

**STRATEGIC PLANNING AND SERVICE DELIVERY IN NON-GOVERNMENT
ORGANISATIONS IN UGANDA:
A CASE STUDY OF CHESHIRE SERVICES UGANDA**

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DECLARATION

I, Eve Jacqueline Mirembe declare that this dissertation is my original work and has not been submitted to any university or institution of higher learning for any award.

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APPROVAL

This work has been done under our supervision and has met the research requirements of Kyambogo University and is now ready for submission with our approval.

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DEDICATION

I dedicate this dissertation to my Husband, my lovely daughters for their support, encouragement and tolerance amid the whole time of my study and their continued prayers towards fruitful completion of my course.

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TABLE OF CONTENTS

DECLARATION.....	i
APPROVAL	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
TABLE OF CONTENTS	v
LIST OF TABLES	x
LIST OF FIGURES	xii
LIST OF ACRONYMS	xiii
ABSTRACT.....	xiv
 CHAPTER ONE	 1
INTRODUCTION.....	1
1.0 Introduction.....	1
1.1 Background to the study	1
1.1.1 Historical background.....	2
1.1.2 Theoretical background	4
1.1.3 Conceptual background	7
1.1.4 Contextual background	10
1.2 Statement of the problem.....	13
1.3 Justification for the study.....	14
1.4 Purpose of this study	15
1.5 Research objectives.....	15
1.6 Research hypotheses	16

1.7 Scope of the study	16
1.7.1 Subject scope	16
1.7.2 Geographical scope	16
1.7.3 Time scope	17
1.8 Significance of the study	17
1.9 Proposed conceptual framework	18
CHAPTER TWO	20
LITERATURE REVIEW	20
2.1 Introduction	20
2.2 Strategic planning	20
2.3 Theoretical reviews	21
2.4 Strategic planning and NGOs	24
2.5 Strategic planning approaches and service delivery	25
2.6 Strategic planning process and service delivery	27
2.7 Strategic planning practice and service delivery	29
2.8 Strategic plan and service delivery	31
2.9 Empirical studies on Strategic planning and service delivery	32
2.10 Conclusion and Gap	35
CHAPTER THREE	37
METHODOLOGY	37
3.1 Introduction	37
3.2 Research design	37
3.3 Study population	37

3.4 Sample size and technique	38
3.5 Sources of data	39
3.6 Data collection methods.....	39
3.6.1 Self-administered questionnaire.....	40
3.6.2 Interviews.....	40
3.7 Data collection instruments.....	40
3.7.1 Questionnaire	40
3.7.2 Interview guide	41
3.8 Quality control	42
3.8.1 Reliability of the instruments.....	42
3.8.2 Validity of the study instruments.....	43
3.9 Data Analysis	44
3.10 Measurement of variables	45
3.9.2 Independent variable.....	45
3.10.1 Dependent variable	45
3.11 Ethical consideration.....	45
CHAPTER FOUR.....	46
PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS	46
4.1 Introduction.....	46
4.2 Response rate	46
4.3 Findings on the demographic characteristics of respondents	47
4.3.1 Gender distribution in the study.....	47
4.3.2 Age distribution in the study.....	48

4.3.3 Distribution of education in the study.....	48
4.3.4 Distribution of respondents by period worked with Cheshire Services Uganda (CSU) as an employee or Board Member	49
4.3.5 Distribution of respondents by organizational level	50
4.4 Understanding of the concept of strategic planning	51
4.5 Extent to which CSU formulates and implements strategic plans	52
4.6 Analysis on the specific objectives of the study and study hypotheses.....	53
4.6.1 Strategic planning approaches and service delivery of Cheshire Services Uganda.....	53
4.6.1.1 Descriptive findings on Strategic planning approaches of Cheshire Services Uganda	53
4.6.1.2 Effect of strategic planning approaches on service delivery of Cheshire Services Uganda	55
4.6.2 Strategic planning process and service delivery of Cheshire Services Uganda.....	57
4.6.2.1 Descriptive findings on Strategic planning process of Cheshire Services Uganda	57
4.6.2.2 Effect of strategic planning process on service delivery of Cheshire Services Uganda...	60
4.6.3 Strategic planning practice and service delivery of Cheshire Services Uganda.....	61
4.6.3.1 Descriptive findings on Strategic planning practice of Cheshire Services Uganda.....	61
4.6.3.2 Effect of strategic planning practice on service delivery of Cheshire Services Uganda ..	63
4.6.4 Correlation analysis between strategic planning and service delivery	65
4.6.5 Strategic plan and service delivery of Cheshire Services Uganda.....	67
4.6.5.1 Descriptive findings on Strategic plan of Cheshire Services Uganda	67
4.6.5.2 Effect of strategic plan on service delivery of Cheshire Services Uganda	70
4.7 Extent to which the status of strategic planning at CSU has yielded effective strategic plans, which have improved service delivery	71

