it easier to address varying needs as they arise. Organizations that acknowledge internal weaknesses and invest time and resources to improve them are more likely to succeed in the long run

(Argandona, 2015). Strategic choices involve selecting the optimal approach based on organizational goals and values, supported by frameworks and policies that translate strategies into actionable plans (Wang, Xu, & Solangi, 2020).

Globally, NGOs are recognized as critical drivers of change, particularly during political tensions, humanitarian crises, and poverty. They play a crucial role in supporting weak government systems, especially in developing countries (Appe & Pallas, 2018). However, NGOs often struggle with strategy implementation due to internal management issues, governance, leadership challenges, and resource constraints (Dimelu, Salua & Igbokwe, 2013). While strategic projects frequently fail during execution rather than at conception, challenges such as funding, competitiveness, technology implementation, and human resource management are becoming increasingly prevalent in the non-profit sector (Gratton, 2018). In Uganda, NGOs face significant challenges in strategic planning and implementation, influenced by both external and internal factors. ADRA-Uganda, like many other NGOs, grapples with issues related to financial sustainability, strategic leadership, and resource mobilization. The Ugandan government's crackdown on NGOs in 2019, requiring over 12,000 NGOs to halt operations pending validation, highlighted the need for stronger leadership and governance within the sector (New Vision, 2019). Despite the rapid growth of NGOs in Uganda since the 1980s, these organizations continue to struggle with maintaining financial viability and accountability, particularly in the face of overreliance on donor funding and inadequate strategic planning (Gizamba, 2018; Mugenyi, 2021).

1.1 Statement of the Problem

Strategic planning is widely used by both public and commercial organizations to enhance their performance. However, most NGOs face challenges such as inadequate resources, poor leadership, and governance in implementing strategies. Batti (2014) found that 65% of NGOs in developing countries struggle with resource constraints, while 45% face leadership and governance issues. As a result, strategic plans often remain unimplemented, with only 30% of NGOs successfully executing their strategies (Ronalds, 2020). NGOs, including ADRA, face significant challenges in conducting their operations. Ninsiima et al. (2020) reported that 75% of NGOs in Uganda experience inadequate funding, 60% face unpredictable changes in government policy, and 55% struggle with inadequate leadership and management when working with different partners. These challenges hinder NGOs from maximizing their performance, threatening their sustainability and leading to wasted resources. Schmidt-Sane et al. (2020) found that 40% of NGOs in developing countries fail to complete their projects due to these challenges.

The inability to complete projects is a critical indicator of poor performance among NGOs. In the context of this study, "completing a project" refers to achieving the project's objectives within the allocated time, budget, and quality standards. The problem of uncompleted projects is closely linked to the study's objectives, as strategic planning practices such as environmental scanning, strategy formulation, budgeting, and organizational culture can significantly influence project completion rates. There is a lack of literature on the effects of strategic planning on the effectiveness of NGOs, particularly ADRA in Uganda. Nyaboke (2022) identified issues such as lack of support for the plan, improper communication of the strategy, inability to adapt to changes, accountability, and commitment to the process as factors affecting the relationship between strategic planning and NGO performance.

Ongonge (2013) emphasized that NGOs operating with donor and public funds should maintain high levels of operational efficiency. Adopting strategic planning can help NGOs maintain a positive reputation with stakeholders who require clarification on how funds are used. However, the lack of clear ownership and authority structures in most NGOs poses challenges in

implementing effective strategic planning practices. This study aimed to fill the research gap by determined the effect of strategic planning practices on the performance of ADRA-Uganda, focusing on project completion rates as a key performance indicator.

1.3 Objectives of the Study

1.3.1 General Objective

- i. To determine the effect of strategic analysis on the performance of Adventist Development and Relief Agency in Uganda.
- ii. To assess the effect of strategic choice on the performance of Adventist Development and Relief Agency in Uganda.
- iii. To examine the role of implementation planning on the performance of Adventist Development and Relief Agency in Uganda.
- iv. To determine the role of evaluation and control planning on the performance of Adventist Development and Relief Agency in Uganda.

2.0 Literature Review

The section present theoretical framework, empirical reviw and conceptual framework.

