

**STRATEGIC MANAGEMENT PRACTICES AND PERFORMANCE OF
NATIONAL GOVERNMENT AFFIRMATIVE ACTION FUND IN KIAMBU
COUNTY, KENYA**

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DECLARATION

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DEDICATION

I dedicate this study to my dear family for the support they have given me in the course of my studies. The sacrifice they have put to allow me space and time to go on cannot be ignored.

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OPERATIONAL DEFINITION OF TERMS

Affirmative Action Fund	It is money set aside by the government through the Public Management Act 2014 to support disadvantaged groups i.e. women, youth, and persons with disability to enhance equity.
Situation analysis	A review of the business internal and external factors.
Strategy formulation	The identification and use of the best courses of action by an enterprise to help it meet its objectives and goals
Strategy implementation	The use of business strategies and plans to help achieve predetermined goals
Strategy evaluation	Involves reviewing the effectiveness of a strategy in meeting the enterprise goal and taking corrective measures where necessary
Transformative financing	Strategic initiatives aimed to enhance the scale and scope of investments, to do away with existing financing incapacities that derail the achievement of gender equality
Organizational Performance	The achievement of laid down objectives quantified against laid down measures of speed, cost, accuracy, and completeness.

ABBREVIATIONS AND ACRONYMS

AAGs	Affirmative Action Groups
AASDF	Affirmative Action Social Development Fund
ANOVA	Analysis of Variance
FGDs	Focused Group Discussions
GOK	Government of Kenya
ICRW	International Center for Research on Women
ICT	Information Communication Technology
JLB	Joints Loans Board
KIBT	Kenya Institute of Business Training
KWFT	Kenya Women Finance Trust
MDG	Millennium Development Goal
MoGSCSS	Ministry of Gender, Sports, Culture & Social Services
MSMEs	Micro- Small and Medium Enterprises
NGAAF	National Government Affirmative Action Fund
PWDs	People with Disabilities
SHGs	Self-Help Groups
SIDA	Swedish International Development Authority
SMES	Small and Micro Enterprises
UG	Uganda
UN	United Nations
UNDP	United Nations Development Programme
WEF	Women Enterprise Fund
WGs	Women Groups

ABSTRACT

The performance of National Government Affirmative Action Fund has not been impressive. This is because there has been misuse of funds due to irregular direct procurements, unapproved expenditure, loss of funds through theft, unsupported project expenditure and funding of ineligible groups. The study's main goal was to look at the National Government Affirmative Action Fund's strategic management practices and performance in Kiambu County, Kenya. The specific goals were to determine the impact of situation analysis, strategy formulation, strategy implementation and strategy evaluation on performance National Government Affirmative Action Fund's results in Kiambu County. Agency theory, resource-based view theory, and resource dependency theory were used to base the research. A descriptive survey design was used in this research. The study's target population included 1,000 employees at National Government Affirmative Action. The number of people who took part in the study was limited to 353 respondents. The purposive sampling approach was used to pick the sample for this analysis. Semi-structured questionnaires aided in the data collection process. A pilot study was conducted to determine the validity and reliability of the research instrument. The drop and pick later method was adopted in data collection. Descriptive statistics such as standard deviation, frequencies, and mean were used to analyse quantitative data. Data analysis was aided by the Statistical Package for Social Sciences program. The study findings were presented using tabulations, graphical representations, and percentages. Inferential statistics like regression and correlation analysis helped determine whether the relationship between the variables was positive or negative, as well as how weak or solid it was. The multiple regression model was used in part of the statistics to see if there was a connection between strategic management practices and the performance of the National Government Affirmative Action Fund in Kiambu County, Kenya. According to the findings, the strategic management practices used by the National Government Affirmative Action Fund committee have a substantial impact on the success of the National Government Affirmative Action Fund. The most influential elements of strategy formulation are the fund's mission and vision, as well as a SWOT analysis that allowed for the exploitation of available opportunities, as well as an understanding of their strengths and external climate. Given the study's limitations and conclusions, the researcher suggests that sluggish areas be evaluated and corrective steps taken afterward. Management should take the lead in improving practical strategies to reach out to all potential customers, as well as engaging beneficiaries in the implementation of their plans within the county.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Regardless of the company's size, strategic management is critical. An organization efficiency is determined by the external environment and how it aligns its resources internally to capitalize on opportunities and mitigate vulnerabilities. Companies which have invested in strategic management strategies, such as ensuring a thorough formulation process and sticking to it, have been found to have a higher success rate than those which have not. In developing and/or developed nations, the Affirmative Action Funds are of great importance (Sabharwal, 2014). The main objective of the Affirmative Action Funds is to address affirmative injustices meted against the Affirmative Action Groups (AAGs) in the society. It also breaks down barriers and provides a level playing ground to ensure that the vulnerable and disadvantaged groups in the society are accorded equal opportunities to uplift themselves economically (Besley, 2016).

Globally, in United States (US) strategic management practices like strategy formulation has been adopted to ensure proper management of affirmative funds (Macdonald, 2015). However, Rubio (2001) notes that affirmative action in the US can be said to be the story of the struggle for self-determination, equality and justice and the decision on whether the African Americans had a right to enjoy chosen labour and better chances at life in the American soil. In Singapore, a well laid strategy implementation has been adopted in the management of affirmative funds. Malaysia has well-laid policies that ensure that the ethnic group-Malay in the country has preferential treatment when it comes to

employment in the public service and university admission. The Singaporean government provides opportunities and chances that allow for the success of those talented but it also ensures that it allows for peaceful co-existence of its diverse racial groups through policy making (Crosby et al., 2013).

South Africa is said to have made strides in the use of Affirmative action in the workplace, politics and education. These achievements have been attributed to strategy formulation and strategy implementation in the affirmative action funds. In Ghana, Affirmative Action is said to be the measures put up to ensure qualified persons from minority groups are accorded equal chances and are well-represented in all workforce. Affirmative action whether in education or the workforce has ensured that minority groups and the underprivileged are well represented and get equal opportunities (Nwachukwu, Chladkova & Fadeyi, 2018).

In the local scene, the Kenyan government has provided the Affirmative Funds Oversight Boards to ensure funds are used as planned that is strategic planning. The Oversight Boards are expected to help in the achievement of development goals and eliminate poverty at the grassroots level. Although many government-funded projects aim to alleviate poverty in Africa, little effort is taken to see the initiatives meet the laid down goals (Kenya Gazette Supplement No. 18 of 2012).

1.1.1 Strategic Management Practices

Strategic management practice involves defining the firm goals, policy formulation and planning on how to accomplish the set goals through allocation of the needed resources. Also, strategic management is a procedure used in the development, implementation and

evaluation of a strategy (Abdel-Aziz & Saed, 2014). Thompson, Strickland and Gamble (2013) defines strategic management practice as a process of evaluating the present and future setting, forming objectives, executing and regulating practices aimed at attaining goals. The practice is founded on an idea that a company ought to keep a constant eye on environment events and trends so as to make the needed adjustments timely.

Strategic management practices have been conceptualized by different researchers. Mwakai (2018) indicated that strategic management practices comprise strategic customer relationship management, strategic planning, strategic organizational analysis and strategic control. Mohammad and Wang (2018) indicated that strategic management practices comprise strategy formulation, strategy implementation, and strategy evaluation. Strategic management, according to Ujunwa and Modbe (2012), is the process of formulating, implementing, and evaluating a strategy. Simply put, strategic management is a combination of managerial decisions and actions that result in the design and implementation of a strategy to fulfil an organization's goals. Strategic management is defined by Thompson, Strickland, and Gamble (2013) as a process in which managers develop a firm's long-term direction, set performance goal, form strategies to attain the objectives and execute the developed action plans.

In this study strategic management practices were conceptualized as situational analysis, formulation, implementation and evaluation practices. The process of an organization identifying the appropriate action route to assist it in accomplishing its desired goals is referred to as formulation. Implementation describes the various workplace activities associated with the delivery of a strategic plan. On the other hand, evaluation refers to the

assessment activities that provide managers and executives with the most up-to-date performance information regarding programs and initiatives (Chilui, 2018).

1.1.2 Organizational Performance

Organizational performance is defined as a company's ability to meet both its market-based and financial objectives (Cheshire & Kombo, 2015). Organizational Performance refers to the analysis of an organization's performance against its objectives and goals. Or comparing the intended results vs the actual results (Ion & Criveanu, 2016). Organizational performance also refers to growth and survival of the firm. That is a firm may consider its performance to be effective if it is able to meet its prescribed goals and continue to improve (Knies, Jacobsen & Tummers, 2016). Additionally, Wheelen and Hunger (2010) refers to organizational performance as the achievement of the organization's ultimate goals as outlined in the key organizational plans.

Luo (2012) who conducted a meta-analysis of organizational performance suggested that it should be measured in economic and operational terms. The economic performance looks at financial and market outcomes which assess the profits, sales, return on investment for shareholders, and other financial metrics. The operational performance, on the other hand, focuses on the observable indices like customer satisfaction and loyalty, the firm's social capital, and competitive edge derived from capabilities and resources. Whereas Alder (2011) explained that organizational performance is a multidimensional construct that is operationalized by a variety of financial (sales, net asset value, and profit) and non-financial (number of employees, market share, and overall customer satisfaction) indicators. In addition, aspects such as overall satisfaction and the firm's

non-financial aims are critical in assessing performance. It is impossible to assess an organization's performance without taking into account both financial and operational factors (growth, cash flow, efficiency, profits and return on assets) and nonfinancial measures (customer satisfaction, service delivery).

In this study performance will be measured in terms of effectiveness, efficiency, customer empowerment and projects appraisal. Organizational performance always improves when management is at its best. Management plays a great role in setting teams' direction, the creation of strategies and effectively implementing them to achieve goals, efficient communication, alignment of goals across the organization, development of the employees, accountability, and best usage of resources.

1.1.3 National Government Affirmative Action Fund (NGAAF)

The Ministry of Public Service, Youth, and Gender Affairs oversees the National Government Affirmative Action Fund. Under Legal Notice No.24 of the Public Finance Management Act of 2012, this fund was created. The publication of the legal notice was made on 13 February 2015. The regulation was further amended in April 2016 and the fund's name changed to NGAAF. The key goal of this fund is empowering groups involved in affirmative action namely the elderly, children, the needy, youth, women, Persons with Disabilities (PWDs) among other vulnerable groups by ensuring that they access financial resources that can help them in the establishment of businesses and provision of the needed social and development services at the grass-root levels (GoK, 2015).

The government established the NGAAF to support the vulnerable groups in the country and also to support the promotion of the vulnerable groups' rights as noted in the Kenyan Constitution under the Bill of Rights section. Part of the notable provisions are found in Article 27 (6) which explains that the government should support by providing measures such as affirmative action programs and policies that help in supporting the disadvantaged and addressing past injustices suffered by such groups or individuals. However, it is acknowledged that the initiation of the Fund was accelerated by the intense lobbying by the caucus of 47 members in the 11th Parliament to have a kitty set aside under their patronage to implement socio-economic development projects within their jurisdictions. The establishment of the Fund also stemmed from the need for the social and economic transformation of affirmative action groups to bridge the poverty gap and bring them closer to accessing government resources, a gap that had not been adequately addressed by other government funds (GoK, 2015).

The National Affirmative Action Funds are based on the premise that the target group of beneficiaries is systematically or structurally excluded from mainstream development activities, resulting in unmet aspirations and inadequate recognition and compensation for their contributions to the development process. These are the youth, women, and people with disabilities, as well as other marginalized groups in the country or constituency. These funds are intended to enable institutional financing to benefit target groups or society as a means of tackling unemployment, instability, illiteracy, economic dependency, and other social challenges that disproportionately affect them. The ideas are founded on the assumption that measures aimed at growing micro, small, and medium businesses will have the

greatest influence on employment creation in these sectors. The idea behind this project was that these groups make up a large portion of our population. As a result, they are direct stakeholders in any economy's future and a significant engine of job creation and economic activity (Mapesa & Kibua, 2006). Thus, this study focused on Government Affirmative

Action Funds since such funds are of great importance to any nation; developing and developed.