CHAPTER FIVE	73
SUMMARY AND DISCUSSION OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS.....	73
5.1 Introduction.....	73
5.2 Summary of the findings.....	73
5.3 Discussion of the findings.....	74
5.3.1 Response rate and demographics	74
5.3.2 To analyze the effect of strategic planning approaches on service delivery of Cheshire Services Uganda.....	74
5.3.3 To examine the strategic planning process and its influence on service delivery of Cheshire Services Uganda,.....	75
5.3.4 To examine how the strategic planning practice at Cheshire Services Uganda impacts its service delivery	76
5.3.5 To assess the effect of a strategic plan on service delivery at Cheshire Services Uganda ..	77
5.4 Conclusion	77
5.5 Recommendation	78
5.6 Areas of future research	79
REFERENCE.....	80
APPENDICES	96
APPENDIX 1: SURVEY QUESTIONNAIRE.....	96
APPENDIX 2: INTERVIEW GUIDE.....	104

LIST OF TABLES

Table 3. 1: Target population and sample by sections.....	39
Table 3. 2: Reliability statistics.....	43
Table 4. 1: Response rate	46
Table 4. 2: Gender of respondents	47
Table 4. 3: Age group of respondents in the study	48
Table 4. 4: Education level of respondents in the study	49
Table 4. 5: Period respondents worked with CSU as an employee or Board Member.....	50
Table 4. 6: Organizational level of the respondents	51
Table 4. 7: Respondents' understanding of the concept of strategic planning	51
Table 4. 8: Extent to which CSU formulates and implements strategic plans.....	52
Table 4. 9: Descriptive findings on Strategic planning approaches of CSU	54
Table 4. 10: Regression analysis on the effect of strategic planning approaches on service delivery of Cheshire Services Uganda.....	56
Table 4. 11: Descriptive findings on Strategic planning process of CSU	58
Table 4. 12: Regression analysis on the effect of strategic planning process on service delivery of Cheshire Services Uganda	60
Table 4. 13: Descriptive findings on Strategic planning practice of Cheshire Services Uganda .	62
Table 4. 14: Regression findings on the effect of strategic planning practice on service delivery of Cheshire Services Uganda	64
Table 4. 15: Correlation analysis between strategic planning approaches, strategic planning process, strategic planning practice, and service delivery of CSU.	66
Table 4. 16: Descriptive findings on Strategic plan of Cheshire Services Uganda	68

Table 4. 17: Regression findings on the effect of strategic plan on service delivery of Cheshire Services Uganda.....	70
Table 4. 18: Findings on the extent to which the status of strategic planning at CSU has yielded effective strategic plans, which have improved service delivery	72

LIST OF FIGURES

Figure 1. 1: Conceptual framework	18
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LIST OF ACRONYMS

CSU	Cheshire Services Uganda
KCH	Katalemwa Cheshire Home
KyU	Kyambogo
UNICEF	United Nations International Children's Emergency Fund
NGO	Non-Government Organizations
SPSS	Statistical Package for Social Sciences

ABSTRACT

NGOs in Uganda are a key stakeholder in the socioeconomic development process but unfortunately, they are operating with highly challenging dynamic environmental forces that are threatening their survival. However, through strategic planning, NGOs like CSU can appropriately respond with action plans developed to address these issues so as to improve service delivery and performance, which is the focus of this study. Therefore, this study set out to analyze how strategic planning affects service delivery of Cheshire Services Uganda (CSU). The study adopted a descriptive research design on a target population of 110 employees and Board members of both Cheshire Services Uganda head office and Katalemwa Cheshire Home out of which a sample of 86 was drawn using Stratified random sampling technique. Data was collected using a questionnaire and supplemented with interviews. Data analysis was done using descriptive and inferential statistics with the help of Statistical Package for Social Sciences (SPSS) to support in addressing the study objectives that sought to examine the effects of the variables; approach, process, and practice of strategic planning and dependent variable service delivery by CSU. The study findings under the regression models showed that there are significant effects of the set of 3 independent variables on dependent variable of service delivery at 5% level ($P=0.003$). Thus, the study concluded by rejecting the study stated hypothesis since all the tested independent variables were found to have a significant effect on service delivery. Therefore, recommendations given for this study are aimed at ensuring CSU emphasize strategic planning so that service delivery improves. CSU is recommended to embrace strategic planning for improved service delivery.