2.1 Theoretical Framework

The theoretical framework supporting this study comprises several foundational theories that establish a correlation between strategic planning practices and improved organizational performance. These include the SWOT Analysis Theory, the Resource-Based View (RBV) Theory, Strategic Alignment Theory, and Organizational Environment Theory. Each of these theories provides unique insights into the strategic planning process, highlighting how different elements within and outside an organization influence its success. The SWOT Analysis Theory, developed by Albert Humphrey in the 1960s, offers a strategic planning tool that organizations use to identify and analyze their internal strengths and weaknesses, as well as the external opportunities and threats they face (Gürel & Tat, 2017). This theory assumes that organizations operate in dynamic environments where internal and external factors significantly influence their performance. The simplicity and versatility of SWOT analysis make it applicable across various industries, providing a structured approach to strategic decision-making. However, it has been critiqued for potentially oversimplifying complex situations and relying heavily on the accuracy of the information used in the analysis (Helms & Nixon, 2010). Despite these critiques, SWOT analysis remains relevant to the study, particularly in understanding how ADRA-Uganda can leverage its strengths and opportunities while addressing weaknesses and threats in its strategic planning process.

The Resource-Based View (RBV) Theory, proposed by Barney (1991), emphasizes that an organization's competitive advantage is derived from its unique, valuable, and inimitable resources. According to this theory, organizations can achieve superior performance by strategically aligning their resources and capabilities with their overall strategy (Wernerfelt, 1984). RBV is particularly relevant in highlighting the internal factors that contribute to an organization's success, offering a complementary perspective to external environment-focused theories. However, the theory has been critiqued for its broad definition of resources, which can be subjective and challenging to quantify (Bacq & Eddleston, 2018). Furthermore, the theory may not fully account for external factors, such as economic conditions, which can also significantly

impact an organization's performance. Nonetheless, RBV is pertinent to the study as it underscores the importance of aligning strategic choices with ADRA-Uganda's internal strengths to optimize performance.

Strategic Alignment Theory, developed by Labovitz and Rosansky (1997), focuses on the importance of aligning an organization's strategy, people, processes, and customers to achieve optimal performance. This theory posits that achieving alignment across these dimensions creates a unified sense of purpose and direction within the organization (Wetering et al., 2017). The holistic approach of Strategic Alignment Theory recognizes the interdependence of various internal elements, providing a framework for organizations to assess and improve their alignment for enhanced performance and competitive advantage. Critics of the theory, however, argue that strategic alignment may become more of a necessity than a competitive advantage as more organizations adopt it (Gagné, 2018). Additionally, implementing such alignment can be challenging in environments that are frequently changing and unpredictable. Despite these challenges, Strategic Alignment Theory remains relevant to the study, particularly in understanding how ADRA-Uganda can align its internal elements to enhance its overall performance. The Organizational Environment Theory, introduced by Duncan (1972), highlights the significant impact of both internal and external environmental factors on an organization's operations and performance. This theory views organizations as open systems that must continuously monitor and adapt to their environments to maintain competitive advantage (Kodden & Hupkes, 2019). The theory is crucial in understanding how external changes, such as shifts in donor funding or government policies, can influence an organization's strategic planning and execution. However, it has been critiqued for potentially underestimating the importance of an organization's internal resources and capabilities (Sudja & Suardhika, 2018). Additionally, the theory assumes that organizations have the capacity to effectively scan and respond to environmental changes, which may not always be the case due to resource limitations. Nevertheless, Organizational Environment Theory is significant to the study as it informs the evaluation and control planning processes within ADRA-Uganda, ensuring that the organization remains responsive to environmental changes while optimizing its performance.

2.1 Empirical Review

Obati, Awino and Ogutu (2018) examined the effect of organization structure on the relationship between strategic planning and performance of NGOs in Nigeria. The study was anchored on the resource-based view theory (RBV), the dynamics capabilities theory as well as Hofstede's dimensions of culture. The main objective of the study was to establish the relationship between strategic planning and the performance of Nigerian NGOs. The fundamental positivism approach was used in the study. Stratified random sampling was adopted to yield a sample size of 70 NGOs. A web-based questionnaire was used to collect data. Descriptive statistics, correlation and inferential analysis was conducted to analyze the data. The findings revealed that organizational structure was a significant mediating variable on the relationship between strategic planning and performance of NGOs. The study was conducted in Nigeria because of the high number of NGOs in the country. The study recommended that future scholars conduct similar research using different indicators of performance and in different circumstances.