1.2 Statement of Problem

The performance of NGAAF has not been impressive. This is because there has been misuse of funds due to irregular direct procurements, unapproved expenditure, loss of funds through theft, unsupported project expenditure and funding of ineligible groups (Auditor General Report, 2019). Other problems experienced by the Fund are; inadequate allocations on budgets and delay in the funds release, court petitions challenging the establishment of the Fund, inadequate physical infrastructure and equipment, inadequate knowledge on Fund Access Guidelines, weak monitoring, evaluation and reporting framework, lack of well-defined organizational structure and inadequate staffing and high turnover of trained field staff; (NGAAF strategic plan 2018/19-2022/23).

According to a study done by Mapesa and Kibua (2016) funds given for affirmative action are not well monitored, are not given to those expected to gain from them and are also challenged by lack of awareness for the groups, no community participation, poor access to financial resources and the interference of politicians among others. Only less

than 10% of eligible women have accessed the NGAAF according to the County Government of Kiambu (Nyagah, 2014).

Empirical studies include; Maina (2019) conducted a study on strategic management practices and the effect on the performance of non-governmental organizations in Kenya. Shaban (2021) researched on strategic management practices and performance of national government constituency development funded projects in Taveta Constituency, Kenya. Oronyo (2016) did a study on strategic management practices and performance of national irrigation board of Kenya. Daudi (2018) studied the effect of strategic management practices on performance of transport saccos in Nairobi County, Kenya. These studies were from different contexts. The current study aims to determine the effect of strategic management practices on performance of the National Government Affirmative Action Fund in Kiambu County, Kenya.

1.3 Objectives of the Study

The study was guided by the general and specific objectives.

1.3.1 General Objective

The general objective of the study was to determine the effect of strategic management practices on performance of the National Government Affirmative Action Fund in Kiambu County, Kenya

1.3.2 Specific Objectives

The objectives that acted as guide to this research include;

- i. To establish the effects of situation analysis on performance of National Government Affirmative Action Fund in Kiambu County, Kenya.
- ii. To determine the effect of strategy formulation on performance of National Government Affirmative Action Fund in Kiambu County, Kenya.
- iii. To assess the effect of strategy implementation on performance of National Government Affirmative Action Fund in Kiambu County, Kenya.
- iv. To assess the effect of strategy evaluation on performance of National Government Affirmative Action Fund in Kiambu County, Kenya.

1.4 Research Questions

The study sought to answer the following questions;

- i. What is the effect of situation analysis on performance of National Government Affirmative Action Fund in Kiambu County, Kenya?
- ii. What is the effect of strategy formulation on the performance of National Government Affirmative Action Fund in Kiambu County, Kenya?
- iii. What is the effect of strategy implementation on the performance of National Government Affirmative Action Fund in Kiambu County, Kenya?
- iv. What is the effect of strategy evaluation on the performance of National Government Affirmative Action Fund in Kiambu County, Kenya?

1.5 Significance of the Study

The results of this research would be beneficial to oversight boards and top management in the public sector to find solutions to challenges facing them. It would also help the

policy makers to better policies that improve the distribution of funds and also on the identification of the factors affecting affirmative action initiatives to improve competency in the sector.

The findings would benefit the county governments. It provides for the issues that impact affirmative action funds, how it's implemented which will result in new developments on how government-funded projects should be implemented, managed and run.

The researchers and academicians would also benefit from the study by gaining more understanding on strategic management practices. The study can also be used as a reference in future related studies.

1.6 Scope of the Study

The study aim was to determine the effect of strategic management practices on performance of NGAAF in Kiambu County, Kenya. The study was conducted in Kiambu County. Specifically, the study sought to determine the effect of situation analysis, strategy formulation, strategy implementation and strategy evaluation on performance of NGAAF. The study was conducted at NGAAF in Kiambu County. The study focused on employees at National Government Affirmative Action Funds.

The study used questionnaires for data collection. The study was done between January to June 2022.

1.7 Limitation of the Study

The study targeted employees at NGAAF who may had a busy work schedule. Hence, there was a challenges in creating time to participate in the study. This was mitigated by

seeking permission from the managers where the time for data collection was specified. This assisted in enhancing the response rate.

The respondents were afraid to provide honest information fearing that it may be used against them. This will be mitigated by providing an introduction letter and a consent form ensuring the respondents that the study is meant purely for academic purposes and the information provided will be kept confidential.

1.8 Organization of the Study

The chapter has covered the background information of the study, statement of the problem, objectives of the study, significance of the study, scope of the study and the limitation of the study. Chapter two covers the literature review. Chapter three covers the research methodology. Chapter four covers data analyses, findings and discussion. Chapter five covers summary of findings, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter summarizes and discusses knowledge from previous research on the influence of strategic management practices on performance of NGAAF. The chapter will cover the theoretical literature review, empirical literature review, summary of literature reviewed and conceptual framework.

2.2 Theoretical Literature Review

Kombo and Tromp (2006) explain that theoretical framework is made up of interrelated ideas that are derived from theories. The theoretical framework tries to explain the phenomenon under study using existing theories. This study was anchored on agency theory, resource-based view theory and resource dependency theory.

2.2.1 Agency theory

Agency theory was expounded by Alchian and Demsetz in 1972 and further developed by Jensen and Meckling in 1976. Agency theory is used to explain the important relationships between principals and their relative agent. The principal authorizes the other party (agent) to bring on board a particular task on behalf of them which results in agency relationships (Eisenhardt, 2009). Agency theory is a management approach in which an entity known as the agent works for another person and often attempts to achieve the principal's goals (Hendry 2014). The agent is expected to advance their

interests while also looking at the interests of their principal. There should be a balance between these two individuals' interests if the agent is to gain from the relationship and the principle organizational goals are to be met. The agent in this case is in charge of utilizing the firm's resources.

As noted by Laffort and Martimost (2016) the agency theory in strategic management is important as what the agent chooses to do does not only affect him but also the interests of many stakeholders or principles. The agent is vital in the process of strategic management. The firm is made up of numerous external and internal conflicts that provide a link between the firm and its employees, unions, customers, suppliers, shareholders among other stakeholders. According to the agency theory, there should be synergy between the firm and all its stakeholders if all these parties are to work towards achieving the firm goals. This theory is also often referred to as the central approach to managerial behaviour.

According to Ross (1987), agency theory has been termed in managerial studies as the theory used for structuring and managing firm contracts which make it part of the managing issues in strategic management. This is why it is essential to describe the behaviour of agents and principals especially in the management of contracts. This theory is often considered in the management of the firm and other strategic management theories are often left out. In a study written by Krueger & Casey, (2012) which looked into management by objectives and strategic management, the author provides that agency theory is used in all levels of strategic management. According to the author, it is used in corporate to operational strategy processes as in all these processes contracts are provided under the supervision of agents to meet the firm objectives. According to

management by objectives, the firm should come up with objectives in all levels of operations if it's to achieve its goals as noted by Henry (2006) he also notes that if these objectives are to be achieved then the managers-agents must work hand in hand with the firm employees.

In relation to the study, the managers at the top-management level in the firm should give clear and visible support to the process of strategic management. If this support from the agents at this level is lacking, then the achievement of the firm goals will be next to impossible. Strategic management can only be achieved if there is teamwork between the functional and corporate levels in the firm. The process success will be achieved if there are support and input from all the management levels. Once a strategy is approved the CEO is tasked with the implementation of the approved strategy in a way that gives the firm an advantage against its rivals. Thus, the agency theory of strategic management is superior to other strategy theories when it comes to the process of strategic management. The theory affirms that in every level of strategic formulation there is an agent responsible for representing the stakeholders in the different firm levels. If the firm is to attain its goals, it is important for there to be synergy and understanding between the agents and principle. Thus, the agency theory is particularly important for strategic management more so at the strategy formulation level and also on the other processes of strategic management if the firm is to meet its objectives.

2.2.2 Resource-Based View Theory

Xiao, T., Arikian, A.M. & Barney, J.B. (2018). Resource-Based View. In: Augier, M., Teece, D.J. (eds) *The Palgrave Encyclopedia of Strategic Management*. Palgrave Macmillan, London.

Foss, N. J. & Knudsen, T. (2013). The resource-based tangle: Towards a sustainable explanation of competitive advantage. *Managerial and Decision Economics*, 24, 291-307

This theory was proposed Barney (1991). According to the theory, competitive advantage is a function of the firm's resources and capabilities, according to the resource-based paradigm. Barney (1991) identified four resource traits that can help a company gain a competitive advantage: Value, scarcity, imperfect imitability, and non-substitutability are all factors to consider. The success of an organization is determined by the competitiveness of its local alliances or subsidiaries in the existing market. The local know-how provided by an alliance or a subsidiary can become an important source of competitiveness for a firm (Xiao, Arikian & Barney, 2018).

When considering the RBV use in strategic management, the theory has been used to explain the persistence in the differences among inter-firm performance. The theory explains that a firm has unique competencies and resources that are non-substitutable, inimitable, rare and valuable that it can use to achieve sustainable advantage. Resources in this case are tangible and intangible assets that the firm owns or controls. Capabilities are the ability to use and combine resources by use of the inherent routines used by the firm to achieve the firm goals (Foss & Knudsen, 2013).

From the theory, organizations should have "intellectual capital" which is the knowledge or knowledge capabilities possessed by an organization or a professional practice or an intellectual community. Social capital is said to be the total of available and potential resources found within the relationship network possessed by a social unit or person. Intellectual capital is accumulated knowledge that is found within a firm while social capital is found in the relationship between the firm and its networks. Further, innovation results from the creation of new knowledge which is due to relations between social capital and intellectual capital (Xiao, Arikian & Barney, 2018).

The RBV theory as used in this study shows the ways in which external and internal resources can impact a firm's competitiveness and the firm capabilities can help achieve innovativeness. Therefore, the organization requires unique external and internal resources that can impact the firm's competitiveness and firm capabilities that can help achieve innovativeness and enhance the firm performance. Hence, this theory helps in explaining determine the effect of strategic management practices on performance of the National Government Affirmative Action Fund in Kiambu County, Kenya.

2.2.3 Resource Dependence Theory

In 1978, Pfeffer and Salancik proposed the resource dependency theory. According to this theory, the maximization of the firm's strength is the key to its performance (Pfeffer 1981). RDT looks at the associations among firms in form of power relations that are based on the exchange of resources. The theory notes that firms that do not have resources will try to have relations with other players to get the resources they need. Firms often aim to minimize their reliance on other firms by reducing their own reliance

on others or increasing others' reliance on them. As a result, institutions are seen as collaborations that change their behaviours and patterns so as to obtain and retain the resources they need. To get external resources from the firm, the firm may attempt to minimize its dependence on other firms or by increasing other firms' dependency on them this is how the firm changes its power in relation to other firms (Jones, 2011).

RDT is in line with institutional and ecological theories of firms that look at organizations as structures of order subject to constant negotiation and reinterpretation and that interact with the existing environment and competing to achieve a set of different interests. As per the theory, firms rely on resources that originate from the firm's environment. The environment is made up of other firms and therefore the resources needed by the organization are in the hands of other firms. The resources are the sources of power which makes it legal for organizations to rely on one another as power and resource dependence are interrelated. For firms to operate effectively they depend on many factors such as raw material, capital, labour among others. The firms may be unable to come up with alternatives for these resources. Thus, firms need to adhere to the principles of criticality and scarcity. The critical resources are resources that the firm can't do without as they are critical for the functioning of the firm. The firm can use strategies such as vertical or horizontal integration or relating with many suppliers to get access to critical resources (Michael, 2013). Resource dependence is more than relating with external firms that give resources, distributes, compete and provide the organization. Executive decisions have a lot of weight compared to non-executive decisions but the latter has more effect on the firm operations.