Key terms: Strategic planning approaches, strategic planning process, strategic planning practices and service delivery

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter features the study background and statement of the problem that is a summary of the background in a precise form. It also features the general and specific objectives of the study, research question, hypotheses, scope of the study, significance, and rationale or justification and operational definition of terms and concepts

1.1 Background to the study

Global experience shows, that successful companies have clearly formulated their strategic choices so they reach set goals systematically. In this way, they get desired results because managers and entire staffs pay attention to strategy formulation and its implementation. Accordingly, strategic planning is a process by which we can envision the future and develop the necessary procedures and operations to influence and achieve that future or a tool for finding the best future for the organization and the best path (strategy) to reach that destination through strategy implementation which is the realization of strategy and what the organization does (Obeidat, Al-Hadidi, & Tarhini, 2017; Elbanna, Thanos & Colak, 2014). Therefore, the public and private sectors, and now the NGO world like Cheshire Services Uganda has embraced the practice of strategic planning as a framework that can be adopted to improve organizational effectiveness (Khoshtaria, 2018).

Originally, NGOs tried only to make sufficient revenues to cover their expenses and be able to serve public needs and didn't seek to make operating profits or raise resources to sustain the organisation's operations, unlike their counterpart organizations. Consequently, the NGOs are becoming contented to respond to the highly challenging dynamic environmental forces that are threatening their survival through strategic management, and such factors or forces include:

competition for international donors, donors' budget control, size of the organization and range of operations, changing customers' expectations, lack of staff, government policy changes, comparability, stronger competition with other existing as well as emerging non governments, accountability imposed by multiple stakeholders groups including public administrators, politicians, and citizens, staff and volunteers, and continuous government failure to satisfy public needs which increase the public demand for the services offered by these organizations (Weerasooriya, 2014).

In response to these pressures, Eisenberg (2004) cited in Joyce (2015) argued that, strategic management was recently introduced to the public and non-government sector, especially by the end of the 1980s and the beginning of the 1990s, in order to address the basic values of accountability and social responsibility embedded in this sector. Therefore, it is not business as usual for these NGOs, which now have to position themselves strategically hence embracing strategic management whose backbone is strategic planning. Moreover, NGOs like Cheshire Services play an important role in the socioeconomic process of the communities in which they operate, they definitely require strategic planning. Debatably, the major reason of a business failure is not having a strategic plan that is well followed. It is noted that if a business has little idea about where it is headed, it will wonder aimlessly with priorities changing constantly and employees confused about the purpose of their jobs (Bryson, 2018).

1.1.1 Historical background

The roots of the word strategy can be traced from military circles (Ghemawat, 2016). By the middle of the 18th C, strategy was a concept often referred to by military officers to make a distinction between tactics (the conduct of battle) and all the preparations that took place before the battle (Barbosa, de Oliveira & Santos, 2018). Strategy denoted to the preparations (Agarwal,

Grassl & Pahl, 2012). It was assumed that thorough preparations ensured success on the battlefield. The first attempt to formalize how organizations can make preparations to deal with the future was attempted by Fayol in 1916 (Robson, 1997 as cited in Salavou, 2015) and in the early 1920's, Harvard Business School developed the Harvard Policy Model, one of the first strategic planning methodologies for private businesses. This model referred to strategy as a pattern of purposes and policies defining the company and its business (Gavetti, & Rivkin, 2007)

It was however not until the 1950's and 1960's when the growth of both organization and business opportunities demanded a systematic way of looking at the future. It was around this time that the concept of strategy first appeared in organizational theory as a military simile (Rothauer, 2018). This time strategic planning focus shifted away from organizational policy and structure toward the management of risk, industry growth, and market share (Zhang, 2015). This led to the start of long-range planning. The purpose of long-range planning was to define the organization's objectives and allocate resources to achieve them. A key activity was to identify gaps between the 'envisioned' organization and the current organization. However, it apparently became clear that extrapolating trends into forecasts was not always accurate, and the progress of the 1950's and 60's could soon be disturbed and that new opportunities that no one had anticipated were possible. It therefore became accepted that the 'planning gap' was not the most crucial aspect of strategy formulation (Gavetti, & Porac, 2018).