Ongonge (2013) conducted a study to determine the effect of strategic planning on ActionAid Kenya, a Kenyan based NGO. The study used primary data that was collected through the use of interviews with 12 management staff as well as 5 partner organizations. The study used qualitative data and as such the data was analyzed using content analysis. The study found that ActionAid Kenya had adopted multiple approaches of strategy planning as well as a number of tools in order

to improve the performance of the organization. In addition, taking stock and allocating resources were some of the methods used to align strategy implementation in the organization. The study found that strategic planning directly affected the performance of the organization. The study made the conclusion that strategy planning and organization performance must take into account the different national and global contexts in order to make relevant strategy alignment. The study recommended that ActionAid Kenya should enhance the quality of its program in order to maximize impact, that planning should be conducted on income that has already been confirmed rather than on contingent income. The strategies adopted by ActionAid present opportunities for the organization to learn from new experiences. As such, the study further recommended that ActionAid Kenya should focus on reviews and reflections and use feedback to improve operations and refocus their strategic priorities.

Aborass (2021) investigated the impact of strategic planning on the performance of NGOs. NGOs seek to provide accessible and quality services to the public and to do so must be efficient in how they use the resources at their disposal. The study notes that it is not easy to measure performance of NGOs as a result of their non-quantifiable goals. Strategic management allows NGOs to transform the donations they receive as well as the public funds into value added services. The study recommended that in order for recent studies on the matter to be fully understood, more studies should be conducted in order to better understand the role of strategic management practices on NGOs.

Kitonga (2016) sought to examine the association between strategic leaders' practice of determining strategy direction and organizational performance. The study adopted a mixed research design to assess the effect of strategic leadership. The sample size of the study was managers from 328 nonprofit organizations in Nairobi City Country. The study found that there is a positive and significant relationship between determining strategic direction and organizational performance. The findings reveal an r value of 0.676 and r^2 value of 0.457. This implies that 45.7% of corresponding change in organizational performance of nonprofit organizations can be explained by strategic leadership. As such the findings indicate that if not-for-profit leaders clearly outline the strategic direction of, then it is probable that they significantly improved their organizational performance. This paper recommends the study of determining strategic direction (strategic planning) as way of improving strategic leadership practices hence enhancing the performance of not-for-profit organizations.

2.1.1 Strategic Analysis and Organizational Performance of NGOs.

Onyango (2014) sought to determine the strategic management practices adopted by KCB and also establish the challenges of strategic management faced by the bank. The study used interview guides to collect data. The target population of the study was the senior management at KCB who were directly involved in the strategic planning practices. The study established that senior management at KCB had different strategic management practices in their organization and that during the entirety of the strategic management process, a lot of time, man power and resources are needed across all levels. With regard to the challenges facing strategic management at KCB, the study established that such constraints include challenges in the organizational structure, negative impact of operational responsibilities as well as resource based and financial constraints. In addition, the bank faced political, economic and technological challenges. The study however notes that senior management kept finding ways and measures to mitigate these challenges if and when they occur. This study was conducted on KCB bank as opposed to an NGO therefore presenting a contextual gap.

Novikov (2018) noted that strategic analysis is required in the development of manufacturing enterprises. Such analysis considers the functioning of high-technology and manufacturing facilities. In addition, the constant changes in the field of strategic management. The study clearly outlined the different stages of strategic analysis. A standard model of conclusive strategic analysis was formulated. The model is beneficial to senior management, specialists in marketing as well as for the manager whose responsibility it is to develop an enterprise strategy. This study presents a contextual gap since the study was conducted on manufacturing enterprises as opposed to NGOs as is the case in this study.

Leonova et al., (2021) sought to establish the effect of strategic analysis on employee morale and encouragement and as a result, on business output in Spain. The study found that employees prefer working to achieve the goals and objectives of the organization. The manager's work involves teamwork, collaboration, communication, decision-making and inspiration. The demanding job environment and the professional capacity of supervisors has led to the reinvention of management. The study found that managers should maintain positive engagement with their employees through offering them help and encouragement in order to improve morale and enhance efficiency. The study adopted a quantitative and qualitative approach on a sample of 370 employees from retail companies. SPSS was used to analyze data and the findings showed that strategically analyzing compensation benefits, motivation as well as training and development directly and positively affects organizational performance. The study was conducted on retail companies in Spain as opposed to ADRA in Uganda and therefore presents a contextual gap.