Managers in a firm know that the success of the firm is tied to the availability of demand. When customer demand rises then customer careers are bound to excel. Therefore, firms are highly dependent on customers. In terms of firm revenue, it's easy to see customers are resources but the incentives in the firm result in managers viewing customers as an essential resource. The RDT theory and its impact on non-profit organizations have been studied in recent times. According to scholars the theory among other reasons has led to the commercialization of this sector. Since the government resources and grants used to provide social services have declined, there has been higher competition for contracts between the private and non-profit organizations which has result in the use of marketing techniques by the private firms to get resources to ensure they continue operating. According to scholars, marketization of the private sector will result in the provision of lower quality services by these organizations (Jones, 2011).

The theory explains that the resources in an organization need to be managed effectively. Poor management van result to misuses of funds. As a result, strategic tactics are used to help the company strengthen its place in an increasing and competitive climate. Hence, this theory helps in explaining determine the effect of strategic management practices on performance of the National Government Affirmative Action Fund in Kiambu County, Kenya.

2.3 Empirical Literature review

This section reviewed previous studies on strategic management practices and performance.

2.3.1 Situation analysis and performance

Babatunde and Adebisi (2012) conducted a study on how strategic environmental scanning impacted Nigerian firm's performance. The focus was on performance of Nestle Nigeria Plc and Cadbury Nigeria Plc. The researchers used a structured questionnaire to gather data and analysed and interpreted the data using regression and correlation analysis. According to the results, there was a significant association between the performance of the firm and strategic environmental scanning. The coefficient of determination (R^2) value was at 0.297 which noted that 30% of the change in firm's performance was caused by the change in strategic environmental scanning when the coefficient of determination (R^2) is at 0.301, it means that 30% variation in the productivity of the firm was due to changes in external environmental factors leading to the conclusion that the external environmental factors favourably impact organization performance. This study focus was on determining performance of manufacturing firms in Nigeria, hence, a contextual gap.

In Airtel Kenya, Karugu, Bett, and Nafula (2015) investigated the influence of situational analysis tools on strategy selection. The goal of the study was to determine the impact of situational analysis tools on strategic decision-making. Textbooks, journals, newspapers, MSP publications, and the internet were among the literary sources. The study's target population was Airtel Kenya's operations managers. It used a descriptive survey methodology and a purposive sample technique depending on the location of the company. The study employed questionnaires with both organized and unstructured questions. Data was analysed using SPSS, Microsoft Access, and Microsoft Excel to produce counts, means, and percentages. Situational analysis tools were discovered as a

result of the research. The strategies that Airtel Kenya, the study's MSP of choice, devised were influenced by SWOT analysis, PESTEL analysis, Porter's five forces, and the firm's resource-based view. This study dependent variable was strategy selection while in the current study dependent variable is performance.

Peace (2017) conducted research in Nigeria to investigate the impact of SWOT analysis on corporate performance. The study used a survey research design using a questionnaire as the primary instrument. Using the Statistical Program for Social Sciences (SPSS) version 20.0 software package, the questionnaire was analyzed and the study's hypotheses were tested using the Correlation coefficient. SWOT analysis has a major impact on the performance of business organizations in Nigeria, according to the study, and its implementation would enable a firm to seize opportunities while avoiding risks in the environment. This study focus on corporate firms in Nigeria, the current study focus is on NGAAF in Kenya.

In a study in a children's homes in Nairobi, Wanja (2017) conducted a study to establish the importance of mission statements, SWOT analyses, and leadership as instruments for optimal performance. With a census of 32 children's homes in the Nairobi area, the study used a descriptive research design. The information was then gathered using a pre-tested study questionnaire. After that, the data was received and analyzed using the R and SPSS statistical software programs, with descriptive, graphic, and inferential statistics produced to test the data. The findings of this study indicated that having a mission statement has a direct beneficial association with a children's home's success. The study's findings also revealed that having a SWOT Analysis in place in a business has a beneficial impact on

its performance. The members of the organization were well aware of their own skills and possibilities, which they exploited for better organizational outcomes. The study's findings also revealed that there was a direct link between an organization's leadership and its performance. Employees who were engaged and inspired by their leaders during the strategic planning process were more energized and productive in the workplace. This study context was performance of children's home while the current study focus was on NGAAF performance in Kiambu County.

2.3.2 Strategy formulation and performance

Strategic leadership in ensuring that strategy formulation runs smoothly and the strategies agreed on are competitive. The strategy formulation process includes strategy selection and the implementation of the strategies chosen to gain a competitive advantage (Hill, Jones & Schilling, 2014). Andrews *et al.* (2019) studied strategy formulation variables including strategy content, strategy process absence, logical instrumentalism and rational planning and their impact on the firm performance. According to the results, strategy formulation strategy absence and logical incremental unfavourably impacted on firm performance while defending and prospecting positively affected the firm performance. Leaders assist in the formulation of firm's mission and vision and also help come up with strategies that can help achieve the vision and mission (Azhar, Ikram, Rashid, & Saqib, 2012). Organizational leaders are charged with successfully moving the business forward by bringing the organization from the current situation to a novel and enhanced situation in relation to ability and efficiency.

In, Innoson Manufacturing Company Ltd Emene, Enugu, Emeka, Ejim, and Amaka (2015) investigated the impact of strategy creation on organizational performance.

Survey research was used. Using the Freund and Williams formula, a total sample size of 100 workers was derived from a total population of 185 workers. The questionnaire was the primary tool used. To address the study's questions, descriptive statistics were used. The study found that a well-thought-out and defined strategy coupled with proper structure boosts organizational productivity, and that behavioural and systematic opposition to strategic changes renders formulation useless. The study context was the manufacturing sector; the current study focus is on the public sector.

Maina, Munga and Njeru (2020) conducted a study to determine the influence of strategy formulation on performance of state corporations in Kenya. The objective of the study was to establish the influence of strategy formulation on performance of State Corporations in Kenya. Managers from 187 state corporations made up the target population. A total of 128 managers were chosen for the study. Questionnaires were used to collect primary data. In the early examination of the data, descriptive statistics were used. The findings demonstrated that top management makes choices in conjunction with employees and that authority and responsibility are delegated. In terms of mission and vision, it was discovered that my organization has a stated mission to achieve its goals, and that it also focuses on what matters most to the stakeholders. According to business resources, the company is a learning organization with a well-understood culture based on values. The essential parts of environmental scanning were ethic and tribal dispositions, cultural practices, and management's utilization of diverse sources of information to scan the environment, as well as the organization's annual budget allocation and population growth rate. This study focused on performance of state corporations while the current study focus is on NGAAF performance in Kiambu County.

Owichi (2018) investigated the impact of strategy formulation on the performance of Nairobi Securities Exchange-listed companies. The impact of strategic formulation on the performance of companies listed on the Nairobi Securities Exchange was investigated in this study (NSE). It was founded on a positivist research philosophy and an explanatory research approach. The target group consisted of 325 senior executives from NSE-listed companies. A systematic questionnaire was used to obtain data from the sample. After the data was collected, descriptive and inferential analysis were performed. Organizational performance was favourably and strongly connected with strategy formation, and there was a large mean difference between organizational performance and strategy formulation, according to the data. The development of strategy has a considerable impact on organizational success, according to simple linear regression. This study focused on performance of listed companies while the current study focus is on NGAAF performance in Kiambu County.

2.3.3 Strategy Implementation and Performance

An early study done on the association between strategy implementation and firm performance was conducted by Burt (2015). The research determined the effect of strategic planning on the successful acquisition of manufacturing companies. According to the outcomes of the study, organizations that made use of strategic planning had a better performance compared to the ones that didn't. Another study done in Indonesia on the association between the implementation of strategy and performance of manufacturing organizations indicated a significant connection between the studied variables (Ibrahim *et al.*, 2012).

Mailu, Ntale, and Ngui (2018) conducted research in Kenya's pharmaceutical business on strategy execution and organizational performance. The population target for this study was all 64 pharmaceutical enterprises in Nairobi, Kenya, and the research used a descriptive survey research design. Data was collected through a questionnaire, which was then analyzed using descriptive statistics. Tables and graphs were used to show the data for additional study and comparison. The impact of strategy adoption on organizational performance was estimated using multiple regressions. The study discovered that strategy execution has a considerable impact on organizational performance. The study discovered that the pharmaceutical industry's performance is influenced by organizational structure, organizational resources, and organizational culture. This study context was performance of pharmaceutical enterprises while the current study focus is on NGAAF performance in Kiambu Kenya.

Njagi and Kombo (2014) investigated the impact of strategy execution on commercial bank performance in Kenya. The goal of this study was to see how strategy execution affected commercial bank performance in Kenya. The research was conducted using a correlational research approach. Kenya's forty-three commercial banks were the target audience. A census survey was done due to the small number of commercial banks. To summarize the data, descriptive statistics such as percentages were used to analyze it. The findings show that strategy implementation and organizational performance have a reasonably strong association. This study adopted a correlation research design while the current study adopted a descriptive research design.

Hantiro and Maina (2020) conducted research to determine the Tana River County Government's strategy implementation and performance. The study purpose was to determine the impact of strategy implementation strategies on county government performance in Kenya. This study employed a descriptive survey research approach. The study's target population was Tana River County Government management workers. The proportionate stratified sampling approach was utilized in this investigation. Questionnaires were utilized to obtain information from all of the respondents. Regression analysis was performed. According to the findings, there is a positive and significant relationship between organizational structure, culture, resource allocation, communication, and organizational performance. However, the study on Tana River County, while the current study focus is on NGAAF performance in Kiambu Kenya.

2.3.4 Strategy Evaluation and Performance

Sylvia (2021) conducted a study to determine the effect of strategic evaluation and control on financial performance of small and medium enterprises in Juba, South Sudan. The research design used was the cross-sectional method. The target population of this study consisted of 4,951 registered companies as per the Ministry of Justice and Constitutional Affairs of the Republic of South Sudan, 2019. Data was collected using the structured questionnaires. Strategic evaluation practice had a statistically significant impact on the financial performance of SMEs in Juba. Effect of strategic evaluation on the financial performance of the SMEs in Juba, South Sudan reduces with increase in the strangeness of the government regulations imposed on the SMEs. This study adopted a correlation research design while the current study adopted a descriptive research design.

Hieu (2019) conducted a study to determine the strategy evaluation process and strategic performance nexus. The method of evaluating strategy and the strategic performance of mobile telecommunications corporations operating in Nigeria were investigated in this study. The study drew on theoretical concepts from the literature on strategic management to better understand how a firm's strategy evaluation process affects strategic performance. The research was carried out in a single industry, utilizing quantitative methods and a survey to collect data from of four mobile telecommunications multinational corporations (MNCs) operating in Nigeria. According to the findings, a mobile telecommunications company uses a systematic method to strategy review, which has a large and beneficial impact on their strategic performance. This study focus was on multinational firms in Nigeria, the current study focus is on performance of NGAAF in Kenya.

A study by Okwemba (2021) aimed to determine the effect of strategy evaluation on performance of Chemelil Sugar Company in Kisumu County, Kenya. The descriptive research design was deemed the most appropriate research design to be utilized in the study. Those targeted were 160 participants and the census method was used. Findings depicted that strategy evaluation and performance had a positive and significant relationship. This study focused on manufacturing, the current study will focus on NGAAF in Kiambu County.