Then in the 1970's strategic planning as a term replaced long-range planning with the recognition that trends have the potential for change. Strategic planning did not incorporate the assumption that adequate growth could be assured. Strategic planning was much more concerned with market competition since the more limited expansion of markets and products could not support the growth aspirations of all the industry players. However, in the middle of 1970s and middle of

1980s saw companies revealing discontent with strategic planning mainly due to increased environmental turbulence, reduced business opportunities and increased competition although Porter (1987) as cited in Magretta (2012), argued that strategic planning should be “re-discovered”, “re-thought” and “recast” even as they further argued that formal strategic planning gave rise to deliberate strategy but realized strategy is an outcome of both deliberate and emergent strategy (O’Regan & Ghobadian, 2002; Yao, Johnson, Ergun, Schultz & Singleton, 2008.; Mallon, 2019).

Therefore, strategic planning transformed from the widely known financial planning of the 1950s and long-range planning of the 1960s into strategic management of today. Strategic management is a relatively new field of study that is still at a pre-paradigmatic stage; it’s multidimensional and unifies the concepts of strategy and strategic planning in the broad endeavour of an organization to achieve its purpose (Yao et al., 2008). Strategic management was recently introduced to the public and non-government sector, especially by the end of the 1980s and the beginning of the 1990s, in order to address the basic values of accountability and social responsibility embedded in this sector (Weerasooriya, 2014). As a result, strategic planning has become an important area of interest for study with an attempt to establish how it can contribute to the improvement of service delivery in NGOs in Uganda. This study therefore is rooted from this historical background.

1.1.2 Theoretical background

This current study was based on four theories namely, Harvard policy model, Synoptic planning theory, Goal-setting theory and Resource Based View theory. This study was based on the opinions from the Harvard policy model (Andrews, 1980 as in McKiernan, 2017), synoptic planning theory (Dror 1983 as cited in Bryson, 2015), and goal-setting theory (Locke & Latham 2002 as cited in Latham & Arshoff, 2015). Strategic planning can be expected to positively contribute to organizational service delivery (George, Walker & Monster, 2019). The Harvard policy model

argues that organizational success is contingent on the extent to which there is a fit between the organization and its environment, which can be established using tools such as SWOT (strengths, weaknesses, opportunities, and threats) analysis (Andrews, 1980 as cited in Bryson, 2011). The main purpose of the Harvard model is to help a firm develop the best fit between itself and its environment, that is, to develop the best strategy for the firm. That why most approaches to strategic planning integrate consideration to and analysis of both the organization and its environment, including defining strategies to ensure organization-environment fit (McKiernan, 2017; Bryson, 2011).

Secondly, the Synoptic planning theory argues that a systematic, rational, and analytical approach to decision making generates positive outcomes as opposed to a more intuitive, gut-feeling approach (Bryson, 2015). This framework is a conscious effort launched by top management to integrate the decisions that compose the overall strategy to ensure that plans are consciously developed, mutually reinforcing, and integrated into a whole. Here, strategic planning offers such an approach to assisting decision making in the context of establishing purposes, goals, and strategies. Indeed, at the core of many strategic planning processes is a stepwise approach to decision making, incorporating an analysis of the internal and external organizational environment and resulting in informed decisions based on strategic issues (Bryson, 2011).

Lastly, the Goal-setting theory proposes that organizations with goals perform better because goals ensure that activities and resources are focused on addressing core issues and employees understand the priorities of the organization (Latham & Arshoff, 2015; Jung & Lee, 2013). The goal-setting theory argues that concrete goals, strategies, and plans should be devised to understand what an organization wants to achieve and how. According to the goal-setting theory, strategic planning offers an approach to strategy formulation that includes procedures, tools, and practices

geared toward incorporating these theoretical arguments during strategy formulation although it should be noted that much variation exists in how organizations do strategic planning (Bryson, Edwards & Van Slyke, 2018; Ferlie & Ongaro, 2015).

In the context of the current study, this foregoing theoretical perspective indicates that strategic planning first in terms of the Harvard policy model implies that Cheshire Services strategies should be geared toward finding a fit between itself and its environment while the Synoptic planning theory shows that strategic decisions of Cheshire Services should be grounded in thorough analysis and a systematic approach to decision-making and goal-setting theory argues that concrete goals, strategies, and plans should be devised to understand what Cheshire Services Uganda wants to achieve and how.