Meena et al., (2019) investigated effect of strategic analysis on the Indian agri-food supply chain. The study identified various internal and external factors that are considered in strategic analysis. Based on the strengths and weaknesses of the Agri-food supply chain in India. The study used a questionnaire to collect data from experts and academics. The study used analytical hierarchy process to rank the strengths, weaknesses and opportunities that exist based on the strategic analysis. The findings show that the agriculture sector contributes to the growth of agriculture in India. The study identified that small hold farming was a weakness of the Indian agriculture system and recommended that it is addressed in order to stimulate overall growth in the sector. Given the study was conducted in India as opposed to Uganda, the study presents a contextual gap.

2.1.2 Strategic Choice and Organizational Performance of NGOs.

Nyambariga (2018) sought to determine the influence of strategic choice on the performance of humanitarian NGOs in Nairobi County. Primary data was collected through the use of questionnaires. Both descriptive and inferential analysis was conducted. Data analysis was conducted through the use of SPSS. 33 questionnaires were administered to high level management of humanitarian NGOs. The study found that all the strategic choices positively affected the [performance of humanitarian NGOs. The study concluded that there was a strong relationship between strategic choices of humanitarian NGOs and their performances. Consequently, the study recommends that the management of NGOs in Nairobi County should invest in the formulation and implementation of strategies like diversification and sub-contracting since they positively affect performance. In addition, the study recommends that other studies be conducted on NGOs outside Nairobi as they might give different results. Given the study was conducted in Nairobi and not in Uganda as was the case in the current study, then a contextual gap exists.

Njuguna (2021) sought to establish the effect of strategic choice in the performance of mission hospitals in Kenya's Kiambu County. The study was based on the open system's theory, contingency theory and the resource-based theory. The study adopted a descriptive research design

and targeted the four big mission hospitals in Kiambu (Africa Inland Church Kijabe Mission Hospital; Presbyterian Church of East Africa Kikuyu Hospital; Africa Inland Church Cure International Hospital and Nazareth Hospital). The study focused on 80 managers and employed a census since the target population was small. A semi-structured questionnaire was used to collect data and SPSS was used to conduct descriptive and inferential analysis on the collected data. Descriptive statistics involved the use of frequencies, percentages, mean, and standard deviation while inferential analysis used the multiple linear regression model. Regression results exposed that organizational structure, leadership, technology, and resource acquisition were highly significant to performance of mission hospitals in Kiambu, Kenya. The study found that strategic choice affected effective management and recommended that leadership development should be delegated to lower levels of management. This allows the mission hospitals to make the strategic choices at every level that best help them achieve their objectives. The study established that mission hospitals must inspire more training besides development of staffs to heighten knowledge and skills in order to endure performance.

Horner, Jayawarna, Giordano and Jones (2019) investigated the effectiveness of Strategic choice as an integrating framework. Empirical results concerning the effects of organizational support have highlighted the potential significance of strategic choices that university managers make in contributing to the effectiveness of tech transfer activity. The study used a strategic choice framework and collected data from 115 universities from the UK. The study highlights the crucial mediating role that strategic choice plays and suggest that aligning strategic choices made by the University management with the organizational infrastructure has an effect on the effectiveness of technology transfer. In addition, the study found that the mediation relationship between strategic alignment and the effectiveness of technology transfer is moderated by efforts of strategic planning. The universities that engaged in more efforts of strategic planning benefiting most from the alignment of strategic choices and supporting the infrastructure of the organization. The study was conducted in UK and as such it offers a contextual gap because the current study is conducted in Uganda.

2.1.3 Strategic implementation and organizational performance of NGOs.

Kombate, Emmanuel and Richard (2021) conducted a study to investigate the effect of implementation style and middle management on Strategic Management Implementation and organizational performance. The study collected data from 468 public managers in central government organizations in Togo. The results showed that public organizations that seek for strategic implementation of its programs result in a non-significant estimate of the mean and Standard Deviation. The study however found that organizations that adopted incremental implementation in their programs achieved statistically significant results. The study established that public sector organizations in developing countries are usually characterized by bureaucracy and a lack of reforms that lead to declines in performance. Given the study was conducted on Public government organizations as opposed to ADRA then it presents a contextual gap.