Ibrahim(2015)investigatedtheimpactofstrategyreview on organizational performance using the Centre Star Company Limited. A descriptive research approach was used in this study. The participants in this study were all of Centre Star Company's 200 employees. The study found that strategy evaluation at CSC aids organizational

direction setting by ensuring organizational vision compliance, streamlining operations to particular objectives, correcting strategic directions, and establishing consistent tactics and purpose. Strategy evaluation assist in the inspiration and motivation of employees at CSC by allowing them to assess their performance; assisting employees in determining the nature of necessary adjustments; assisting employees in connecting their goals to those of the organization, good results inspire hard work and information inspires better work. This study focused on manufacturing, the current study will focus on NGAAF in Kiambu County.

2.4 Summary of Literature review and Research Gaps

This section covers a summary of the reviewed studies and the gaps identified are discussed. Further the focus of the current study is indicated.

Table 2.1: Summary of Literature review and Research Gaps

Author(S)	Focus of Study	Findings	Research Gap	Current study
Babatunde and Adebisi (2012)	Strategic environmental scanning impact on Nigerian firm's performance	There was a significant association between the performance of the firm and strategic environmental scanning	The study focused on one aspect of situation analysis in isolation to the others. This study will assess situation analysis on 3 variables	This study aims to determine the effect of situation analysis on performance of NGAAF
Karugu, Bett and Nafula (2015)	Effects of situational analysis tools on choice of strategy in Airtel Kenya	Situational analysis tools that is. SWOT analysis, PESTEL analysis, Porters five forces and the resource-based view of the firm impacted on the strategies that Airtel Kenya as the MSP of choice for the study made	This study dependent variable was strategy selection.	In the current study dependent variable is performance
Peace (2017)	The effect of SWOT analysis on performance of firms in Nigeria.	SWOT analysis has a significant effect on the performance of business organizations in Nigeria	This study focus on corporate firms in Nigeria.	This study aims to determine the effect of situation analysis on performance of NGAAF

Author(S)	Focus of Study	Findings	Research Gap	Current study
Wanja (2017)	The significance of mission statement, SWOT and analysis leadership as tools for effective performance in the case of children's homes in Nairobi.	There is a direct positive correlation between having a mission statement and the performance of a children's home	This study context was performance of children's home	This study aims to determine the effect of situation analysis on performance of NGAAF
Andrews <i>et al.</i> (2019)	Strategy formulation variables including strategy content, strategy process absence, logical instrumentalism and rational planning and their impact on the firm performance	Strategy formulation strategy absence and logical incremental unfavourably impacted on firm performance while defending and prospecting positively affected the firm performance.	The study failed to show how strategic formulation affects organizational performance.	The current study will determine the effect of strategy formulation on organizational performance.
Emeka, Ejim and Amaka (2015)	Effect of strategy formulation on organizational performance in Innoson manufacturing company Ltd Emene, Enugu.	Well-conceived and formulated strategy matched with appropriate structure increases productivity in the organization	This study was conducted in the manufacturing firms	The current study will focus was on performance NGAAF in Kenya.
Maina, Munga and Njeru (2020)	The influence of strategy formulation on performance of state corporations in Kenya.	Top management makes decisions in consultation with employees and there is delegation of authority and responsibility	This study was conducted in the state corporations while the current study will focus was on NGAAF in Kenya.	The current study will determine the effect of strategy formulation on organizational performance.
Owichi (2018)	Influence of strategy formulation on organizational performance of companies listed at Nairobi Securities	Organizational performance was positively and significantly correlated with strategy formulation	This study adopted an explanatory research design	The current study the current used the descriptive survey design

Author(S)	Focus of Study	Findings	Research Gap	Current study
	Exchange			
Mailu, Ntale and Ngui (2018)	Strategy implementation and organizational performance in the pharmaceutical industry in Kenya.	There is a significant influence of strategy implementation on organizational performance	This study was done in pharmaceutical industry in Kenya.	The current study focused on performance of NGAAF In Kiambu, Kenya.
Njagi and Kombo (2014)	Effect of strategy implementation on performance of commercial banks in Kenya.	There was a moderately strong relationship between strategy implementation and organizational performance	This study adopted a cross-sectional research design	The current study used purposive sampling method
Hantiro and Maina (2020)	Strategy implementation and performance of Tana River County Government, Kenya.	The study established that a positive and significant influence was established between organizational structure, organizational culture, resource allocation, communication and organizational performance.	The study used proportionate stratified sampling method	The current study used purposive sampling method
Sylvia (2021)	effect of strategic evaluation and control on financial performance of small and medium enterprises In Juba, South Sudan.	Strategic evaluation practice had a statistically significant impact on the financial performance of SMEs in Juba.	The research design used was the cross-sectional method.	The current study adopted a descriptive survey design.
Hieu (2019)	Strategy evaluation process and strategic performance nexus in Nigeria.	Mobile telecommunication firm adopts a systematic approach to strategy evaluation which has a significant and positive impact on their strategic performance	This study was focused on firms in Nigeria.	The current study focus was on NGAAF performance in Kenya
Okwemba	Effect of strategy	The study found a strong	The study conducted a	The current study used

Author(S)	Focus of Study	Findings	Research Gap	Current study
(2021)	evaluation on performance of Chemelil Sugar Company in Kisumu County, Kenya.	positive relationship exists between strategy evaluation and performance.	census in sampling.	purposive sampling
Ibrahim (2015)	Strategy evaluation on organizational performance: A Case of Centre Star Company Limited.	Strategy evaluation at CSC facilitates organizational direction setting at it ensures compliance to organizational vision	The study employed a descriptive research approach	The current study adopted a descriptive survey design.

Source: Researcher (2023)

2.5 Conceptual Framework

Kombo and Tromp (2013) note that a conceptual framework is made up of a set of ideas taken from different fields that are relevant to the study topic and used to come up with a diagrammatic representation. Mugenda and Mugenda (2013) notes that a conceptual framework is a model that represents the association existing between the variables being researched. Here is what this association looks like.

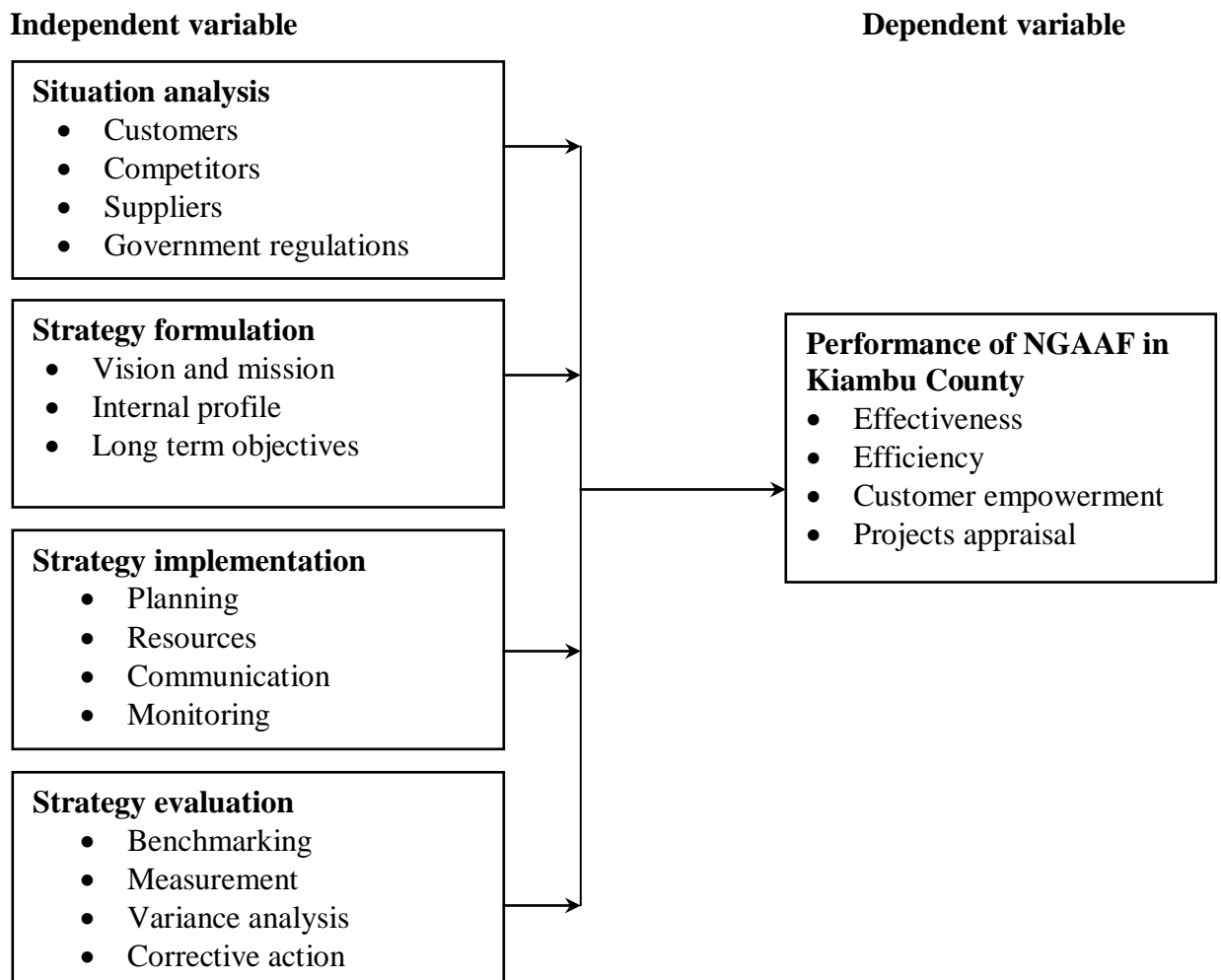


Figure 2.1: Conceptual Framework

Source: Researcher 2021

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section covered the research methodology. It discussed the research design, the population under target, the sample size and technique, data gathering tools, validity and reliability of the research tool, data gathering process and the data analysis and presentation.

3.2 Research Design

A descriptive survey design was chosen for this study. Orodho (2008) explains a research design as an outline used to provide answers for the problem being studied. The descriptive design of the research sought to provide data on the present status of the study phenomenon. It described what exists while considering the situations and variables under study. This design was deemed fit for this study as it involved an in-depth analysis of the association between the variables being studied. The data gathered using this design helped come up with recommendations that could help the stakeholders who are affected by this study and also came up with a model that could show the connection between the variables studied (Saunders *et al*, 2012).

3.3 Target Population

As Sekaran and Bougie (2013) notes, the target population is all the elements or persons that the research is interested in studying and generalizing their research results. This population is sometimes known as the theoretical population. The study targeted employees working NGAAF in Kiambu County. According to a report by the County

Government of Kiambu, there are 1000 employees working at the NGAAF in the County. Therefore, the target population for the study was 1000 employees from the top level, middle level and supervisory levels. The employees were selected because they are in the management level in the organization and hence they have an understanding on strategic management practices in their organization.

3.4 Sample Size and Sampling

Sampling is the technique or process used to select a part of the population that will take part in the research. It involves choosing some people who are part of the population such that these elements are a representation of the population under target. The researcher used the Yamane (1967) formula to come up with the sample size.

The formula is $n = N / (1+Ne^2)$ where n is sample size, N-populations size and e-error term

Hence, $n = 1000 / [1 + 1000(.05)^2] = 285$

The study sample size was 285 respondents.

The researcher obtained information from employees at the NGAAF at the Kiambu county offices. The researcher then contacted the target groups to ask them whether they were willing to take part in the study. The research used the purposive sampling method to choose the sample size. As Black (2010) notes this method of sampling uses non-probability method and the choosing of the sample is based on the researcher's judgment. The researcher has the belief that using their judgment can help them come up with a representative sample. This results in the saving of time and money.