Okwemba and Njuguna (2021) conducted a study to examine whether and how strategy implementation can affect the performance of Chemelil Sugar Company. The study was based on the resource-based view theory. The study adopted a descriptive research design and targeted 60 department heads. Purposive sampling was used to select 60 key respondents who were issued with questionnaires. The collected data was analyzed using descriptive and inferential statistics and the results show that strategy implementation positively affected performance. The study established that resource allocation, stakeholder, communication and structure. Correlation analysis indicated that there was a strong and positive relationship between performance strategy

and strategy implementation. The study hence recommended that the improvement of strategy implementation through enhanced allocation, communication and structure could improve organizational performance. Given the fact that the study was conducted on a Sugar company as opposed to ADRA and therefore presents a contextual gap.

Abok, Waititu, Gakure & Ragui (2013) sought to establish the influence of culture on the implementation of strategic plans in Kenyan NGOs. The study focused on 258 NGOs in Kenya under the health, youth and microfinance sectors. The study used both qualitative and quantitative data. This data was collected using a questionnaire. The collected data was analyzed using descriptive statistics as well as content analysis using SPSS. The findings show that organizational culture has an effect on the implementation of strategic plans in Kenyan NGOs. The study recommended that organization culture should be promoted and encouraged so as to promote embracing strategic plans at all stages. The study offers a conceptual gap because it has culture as the independent variable.

Simon and Ronoh (2017) focused on strategy implementation and performance of NGOs. The study was important to NGOs, board of directors, donors and governments. The study adopted McKinsey 7s model research design and targeted 37 organizations and 349 managers. Stratified technique was used to categorize the management into different categories from which a sample size of 151 respondents was selected. Data was collected and analyzed using descriptive and inferential statistics with the help of SPSS. The analyzed data was presented through frequency distribution tables. The results of the study show that strategy operationalization through resource allocation and operating procedures affects the performance of NGOs to various degrees.

2.1.4 Strategic Evaluation and Control and Organizational Performance of NGOs.

Ayabei (2020) conducted a study to determine the strategic management practices that hotels in Kabarnet adopted and how they influenced performance. The study adopted a descriptive research design and targeted 11 hotels in the area. Junior and senior hotel staff were issued with questionnaire and the findings revealed that the hotels in the area had adopted practices of strategic management such as having a vision and mission, situational analysis, strategic analysis as well as institutional and operationalization of strategy. The study also found that practices such as formulation, implementation and strategic evaluation and control resulted in an improvement in the performance. The study recommended that hotel management should adopt the different forms of strategic management as a way of getting a competitive advantage. In addition, the study encourages governments to formulate the right policies that motivated and encourage hotels to adopt the right strategic management activities. Given, the study was conducted on hotels rather than NGOs then it presents a contextual gap.

Hieu and Nwachukwu (2019) examined strategy evaluation process and strategic performance of mobile telecommunication firms in Nigeria. The study provides new ideas on the effect of the strategy evaluation process on the performance of large firms in emerging markets like Nigeria. Quantitative methods were used to obtain data from employees of four mobile telecommunication companies in Nigeria. The findings of the study indicate that having a systematic approach to strategic evaluation has a positive and significant impact their performance. The study adds to the existing literature regarding the strategy evaluation process in mobile telecommunication industry particularly in emerging markets. The study recommends that firms should adopt a robust approach in the evaluation process. This enabled them to identify and make corrections when the existing strategic efforts could be improved. Given the study was conducted in Nigeria, it presents a contextual gap.

Odhiambo and Njuguna (2021) sought to examine how strategic management practices influence health NGOs' performance in Nairobi City, Kenya. The study was based on Ansoff's strategic success theory and the stakeholder theory. The positivism research philosophy was used together with a descriptive research design guiding the research. The target population of this study was 98 health NGOs in Nairobi. Stratified random sampling was used to select 131 employees. The study used descriptive and inferential statistics. The study found that there was a positive and significant correlation between strategy evaluation, strategic planning and the performance of health NGOs. The study concluded that strategy evaluation has a positive relationship with the performance of NGOs. The study recommended that NGOs should improve strategic management practices by enhancing collaboration of all stakeholders.

2.1.5 Organizational Performance for NGOs

Eremugo and Okoche (2021) conducted a study to examine the influence of strategic evaluation and monitoring on the performance of NGOs in Uganda with a focus on Global Aim Uganda. A cross sectional study design was employed on both qualitative and quantitative research designs. The study population was made of the staff at Global Aim Uganda, the partners and beneficiaries. Stratified random sampling was applied to arrive at 164 respondents, Interview guides and questionnaires were used to collect data. The study found that there is a positive and significant association between the performance of Global Aim Uganda and organizational structure. The study recommended that there is a need to strengthen monitoring and evaluation system components for NGOs. In addition, other researchers should focus on the capacity of monitoring and evaluation of the organization.

Jafari (2018) established the effect of development programmes of NGOs in Uganda. The study used a descriptive correlation design to assess the relationship between staff development and performance of NGOs. The study had a target population of 148 and a sample size of 108. The study used questionnaires to collect the data. The findings reveal that staff in NGOs should be trained and empowered to participate on strategic issues concerning the NGOs. The researcher concluded that; employees in the selected NGOs in Uganda are effectively trained, empowered and have a right to participate on issues concerning the Organization, the selected NGOs in Kampala district always perform their duties through implementing programmes effectively, acquiring quality outcomes and accomplishing of projects the way required by their funders, and lastly improvement in staff development programmes, also increases the performance of NGOs in Kampala district, Uganda, and therefore among all the aspects of staff development, training accounted for the biggest influence on performance of NGOs. The study investigated the effect of development programmes and therefore constitutes a conceptual gap.

Maina (2019) sought to investigate strategic management practices and the effect on the performance of NGOs in Kenya. The study used a descriptive research technique and had a target population of 36 NGOs in Siaya County. Stratified random sampling was used to select a sample size of 108. The study used questionnaires to collect data which was later analyzed using SPSS. The study found that there is a positive and significant relationship between strategic planning, governance, strategic planning, governance, staffing and the performance of NGOs in Kenya. This confirms that strategic management practices have an effect on the performance of NGOs. As a result, the study recommends that NGOs should involve all their stakeholders in decision making and should be proactive in investing in quality staff who can play their roles effectively in order to enhance organizational performance in the NGOs. The study presents a contextual gap since it was conducted on Kenyan NGOs.

2.2 Conceptual Framework

A conceptual framework is a model of presentation which shows the relationship of the variables independent and dependent graphically, or diagrammatically (Orodho, 2004).