3.5 Data Collection Instrument

The gathering of data was done with the help of a structured questionnaire. In structured questionnaire, the researcher asks predefined questions. Structured questionnaires ask closed questions where respondents can only choose preselected answers. The advantage of structured questionnaire is that it is less time consuming to create and analyse and it is cheap to collect the data using this method. The questionnaire was preferred since data can be collected from many people at once and at a limited time. This research tool also provided respondents with ample time to respond to the questions and it gave the respondent confidentiality as they weren't expected to provide any personal information. This also reduces bias. The data gathering tool was made up of six sections. The first section looked for the respondents' demographic data while the other sections inquired data on the study variables namely; situation analysis, strategy formulation, strategy implementation, strategy evaluation and performance of NGAAF in Kiambu County.

3.6 Validity and reliability of the study

Prior to the start of data collection, a pilot study was conducted. Piloting helps to pre-test and validate the questionnaires. The questionnaire was piloted to 35 respondents who were not part of the actual study. The respondents were obtained from 10% of the study sample. The pilot test was done in NGAAF in Nairobi County. According to Mugenda (2009), a pilot group of at least 10% of the population is appropriate. Piloting was done to determine the validity and reliability of the research instrument.

3.6.1 Validity of the Research Instrument

Validity determines the extent to which a tool measures the construct being investigated. If the data gathering tool is to be said to be valid, its contents must be relevant to cover the existing gap. The content validity method was adopted to determine the validity of the questionnaire. To determine the content validity the researcher sought the opinion of experts in this field of study. Their feedback helped make the modifications needed to the instrument.

3.6.2 Reliability of Research Instrument

Reliability determines the data gathering tool's consistency in giving the same results when used under similar circumstances multiple times. It determines the extent to which a tool gives consistent results after multiple trials. If the researcher uses the instrument multiple times and gets similar scores all the times, then the tool is said to be reliable (Mugenda & Mugenda, 2003). Reliability relates to the stability, dependability and consistency of a test. The test re-test method helped determine the instrument's reliability. This measure involves the use of the instrument twice to participants set apart for this purpose. The results were compared using the internal consistency measured Applying the Cronbach alpha. An alpha of above 0.7 shows that the instrument is reliable.

3.7 Data Collection Procedure

The researcher obtained an introduction letter from the university. The researcher self-administered to the respondents. The drop and pick later method was adopted in administering the questionnaire. The researcher was careful to ensure that all the

dropped research tools were collected and kept a list detailing the dropped questionnaires to ensure they were all returned. Data was collected in two weeks.

3.8 Data Analysis and Presentation

Descriptive statistics which include standard deviation, frequencies and mean helped in analysing quantitative data. The presentation was in the form of tabulations, graphs and percentages. The data from the open-ended queries was qualitative and was classified in themes in line with the objectives of the study and presented narratively. The qualitative data reinforced the results obtained from the quantitative data. The data from the data gathering tool after collection was double-checked and corrected for errors, coded before being analysed with the help of the Statistical Package for Social Sciences (SPSS).

The inferential statistics were used to ascertain the strength and direction of the association between the variables, the researcher used both regression and correlation methods. The correlational analysis was used to determine the strength of the relationship between the independent and dependent variables. The multiple linear regression models were used to deduce the association between strategic management practices and performance of NGAAF in Kiambu County, Kenya. The models used are as shown below;

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

Where;

Y = Performance of NGAAF in Kiambu County

β_0 = regression constant,

$\beta_1, - \beta_4 =$ Coefficients,

X_1 is Situation analysis

X_2 is Strategy formulation

X_3 is Strategy implementation

X_4 is Strategy evaluation

The established model's level of significance will be determined using ANOVA.

3.9 Ethical Consideration

The researcher sought permission from the Kenyatta University graduate school for data gathering and obtained a letter of authorization. The researcher also got a permit from NACOSTI for the gathering of data. The participants were treated with utmost respect and courtesy. The respondents were informed that participation in the study did not attract any compensation and the findings of the study were to be shared with them once the research is complete.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND INTERPRETATION

4.1 Introduction

The data interpretation, observations, introduction, and discussion are all presented in this chapter. The study's aim was to see how strategic management practices affected the success of the NGAAF in Kenya's Kiambu County. Situation analysis, strategy development, strategy execution, and strategy assessment are the parts of this chapter focused on the study variables. Demographic data, as well as the response rate, are also given.

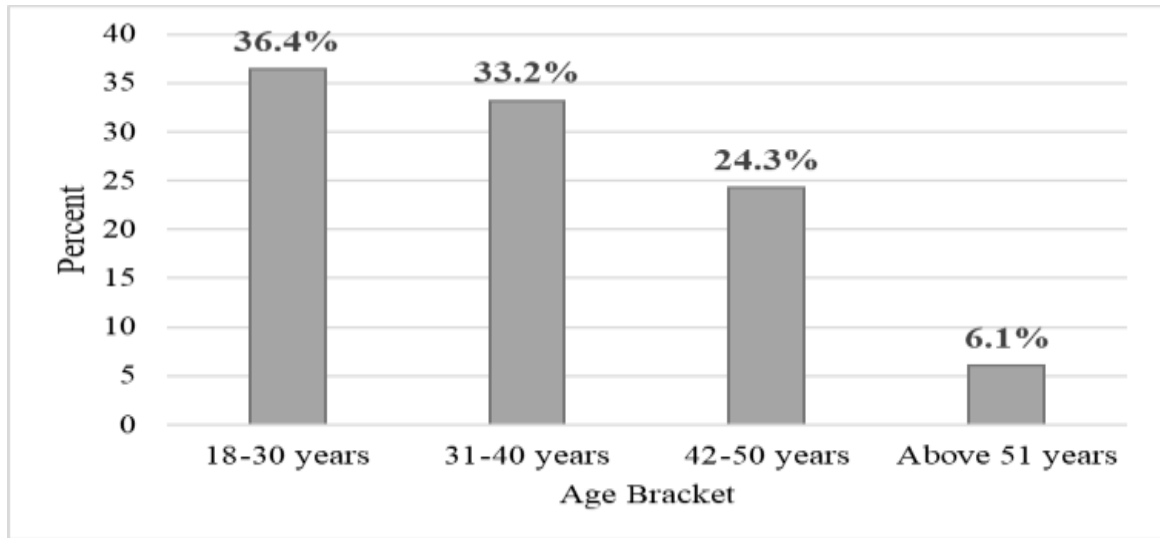
4.2 Response Rate

The current study targeted employees at the NGAAF in Kiambu County, Kenya. Out of the targeted 286 respondents, 280 questionnaires were adequately filled and returned making the overall response rate to be 97.1 percent. The response rate could be considered adequately unbiased given that Nulty (2008) recommends a response rate of at least 65%.

4.3 Demographic and General Information

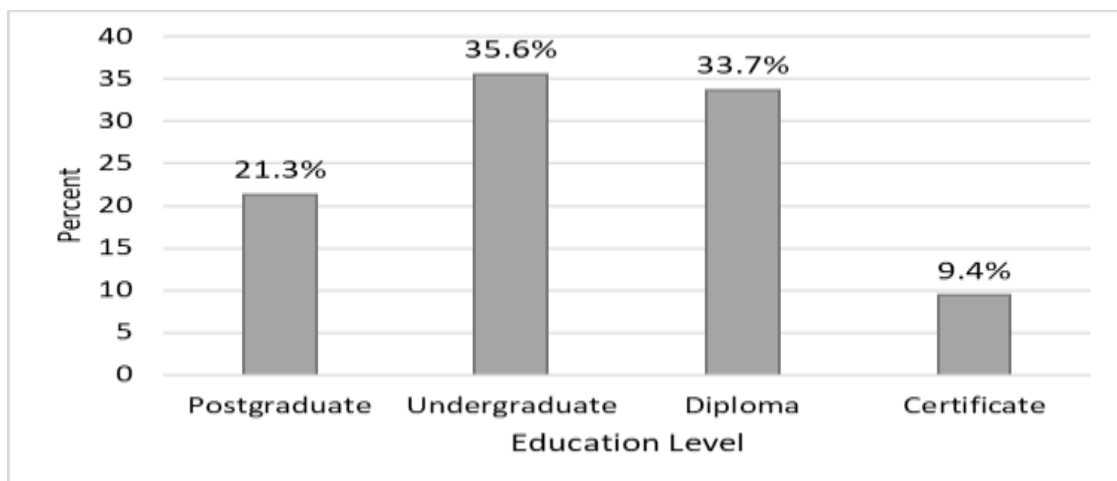
Demographic and general information was based on the distribution of respondents by age brackets (Figure 4.1) as well as their level of education (Figure 4.2).

Figure 4.1: Distribution of Respondents by Age Brackets



As shown in Figure 4.1, 36.4 percent of all the respondents were aged between 18 and 30 years followed by those between 31 and 40 years (33.2%), while 24.3 percent were at the age of between 41 and 50 years. Other respondents (6.1%) aged above 50 years. This infers that the majority of employees at NGAAF in Kiambu County are below 50 years of age.

Figure 4.2: Distribution of Respondents by Level of Education



As depicted by Figure 4.2, 35.6 percent of the respondents attained undergraduate education while 33.7 percent, 21.3 percent and 9.4 percent had attained diploma, postgraduate and certificate levels of education respectively. This is an indication that the majority of employees at National Government Affirmative Action Funds (NGAAF) in Kiambu County had attained undergraduate studies.

4.4 Descriptive Statistics

Mean and standard deviation were used. In the likert scale, if the mean is between 1 to 1.49, it is interpreted in relation to the one given a scale of 1 in the likert scale that is strongly disagree, if the mean is between 1.5 to 2.49, it is interpreted in relation to the one given a scale of 2 in the likert scale that is disagree, if the mean is between 2.5 to 3.49, it is interpreted in relation to the one given a scale of 3 in the likert scale that is moderate, if the mean is between 3.5 to 4.49, it is interpreted in relation to the one given a scale of 4 in the likert scale that is agree and if the mean is between 4.5 to 5, it is interpreted in relation to the one given a scale of 5 in the likert scale that is strongly agree.

Standard deviation is measure of variation, it shows variation in respondent opinion, if the standard deviation is greater than one it is a high standard deviation which means that respondent had differing

opinion, if the standard deviation is less than 1 it is a
low standard deviation an indication that respondent had similar opinion.

4.4.1 Situation Analysis

This section of the questionnaire sought to address the situation analysis and performance of NGAAF in Kiambu County, Kenya as presented in Table 4.2.

Table 4.1: Situation Analysis

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
a) We have all information about our customers	2.1	11.4	16.8	30.0	39.6	3.936	1.100
b) Situation analysis has helped us understand our competition	0.4	4.3	23.6	40.0	31.8	3.986	0.870
c) Situation analysis has enabled us to serve our suppliers	0.0	15.0	13.6	34.3	37.1	3.936	1.050
d) Through SWOT analysis we have been able to understand our strengths	2.9	9.6	28.6	40.7	18.2	3.618	0.982
e) Situational analysis has helped us to know policies by the government governing NGAAF	0.0	0.7	16.1	43.6	39.6	4.221	0.733
f) Through SWOT analysis we have been able to exploit the available opportunities	0.0	0.0	31.1	38.6	30.4	3.993	0.784
Average	0.9	6.8	21.6	37.9	32.8	3.948	0.920

As revealed in Table 4.2, situational analysis had helped the respondents to know policies by the government governing NGAAF ($m = 4.221$, $SD = 0.733$) while through SWOT analysis they have been able to exploit the opportunities that are available ($m = 3.993$, $SD = 0.784$) which is in line with Ghazali *et al* (2010), who looked at the internal and external factors impacting the strategic planning in Malaysian firms. The factor examined included threats, opportunities, weaknesses and strengths. The results indicated that the organization strengths were associated to the firm financial capabilities while the weaknesses had to do with how the firm was managed. The research also showed that the external factors that became opportunities included encouragement and support from the state while factors that were threats included the bureaucratic processes that a firm had to follow to get licensing and plan approval.