Independent Variables

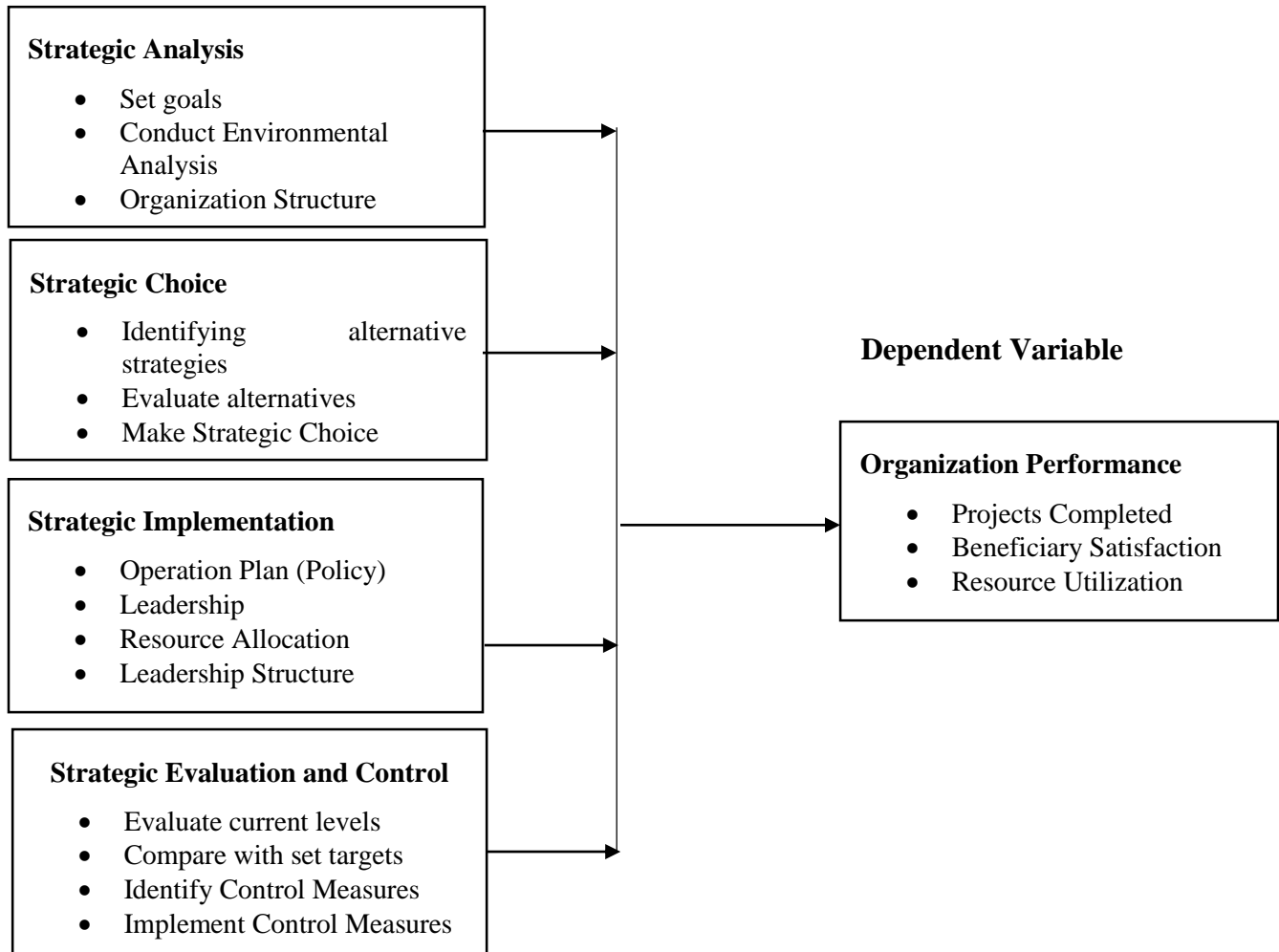


Figure 1: Conceptual Framework

3.0 Methodology

The study applied descriptive research design. The population of the study shall mainly be the Administrators, Project staff and Support staff of ADRA-Uganda. The target population is 19 Administrators, 56 Project staff, and 33 Support staff of ADRA-Uganda including male and females. This results in a total of 108 staff. Data was collected using structured questionnaires. The study used the Krejcie and Morgan table to obtain a sample size of 86 respondents from a population of 108. The study sought to collect quantitative data which was analyzed using SPSS. The quantitative data was analyzed using both descriptive and inferential statistics. The study used regression analysis to show the relationship between the study variables. Thus, the study employed multiple linear regressions in the multivariate analysis. Multiple linear regression analysis was done to establish the effect of strategic planning practices on organizational performance of

ADRA-Uganda. A statistical modeling process was initiated to choose the best model between the full and reduced model that explains the influence of the independent variables on the dependent variable.

4.0 Discussion and Findings

A total of 77 questionnaires were filled and returned and the results. This section presents the demographic information of the respondents in the study. The findings indicate a slightly higher participation of male respondents, accounting for 60% of the total, while females represent 40%.

4.1 Correlation Analysis

Spearman rank correlation analysis was used to measure the strength of the relationship between the independent and dependent variables in the study. The independent variables were strategic analysis, strategic choice, strategic implementation, and strategic evaluation. The dependent variable was organizational performance. The Spearman rank correlation matrix is presented in Table 1.

Table 1: Correlation Analysis

	Organizational Performance	Strategic Analysis	Strategic Choice	Strategic Implementation	Strategic Evaluation
Organizational Performance	1.000				
Strategic Analysis	.740** 0.000	1.000			
Strategic Choice	.662** 0.000	.602** 0.000	1.000		
Strategic Implementation	.775** 0.000	.640** 0.000	.588** 0.000	1.000	
Strategic Evaluation	.746** 0.000	.592** 0.000	.528** 0.000	.747** 0.000	1.000

The results revealed that Strategic Analysis ($r= 0.740$, $p=0.000$) is positively and significantly associated with the organizational performance of ADRA-Uganda. The results further indicated that Strategic Choice ($r= 0.662$, $p=0.000$) is also positively and significantly associated with the organizational performance of ADRA-Uganda. The results showed that Strategic Implementation ($r= 0.775$, $p=0.000$) is positively and significantly associated with the organizational performance of ADRA-Uganda. Lastly, the results showed that Strategic Evaluation ($r= 0.746$, $p=0.000$) is positively and significantly related to the organizational performance of ADRA-Uganda. This implies that an increase in strategic analysis, strategic choice, strategic implementation and strategic evaluation would lead to an improvement in the organizational performance of ADRA-Uganda.

4.2 Results of Regression Analysis

Regression analysis was conducted to establish the statistical significance of the relationship between strategic analysis, strategic choice, strategic implementation, and strategic evaluation on organizational performance of ADRA-Uganda. The results presented in Table 2 present the results of the regression model in explaining the study phenomena.

Table 2: Regression Model

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.868a	0.753	0.739	0.359261		
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.358	4	7.089	54.928	.000b
	Residual	9.293	72	0.129		
	Total	37.651	76			
Coefficients						
Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
		B	Beta			
1	(Constant)	-0.158	0.219		-0.72	0.474
	Strategic Analysis	0.275	0.078	0.293	3.522	0.001
	Strategic Choice	0.18	0.079	0.179	2.29	0.025
	Strategic Implementation	0.289	0.099	0.282	2.906	0.005
	Strategic Evaluation	0.256	0.087	0.268	2.949	0.004

The variables strategic analysis, strategic choice, strategic implementation, and strategic evaluation were found to be satisfactory variables in explaining the organizational performance of ADRA-Uganda. This is supported by the coefficient of determination, also known as the R square, of 0.753. This means that strategic analysis, strategic choice, strategic implementation, and strategic evaluation explain 75.3% of the variations in the dependent variable, which is the organizational performance of ADRA-Uganda. This result further means that the model applied to link the relationship of the variables was satisfactory.

The findings further confirm that the regression model is significant and supported by $F= 54.928$, $p<0.000$) since p-values was 0.000 which is less than 0.05. Regression of coefficient analysis was used to establish the statistical significance relationship between the independent variables notably strategic analysis, strategic choice, strategic implementation, strategic evaluation on the dependent variable that was the organizational performance of ADRA-Uganda. The constant of -0.158 showed that when strategic analysis, strategic choice, strategic implementation, strategic evaluation is held constant, the organizational performance of ADRA-Uganda would remain at -0.158 units.

The regression of coefficient results show that Strategic Analysis and the organizational performance of ADRA-Uganda is positively and significantly related ($\beta= 0.275$, $p=0.001$). The

results further indicated that Strategic Choice and the organizational performance of ADRA-Uganda is positively and significantly related ($\beta=0.18$, $p=0.025$). Strategic Implementation and the organizational performance of ADRA-Uganda was positively and significantly related ($\beta=0.289$, $p=0.005$). Lastly, results showed that Strategic Evaluation and the organizational performance of ADRA-Uganda is positively and significantly related ($\beta=0.256$, $p=0.004$).

5.0 Conclusions

The study concluded that strategic analysis was found to have a positive and significant association with organizational performance. The responses also showed that majority agreed that strategic analysis improved organizational performance in ADRA-Uganda. The study also concluded that strategic choice was found to be positively associated with organizational performance. The study suggests that making effective strategic choices is crucial for driving performance improvement. The responses also showed that majority agreed that strategic choice improved organizational performance in ADRA-Uganda. In addition, strategic implementation was found to significantly influence organizational performance. The effective implementation of strategic initiatives was associated with improved performance outcomes. The responses also showed that majority agreed that strategic implementation improved organizational performance in ADRA-Uganda. Moreover, strategic evaluation was found to be positively associated with organizational performance. Effective evaluation practices were found to contribute to improved performance outcomes. The responses also showed that majority agreed that strategic evaluation improved organizational performance in ADRA-Uganda. Therefore, the study's findings support the notion that strategic management practices, including analysis, choice, implementation, and evaluation, play a vital role in enhancing organizational performance.

6.0 Recommendations

The study made policy recommendations; policymakers should promote a culture of strategic analysis within NGOs by providing training and resources to enhance their analytical capabilities. This can include workshops, seminars, and access to relevant data and information sources. Policies should support NGOs in aligning their strategic choices with their mission, vision, and organizational objectives. This can be achieved through the provision of guidelines and frameworks that aid in decision-making and ensure coherence in strategic direction. Policymakers should invest in capacity-building initiatives to enhance the implementation capabilities of NGOs. This can involve training programs, knowledge sharing platforms, and mentorship opportunities to improve the effectiveness and efficiency of strategic initiatives. Policies should encourage NGOs to adopt systematic and rigorous strategic evaluation practices. This can be done by providing guidance on evaluation methodologies, establishing monitoring and evaluation frameworks, and promoting a culture of learning and continuous improvement.

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