Additionally, situation analysis had helped the respondents know their competition ($m = 3.986$, $SD = 0.870$) since they have information regarding their customers ($m = 3.936$, $SD = 1.100$). Asika, (2001) was in agreement noting that firms that recognize that the environment is competitive take an initiative to know their customers and use such information to gain an advantage and to thrive in a dynamic environment. They use the information they gain about their customers to come up with products that satisfied the buyers leading to improved firm performance. According to global business theorists, the success of an organization is determined by the competitiveness of its local alliances or subsidiaries in the existing market (Luo, 2003). The local know-how provided by an alliance or a subsidiary can become an important source of competitiveness for a firm (Gupta et al., 2011). It enabled them to serve their suppliers ($m = 3.936$, $SD = 1.050$) while SWOT analysis had enabled them to understand their strengths ($m = 3.618$, $SD = 0.982$). On average, situation analysis ($m = 3.948$, $SD = 0.920$).

Alexander (2000), did a study on the political, technological, socio-cultural and economic business environment on which businesses competed and the effect it has on the performance and survival of the firm. The performance of the firm was quantified in terms of achievement of its goals, higher sales, improved efficiency and effectiveness. The study noted that there was the need for firms to pay more attention to their environment by doing periodical scanning. Another work that was related to this study done by Adeoye (2012) noted that environmental dynamics put more pressure on manufacturing company's performance. In response to these dynamics, some firms in this industry have come up with strategies meant to reform and reorganize ways to manufacture and distribute products to customers. Therefore, environmental factors

impact firm performance and are related to the profit goal of the firm and there is a need for better business strategies to deal with the dynamic environmental factors. Ogundele and Opeifa (2004) concluded that the external environmental factors help in the better analysis of a business's survival and growth allowing the management to come up with better strategies that ensure the business continues to survive in a dynamic environment.

4.4.2 Strategy Formulation

This section aimed at investigating strategy formulation and performance of NGAAF Kiambu County; Kenya as shown in Table 4.3.

Table 4.2: Strategy Formulation

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
a. We have a NGAAF vision and mission in our County	0.0	0.0	12.5	41.4	46.1	4.336	0.688
b. The NGAAF, we understand our external environment	0.0	0.4	31.1	34.3	34.3	4.025	0.817
c. The NGAAF has formulated policies for youth empowerment	0.0	0.0	17.1	46.4	36.4	4.193	0.706
d. The NGAAF has formulated policies for women empowerment to benefit from NGAAF.	5.0	4.6	8.9	37.5	43.9	4.107	1.074
e. The NGAAF has formulated policies for PWDs to benefit from NGAAF	2.5	0.0	27.5	28.9	41.1	4.061	0.952
f. NGAAF in Kiambu county has a framework for long term goals	0.0	0.4	15.7	52.9	31.1	4.146	0.679
g. NGAAF has functional strategies to reach out to all possible clients.	12.1	10.0	21.4	34.6	21.8	3.439	1.269
Average	2.8	2.2	19.2	39.4	36.4	4.044	0.884

Table 4.3 shows that the respondents agreed to have NGAAF vision and mission in their County ($m = 4.336$, $SD = 0.688$) and that the NGAAF had developed policies for youth empowerment ($m = 4.193$, $SD = 0.706$), empowerment of women ($m = 4.107$, $SD = 1.074$) and also persons with disabilities (PWDs) ($m = 4.061$, $SD = 0.952$) to benefit from NGAAF. According to Azhar *et al* (2012), leaders assist in the formulation of the firm's mission and vision and also help come up with strategies that can help achieve the vision and mission and according to Taylor *et al* (2008), organizational leaders are entrusted with effectively driving the company forward by transforming it from its existing state to a new and improved capacity and performance state.

The respondents also agreed that in Kiambu County, the NGAAF developed a framework for long-term goals ($m = 4.146$, $SD = 0.679$) and still have knowledge on their external environment ($m = 4.025$, $SD = 0.817$). Nonetheless, the NGAAF has functional plans to reach out to all potential clients, according to the respondents ($m = 3.439$, $SD = 1.269$). On average, strategy formulation had ($m = 4.044$, $SD = 0.884$). Andrews *et al*, (2009) argued that strategy formulation variables including strategy content, strategy process absence, logical instrumentalism and rational planning had their impact on the firm performance. According to the results, strategy formulation strategy absence and logical incremental unfavourably impacted on firm performance while defending and prospecting positively affected the firm performance. Therefore, these findings indicate that the NGAAF in Kiambu County considered strategy formulation as a vital action for a positive influence on the performance of the NGAAF.

4.4.3 Strategy Implementation

This section sought to address strategy implementations on the performance of NGAAF in Kiambu County, Kenya as presented in Table 4.4.

Table 4.3: Strategy Implementation

Statements	Strongly	Disagree	Disagree	Neutral	Agree	Strongly	Mean	Standard
	Disagree	Disagree	Neutral	Agree	Strongly	Agree	Mean	Deviation
a. NGAAF informs us of their plans from time to time	2.9	0.0	42.5	45.7	8.9	3.579	0.771	
b. The Fund has enough financial resources to roll out their plans	3.2	13.6	36.8	37.9	8.6	3.350	0.929	
c. NGAAF has enough human resource to implement the strategic plan	0.0	5.0	28.2	36.1	30.7	3.925	0.885	
d. There are proper communication channels between the recipient and the Fund.	0.0	3.9	24.6	35.7	35.7	4.032	0.872	
e. There are enough monitoring techniques applied by our NGAAF office	0.0	9.3	13.6	24.3	52.9	4.207	0.996	
f. The office involves us when implementing their plans within the county	7.1	16.8	21.4	36.1	18.6	3.421	1.175	
g. We feel involved in the implementation of strategy in our County	0.0	4.3	27.1	32.9	35.7	4.000	0.894	
Average	1.9	7.6	27.8	35.5	27.3	3.788	0.932	

As depicted by Table 4.4, the respondents strongly agreed that there are sufficient monitoring techniques available ($m = 4.207$, $SD = 0.996$), suitable avenues of communication between the beneficiary and the Fund ($m = 4.032$, $SD = 0.872$), and THEY also believe they are a part of the strategy implementation process in their county ($m = 4.000$, $SD = 0.894$). Ayuya (2010) conducted a case study on the impact of strategic planning on the University of Nairobi's (UoN) performance. According to the findings, strategy implementation had an impact on the university's performance. The

execution of strategies resulted in an overall improvement in a number of areas, including budgetary compliance, service delivery charter implementation, and research and technology innovation.

The respondents also indicated that the NGAAF has sufficient human resources to carry out its strategic objective ($m = 3.925$, $SD = 0.885$) and notifying them of their plans on a regular basis ($m = 3.579$, $SD = 0.771$). However, when it comes to implementing their ideas inside the county, the office works closely with them ($m = 3.421$, $SD = 1.175$). The respondents moderately refuted that the fund has sufficient funds to carry out their ambitions ($m = 3.350$, $SD = 0.929$). On average, strategy implementation ($m = 3.788$, $SD = 0.932$).

Firms especially those in the service industry need to think strategically to improve their competitiveness and survival in a dynamic environment, in recent years, many firms have taken this heed and have turned to strategic implementation to deal with the complexities and changes in the business environments. The new trend in the use of strategy implementation is aimed to help the firms effectively navigate the business environment and also to enhance the performance of the said firms. These, therefore, indicate that National Government Affirmative Action Funds (NGAAF) in Kiambu County deemed that Strategy implementation is fundamental to the performance of the Fund.

4.4.4 Strategy evaluation

This section aimed at discussing strategy evaluation on the performance of NGAAF in Kiambu County, Kenya as depicted in Table 4.5.

Table 4.4: Strategy evaluation

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
	a. The county office has developed benchmarks for performance measurement.	0.0	2.9	20.0	30.4	46.8	4.211
b. The county office has various ways with which it measures the success or failures of NGAAF	13.2	8.6	3.9	43.2	31.1	3.704	1.340
c. NGAAF's standing within the County is evaluated on a regular basis in reports	2.9	0.0	27.5	37.1	32.5	3.964	0.925
d. The office uses variance analysis to check on progress	0.0	0.0	27.5	52.9	19.6	3.921	0.682
e. Financial resources are easily accessible for evaluation	0.4	17.9	25.4	30.0	26.4	3.643	1.066
f. There is an effective committee to evaluate the success of the program	8.2	8.9	38.2	36.1	8.6	3.279	1.022
g. After evaluation corrective actions are instituted for slow areas.	0.0	34.6	17.5	21.4	26.4	3.396	1.209
Average	3.5	10.4	22.9	35.9	27.3	3.731	1.015

Table 4.5 depicts that the respondents agreed that benchmarks for performance measurement were developed by the county office ($m = 4.211$, $SD = 0.859$). According to Ivancic (2013), a successful assessment approach is critical since the primary goal of strategy evaluation is to assess if strategy implementation meets the firm's goals. According to Hunger and Wheelen (2011), the findings of plan assessment can be used to determine the next course of action whether the procedure reveals some flaws that impair the firm's ability to work towards its goal.

Companies must continually review their policies (King'ola, 2001; Tunji, 2013) such that corrective steps may be taken to address issues that obstruct the achievement of company

goals (David, 2011). Periodic reviews, according to Gonçalves (2009), make the business strategy stable and connected to the firm's competencies. Ineffective assessment, according to David (2001), will reduce performance or worsen problems for businesses. Whereas NGAAF's standing within the County is evaluated on a regular basis in reports ($m = 3.964$, $SD = 0.925$), the respondents agreed that to monitor progress, the county offices used variance analysis ($m = 3.921$, $SD = 0.682$). Additionally, the county office used a variety of methods to assess NGAAF's success or failure ($m = 3.704$, $SD = 1.340$) as for evaluation, financial resources are readily available ($m = 3.643$, $SD = 1.066$). Nonetheless, the respondents fairly agreed that after evaluation, corrective actions are instituted for slow areas ($m = 3.396$, $SD = 1.209$). Modestly, they also agreed that there is an effective committee to evaluate the success of the program ($m = 3.279$, $SD = 1.022$). On average, strategy evaluation ($m = 3.731$, $SD = 1.015$).

Abdul Najib Bin Abdul Majid et al. (2016) investigated the effects of strategic planning on SMEs' success in Malaysia, as well as the role of employee engagement, reward execution, policy assessment, and control in the strategic planning process. Their findings indicated that strategy assessment has an important and positive effect on the process strategic planning, and that the process strategic planning has a positive impact on the market of Malaysian SMEs. Maroa and Muturi (2015) investigated the relationship between strategic management and the success of Kenyan flower enterprises. The majority of floricultural firms assessed their strategy, and strategy assessment had a substantial effect on flower firm results. Kumar (2015) used correlation analysis to prove that the strategic planning component of strategy assessment

has an important and positive effect on firm results. The authors contend that strategy assessment is a systemic and objective mechanism that has an effect on the success of Nigerian mobile telecommunications companies. This implies that National Government Affirmative Action Funds (NGAAF) in Kiambu County affirmed that collectively, strategy evaluation favourably impacts the general performance of the NGAAF.

4.4.5 Performance of National Government Affirmative Action Funds (NGAAF)

This section addressed the performance of NGAAF in Kiambu County as presented in Table 4.6.

Table 4.5: Performance of NGAAF

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
a. NGAAF has become more effective in execution of its mandate	0.0	0.0	26.4	43.2	30.4	4.039	0.753
b. NGAAF has become more efficient in execution of its mandate	5.0	4.3	28.6	36.1	26.1	3.739	1.049
c. NGAAF has promoted PWDs, youths and women to be economically empowered	0.4	1.1	23.2	51.1	24.3	3.979	0.741
d. NGAAF is continually doing appraisals of its customers' projects	1.8	9.6	7.1	34.6	46.8	4.150	1.031
e. NGAAF has increased to customer base over time	0.0	12.5	27.5	28.9	31.1	3.786	1.020
f. NGAAF has made it easy for the target groups to access funds easily.	5.7	6.1	22.1	50.0	16.1	3.646	1.007
Average	2.1	5.6	22.5	40.7	29.1	3.890	0.933

As revealed in Table 4.6, the respondents agreed that the NGAAF was continually doing appraisals of their customers' projects (mean= 4.150, standard deviation = 1.031). NGAAF also had become more effective in the execution of its mandate (mean= 4.039,

standard deviation = 0.753) and had promoted PWDs, youths and women to be economically empowered (m = 3.979, SD = 0.741). They also agreed that NGAAF had increased their customer base over time (mean= 3.786, standard deviation = 1.020) as well as becoming more efficient in the execution of their mandate (mean= 3.739, standard deviation = 1.049). Additionally, NGAAF had made it easy for the target groups to access funds easily, (m = 3.646, SD = 1.007). On average, the performance of NGAAF (m = 3.890, SD = 0.933). The firm can use strategies such as vertical or horizontal integration or relating with many suppliers to get access to critical resources (Michael, 2013).

4.5 Inferential Statistics

This section covers the correlational and regression analysis. The correlational analysis was used to determine the strength of the relationship between the study variables. The multiple regression analysis was used to determine the relationship between the independent variable and dependent variable.

4.5.1 Correlation Analysis

As seen in Table 4.7, correlation was used to evaluate the linear relationship amid and of the variables. Pearson Product Correlation is a statistical method for determining the relationship between two the coefficients for these relationships were calculated using a 2-tail test with a 95% confidence margin.

Table 4.6: Correlation Analysis

		Situation Analysis	Strategy Formulation	Strategy Implementation	Strategy Evaluation	Performance of NGAAF
Situation Analysis	Pearson Correlation	1.00	-0.12	0.00	.298**	.172**
	Sig. (2-tailed)		0.05	0.95	0.00	0.00
	N	280	280	280	280	280
Strategy Formulation	Pearson Correlation	-0.12	1.00	0.05	.131*	.363**
	Sig. (2-tailed)	0.05		0.41	0.03	0.00
	N	280	280	280	280	280
Strategy Implementation	Pearson Correlation	0.00	0.05	1.00	-0.01	.412**
	Sig. (2-tailed)	0.95	0.41		0.87	0.00
	N	280	280	280	280	280
Strategy Evaluation	Pearson Correlation	.298**	.131*	-0.01	1.00	.546**
	Sig. (2-tailed)	0.00	0.03	0.87		0.00
	N	280	280	280	280	280
Performance of NGAAF	Pearson Correlation	.172**	.363**	.412**	.546**	1.00
	Sig. (2-tailed)	0.00	0.00	0.00	0.00	
	N	280	280	280	280	280

*. Correlation is significant at the 0.05 level (2-tailed).

From the findings, situation analysis had a weak positive correlation with performance of NGAAF as shown by ($r = 0.172$, $p = 0.00$), strategy formulation had a weak positive correlation with performance of NGAAF as shown by ($r = 0.363$, $p = 0.00$), strategy implementation had a weak positive correlation with performance of NGAAF as shown by ($r = 0.412$, $p = 0.00$), and strategy evaluation had a strong positive correlation with performance of NGAAF as shown by ($r = 0.546$, $p = 0.00$). The relationships between situation analysis, strategy formulation, strategy execution and strategy evaluation and performance of NGAAF was significant since the p-values were below the selected 0.05 significant level.

4.5.2 Coefficient of Determination

To evaluate the amount to which explanatory factors (predictors) explained any change in the predicted variable, the coefficient of determination (R^2) was utilized. That is the extent to which strategic management techniques can explain a one-unit variation in NGAAF performance.

Table 4.7: Coefficient of Determination

R	R Square	Adjusted R Square	Std. Error of the Estimate
.742a	0.55	0.54	0.19

a. Predictors: (Constant), Strategy Evaluation, Strategy Implementation, Strategy Formulation, Situation Analysis
b. Dependent Variable: Performance of NGAAF

Results in Table 4.8 show an R-Square of 0.55 with the standard error of estimate being 0.190. This implies that strategic management practices (through strategy evaluation, strategy implementation, strategy formulation, situation analysis) explain changes in organizational performance up to 55 percent. The remaining 45 percent is explained by other factors that are not envisaged in this study. Further, the coefficient R is 0.742, this implies that there a strong positive correlation between strategic management practices and performance of NGAAF.

4.5.3 Analysis of Variance

The analysis of variance (ANOVA) was used to evaluate the distribution of variable means, as well as the spread between variables and within data. The ANOVA was used to show whether the model is significant.

Table 4.8: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	12.66	4	3.17	84.03	.000a
Residual	10.36	275	0.04		
Total	23.02	279			

a. Predictors: (Constant), Strategy Evaluation, Strategy Implementation, Strategy Formulation, Situation Analysis
b. Dependent Variable: Performance of NGAAF

From Table 4.9, the F-calculated was $(4,1275) = 84.03$ at 2-tail test and 95% confidence level. The F-calculated is greater than F-critical (2.404). The findings also show that the p-Value = $0.000 < 0.05$. This implies that the model is significant in predicting strategic management practices and performance of NGAAF.

4.5.4 Regression Coefficients

Regression coefficient was used to show whether there is a significant relationship between the independent and dependent variables. The results were as depicted in Table 4.10

Table 4.9: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	-0.09	0.25		-0.37	0.71
Situation Analysis	0.05	0.04	0.06	1.31	0.04
Strategy Formulation	0.24	0.04	0.29	6.88	0.00
Strategy Implementation	0.34	0.03	0.40	9.94	0.00
Strategy Evaluation	0.41	0.04	0.50	11.52	0.00

a. Dependent Variable: Performance of NGAAF

The model can be summarized as follows:

$$Y = -0.09 + 0.05X_1 + 0.24X_2 + 0.34X_3 + 0.41X_4$$

From the equation, when all the predictors (that is situation analysis, strategy formulation, strategy implementation, and strategy evaluation) are held constant, the performance of NGAAF would remain at -0.09.

Situation analysis had a statistically significant relationship with performance of NGAAF as shown by ($p=0.04 < 0.05$). The relationship was also positive as shown by ($B = 0.05$). This implies that when situation analysis increases by 1 unit, the performance of NGAAF increases by 0.05 units.

Strategy formulation had a statistically significant relationship with performance of NGAAF as shown by ($p=0.00 < 0.05$). The relationship was also positive as shown by ($B = 0.24$). This implies that when strategy formulation increases by 1 unit, the performance of NGAAF increases by 0.24 units.

Strategy implementation had a statistically significant relationship with performance of NGAAF as shown by ($p=0.00 < 0.05$). The relationship was also positive as shown by ($B = 0.34$). This implies that when strategy implementation increases by 1 unit, the performance of NGAAF increases by 0.34 units.

Strategy evaluation had a statistically significant relationship with performance of NGAAF as shown by ($p=0.00 < 0.05$). The relationship was also positive as shown by ($B = 0.41$). This implies that when strategy evaluation increases by 1 unit, the performance of NGAAF increases by 0.41 units.

In summary, performance of NGAAF will vary because of the conditions under which strategic management practices are employed in a certain organization. As Johnson 2008

notes strategic management practices are adopted by a firm to attain both the vision and the mission of the firm and this applies to the NGAAF.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter contains a rundown of the observations, as well as conclusions and suggestions. The chapter also makes recommendations for further study.

5.2 Summary of Findings

This section is a summary of the findings from chapter four. The study objectives were to determine the effect of situation analysis, strategy formulation, strategy implementation and strategy evaluation on performance of NGAAF.

5.2.1 Situation Analysis

The study found that situational analysis has assisted in understanding government policies governing NGAAF and through SWOT analysis the available opportunities have been exploited. The study also found that the beneficiaries of NGAAF understand their competition as they have all the information about their customers. This has also enabled them to serve their suppliers and they are able to determine their strengths thanks to a SWOT analysis. The study also found that situation analysis had a strong and positive correlation with performance of NGAAF. Further, Situation analysis had a statistically significant relationship with performance of NGAAF.

5.2.2 Strategy Formulation

The study found that there is NGAAF vision and mission in their County and that using a SWOT analysis, they were able to discover their strengths, women empowerment and

also for the persons with disabilities (PWDs) to benefit from NGAAF. They also agreed that the NGAAF in Kiambu County had a framework for long-term goals and was still aware of their surroundings. Nonetheless, the NGAAF has functional plans to reach out to all potential clients, according to the respondents. The study also established that strategy formulation had a strong positive correlation with performance of NGAAF. Further, strategy formulation had a statistically significant relationship with performance of NGAAF.

5.2.3 Strategy Implementation

The study revealed that there are enough monitoring techniques, proper communication lines between the beneficiary and the Fund, as well as the feeling that they were active in the strategy implementation in their county. They also disclosed that the NGAAF has sufficient human resources to carry out the strategic plan's objectives. According to the findings, respondents were kept up to date on the Fund's plans on a regular basis. They did, however, agree that the officers consulted them while putting their plans into action in the county. They moderately disputed that the Fund have sufficient financial means to carry out its ambitions. The study also discovered that strategy execution was linked to NGAAF performance in a positive way. Furthermore, strategy implementation had a statistically significant link with NGAAF performance.

5.2.4 Strategy evaluation

The study found that the county office created performance benchmarks. While there are periodic reports that assess NGAAF's position in the county, the respondents also agreed that the county offices employed variance analysis to monitor the fund's progress.

Additionally, the county office had various ways with which it measured success or failures of NGAAF as financial resources are easily accessible for evaluation. Nonetheless, the respondents fairly agreed that after evaluation, corrective actions are instituted for slow areas. Modestly, they also agreed that there is an effective committee to evaluate the success of the program. Strategy evaluation favourably has an influence on the performance of NGAAF. The study also found that and strategy evaluation had a strong positive correlation with performance of NGAAF. Further, strategy evaluation had a statistically significant relationship with performance of NGAAF.

5.2.5 Performance of National Government Affirmative Action Funds (NGAAF)

The study established that the NGAAF was continually doing appraisals of their customers' projects, had become more effective in execution of its mandate and had promoted PWDs, youths and women to be economically empowered. They also agreed that NGAAF had increased their customer base over time as well as becoming more efficient in the execution of their mandate. Additionally, NGAAF had made it easy for the target groups to access funds easily. These findings collectively indicated that situation analysis, strategy formulation, strategy implementation, and strategy evaluation favourably influence the performance of NGAAF in Kiambu County.

5.3 Conclusions

The findings showed that through situation analysis the available opportunities have been exploited to enhance performance of NGAAF. Further, situation analysis had a statistically significant and positive relationship with performance of NGAAF. This

implies that when situation analysis increases by a unit, the performance of NGAAF would increase by a unit. The study concluded that situation analysis is positively related to performance of NGAAF.

The results indicated that strategies have been formulated to support the youth, women and persons with disability. Further, strategy formulation had a statistically significant and positive relationship with performance of NGAAF. Hence, when strategy formulation increases by a unit, the performance of NGAAF would increase by a unit.

The study concluded that strategy formulation is positively related to performance of NGAAF.

The findings indicated that strategy implementation is well planned by ensuring proper communication and having the needed human resources for the execution. Further, strategy implementation had a statistically significant and positive relationship with performance of NGAAF. Hence, when strategy implementation increases by a unit, the performance of NGAAF would increase by a unit. The study concluded that strategy implementation is positively related to performance of NGAAF.

The results showed that county offices employ variance analysis to monitor the fund's progress. Further, strategy evaluation had a statistically significant and positive relationship with performance of NGAAF. This implies that when strategy evaluation increases by a unit, the performance of NGAAF would increase by a unit. The study concluded that strategy evaluation is positively related to performance of NGAAF.

5.4 Recommendations

The study found that situation analysis is positively related to performance of NGAAF. The study recommends that NGAAF should regularly conduct situational analysis on customers, suppliers and competitors to determine the threat and opportunities that they have. These situational methods include SWOT analysis and PESTLE analysis. This will ensure that all internal and external factors are considered in strategy development.

The study found that strategy formulation is positively related to performance of NGAAF. The study recommends that NGAAF should involve all stakeholders in strategy formulation. These stakeholders include the beneficiaries and the community. This would ensure that the stakeholder's contribution is considered in strategy formulation.

The study found that strategy implementation is positively related to performance of NGAAF. The study recommends that NGAAF should have a well-set plan of implementation of strategy. This would ensure that the strategy implementation process is systematic. This will enhance performance of NGAAF.

The study found that strategy evaluation is positively related to performance of NGAAF. The study recommends that after evaluation, for slow areas, corrective action should be taken. Management should take the lead in improving functional strategies to reach out to all possible customers, as well as involving beneficiaries in the implementation of their goals within the county. Financial resources should also be increased in order to achieve the desired results and to keep their plans rolling smoothly.

5.5 Further Research

This study considered only four research indicators which were situation analysis, strategy formulation, strategy implementation and strategy evaluation. Given that other factors explain strategic management, a comprehensive study incorporating these other variables like strategic planning, directing, organizing and controlling and more conclusive findings should be carried out. Given that the current research was a case study of the National Government Affirmative Action Fund in Kiambu County, the researcher recommends a similar study to be carried out on a cross-sectional survey where other Funds under the national government and County governments and results be compared. This study should also be contextualized in counties and results compared to those of the NNGAAF in Kiambu County, Kenya.

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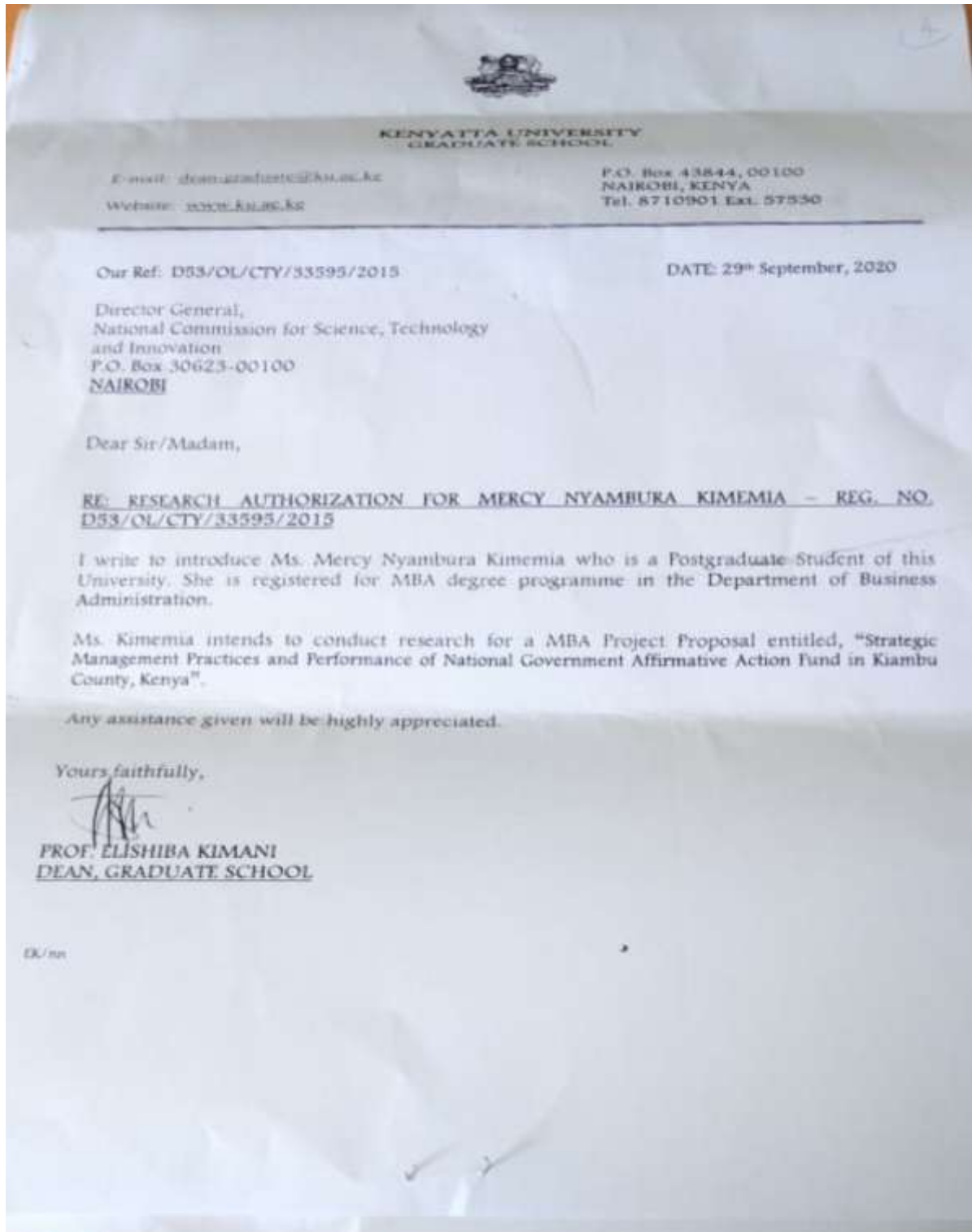
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APPENDICES

Appendix I: Research Authorization



Appendix II: Approval of Research Letter


**KENYATTA UNIVERSITY
GRADUATE SCHOOL**

E-mail: dean.gradschool@ku.ac.ke P.O. Box 43844, 00100
Website: www.ku.ac.ke NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Dean, Graduate School **DATE:** 29th September, 2020

TO: Mercy N. Kimemia **REF:** D53/ OL/CTY/33595/2015
C/o Business Administration Dept.

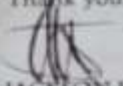
SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 11th September, 2020 approved your Research Project Proposal for the MBA Degree Entitled, "Strategic Management Practices and Performance of National Government Affirmative Action Fund in Kiambu County, Kenya".

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.


JACKSON LUVUSI
FOR: DEAN, GRADUATE SCHOOL

c.c. Chairman, Business Administration Department.

Supervisors:

1. Dr. Patricia Kung'u
C/o Department of Business Administration
Kenyatta University

JL/mn

Appendix III: Research Permit


REPUBLIC OF KENYA
National Commission for Science, Technology and Innovation


**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **898774** Date of Issue: **09/November/2020**

RESEARCH LICENSE




This is to Certify that Ms. Mercy Nyambura Kimemia of Kenyatta University, has been licensed to conduct research in Kiambu on the topic: STRATEGIC MANAGEMENT PRACTICES AND PERFORMANCE OF NATIONAL GOVERNMENT AFFIRMATIVE ACTION FUND IN KIAMBU COUNTY, KENYA for the period ending : 09/November/2021.

License No: **BAHAMAS ABS/P/20/7514**

Applicant Identification Number **898774**


Director General
**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION**

Verification QR Code



NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

Appendix IV: Introduction Letter

Mercy Nyambura Kimemia

P.O. Box 4614 – 00200,

NAIROBI.

RE: Request to fill in the Questionnaire

Dear Respondent,

I am a student at Kenyatta University, doing a study on the Strategic management practices and performance of the National Government Affirmative Action Fund in Kiambu County, Kenya. The study is a requirement to the achievement of the Master of Business Administration degree program at the Kenyatta University.

You have been chosen randomly to be part of this research. The filling of the questions in this research tool will take less than 20 minutes. Kindly be as objective and honest as possible in your answers. I will highly appreciate your participation in this study. I guarantee that the information you provide will be confidential and treated as such and only used for academic purposes.

This data is for academic reasons only and your name will not be included in the report.

Kindly take some time to answer the questions in the questionnaire attached.

Thank you.

Yours faithfully,

Mercy Nyambura Kimemia

Appendix V: Questionnaire

Kindly tick appropriately

Part A: Demographic Information

1. Kindly indicate your age

18-30 years ()

31-40 years ()

41-50 years ()

Above 51 years ()

2. What is your level of education?

Certificate ()

Diploma ()

Undergraduate ()

Postgraduate ()

Others

Part B: Situation analysis

3. Kindly provide your agreement level on the given statements on the situation analysis and performance of NGAAF in Kiambu County, Kenya. Scale 1- strongly disagree, 2-disagree, 3-moderate, 4- agree, 5-strongly agree

Statements	1	2	3	4	5
We have all information about our customers					
Situation analysis has helped us understand our competition					
Situation analysis has enabled us to serve our suppliers					

Through SWOT analysis we have been able to understand our strengths					
We were able to better comprehend government regulations governing NGAAF thanks to situational analysis					
Through SWOT analysis we have been able to exploit the available opportunities					

4. Indicate other effects of situational analysis on the performance of NGAAF in Kiambu County, Kenya.

.....

Part C: Strategy Formulation

5. Kindly provide your agreement level on the given statements on the Strategy formulation and performance of NGAAF Kiambu County, Kenya. Scale 1- strongly disagree, 2-disagree, 3-moderate, 4- agree, 5-strongly agree

Statements	1	2	3	4	5
We have a NGAAF vision and mission in our County					
The NGAAF, we understand our external environment					
The NGAAF has formulated policies for youth empowerment					
The NGAAF has formulated policies for women empowerment to benefit from NGAAF.					
The NGAAF has formulated policies for PWDs to benefit from NGAAF					
In Kiambu County, the NGAAF has a framework for long-term goals.					
NGAAF has developed practical ways for reaching out to all potential customers					

6. Indicate other effects of strategy formulation on the performance of NGAAF in Kiambu County, Kenya.

.....

Part D: Strategy Implementation

7. Kindly provide your agreement level on the given statements on strategy implementation on the performance of NGAAF in Kiambu County, Kenya. Scale 1- strongly disagree, 2-disagree, 3-moderate, 4- agree, 5-strongly agree

Statements	1	2	3	4	5
NGAAF informs us of their plans from time to time					
The Fund has enough financial resources to roll out their plans					
The NGAAF has sufficient human resources to carry out the strategic plan					
Between the receiver and the Fund, adequate communication channels exist.					
Our NGAAF office employs a sufficient number of monitoring techniques					
The office involves us when implementing their plans within the county					
We have a sense of being a part of the strategy implementation in our county.					

8. Indicate other effects of strategy implementation on the performance of NGAAF in Kiambu County, Kenya.

.....

Part E: Strategy evaluation

9. Kindly provide your agreement level on the given statements on strategy evaluation on the performance of NGAAF in Kiambu County, Kenya. Scale 1- strongly disagree, 2-disagree, 3-moderate, 4- agree, 5-strongly agree.

10.

Statements	1	2	3	4	5
The county office has developed benchmarks for performance measurement.					
The county office has various ways with which it measures success or failures of NGAAF					
NGAAF's standing within the County is evaluated on a regular basis in reports					
The office uses variance analysis to check on progress					
Financial resources are easily accessible for evaluation					
There is an effective committee to evaluate the success of the program					
After evaluation corrective actions are instituted for slow areas.					

11. Indicate other effects of evaluation strategy on the performance of NGAAF in Kiambu County, Kenya.

.....

Part F: Performance of NGAAF

12. Kindly provide your agreement level on the given statements on the performance of NGAAF in Kiambu County. Scale 1- strongly disagree, 2-disagree, 3-moderate, 4- agree, 5-strongly agree

	1	2	3	4	5
NGAAF has become more effective in execution of its mandate					
NGAAF has become more efficient in execution of its mandate					
NGAAF has promoted PWDs,youths and women to be economically empowered					
NGAAF is continually doing appraisals of its customers' projects					
NGAAF has increased to customer base over time					
NGAAF has made it easy for the target groups to access funds easily.					

THANK YOU FOR YOUR COOPERATION