Similarly, as competition forces companies to seek new ways to develop their strategies and many have sought strategic aids to formulate their business strategies, models such as Resource Based View (RBV) has been used by not only companies but also NGOs which too have to compete for donors funding (Magretta, 2012; Agarwal et al., 2012; Tansey, Spillane & Meng, 2014). This theory posits that the competitive advantage of a firm is determined by resource uniqueness (Dionysus & Arifin, 2020; Donnellan & Rutledge, 2019). Therefore, the starting point is to review the resources at the disposal of an organization, which resources mean both tangible and intangible assets that an organization uses to choose and implement its strategies (Fadol, Barhem & Elbanna, 2015). The theory focuses on the Value (V), rarity (R), imitability (I) and organizational (O) aspects of resources and capabilities leading to the VRIO framework. Consequently, under this study, the theory is concerned with the resources Cheshire Services has and how it can utilize them to get competitive advantage.

The study therefore preferred using these four theories since they provided a clear linkage between strategic planning concept to the service delivery for instance the Resourced Based View urges that organizations should strategically plan for the limited resources, Harvard policy model urges that organization's strategies should be geared toward finding a fit between itself and its environment, Synoptic planning theory shows that strategic decisions of an organization should be grounded in thorough analysis while goal-setting theory argues that concrete goals, strategies, and plans should be devised to understand what an organization wants to achieve and how.

1.1.3 Conceptual background

Strategic planning can be defined as the process of using systematic criteria and rigorous investigation to formulate, implement and control strategy and formally document organizational expectations (Ali, 2018; Wolf & Floyd, 2017; Steiner, 2010). Strategic planning is a process by which we can envision the future and develop the necessary procedures and operations to influence and achieve that future. Typically operationalized as an approach to strategy formulation, strategic planning includes elements such as analysis of the organization's mandate, mission, and values; analysis of the organization's internal and external environment; and identification of strategic issues based on these analyses and the formulation of strategies, goals, and plans to address the issues (Bryson, 2011).

It has been explained that strategic planning process comprises of three main elements which helps turn an organization's vision or mission into concrete achievable choice and strategic implementation. The strategic analysis encompasses setting the organization's direction in term of vision, mission and goals (Neis, Pereira & Maccari, 2017). Strategic planning has been embraced by business enterprises, the public and private sectors as an important avenue that can be utilized to lead effective organization service delivery (Warner, 2016).

In this study, there are conditions or issues that expected to influence the bearing that strategic planning has on organizational effectiveness. The first condition is concerned with the conceptualization and subsequent operationalization of strategic planning and organizational service delivery and the other is the context in which strategic planning is practiced has influence its effectiveness. The process, approach and practice of strategic planning in public, private or NGOs helps assess the contextual reality of organization administration and management, and therefore offering more middle-range theorizing on strategic planning (Abner, Kim & Perry, 2017).

The process and practice in form of formal, participatory, and comprehensive strategic planning are considered in this study. This description of strategic planning revolves on the formality of the strategic planning process. Formality is concerned with the extent to which organizations follow a systematic approach to strategy formulation, conduct internal and external analyses, define goals, and formulate plans (George, Desmidt & De Moyer 2016; Poister, Pasha & Edwards, 2013). However, there is more to strategic planning than its formality where other two aspects of the strategic planning process: the degree of participation during strategic planning and the comprehensiveness of the strategic planning process. Related to strategic planning, integrative stakeholder participation is expected to be more beneficial to strategic planning when a variety of stakeholders participate in it as opposed to only the top policy makers and managers of the organizations involved (George et al., 2016).

Strategic planning ensures that organization managers and those who are involved in development processes have genuinely thought through the decisions made on public service delivery (Bryson, 2018). People's situation, needs, perceptions and experiences are articulated, thus helping different thoughts to be collated and organized into more coherent strategies. Ultimately, this motivates

them to committedly offer leadership and work towards the implementation of these projects and programmes. It is vital that the public is aware of the leadership's development intentions. Since not everybody can be involved in the actual development of the plan, strategic plans act as that bridge between the leadership and the public.

The comprehensiveness of strategic planning on the other hand is an indication of an organization's strategic reasoning ability, and it has been identified as an important characteristic of strategic planning (Papke-Shields & Boyer-Wright, 2017). It suggests that strategic planning includes an analysis of many possible options and alternatives before coming to an informed decision. Such a comprehensive nature implies that strategic planning is a process of reflection and careful consideration in which multiple options are generated and contemplated before a final course is selected. This helps enhance strategic planning's impact on organizational service delivery or service delivery including dimensions such as efficiency, effectiveness, quality outcomes and financial performance, as well as more "governance"-related concepts such as societal outcomes and responsiveness to clients (Andersen, Boesen, & Pedersen, 2016; Walker Boyne, & Brewer, 2010).

On the overall, a number of studies examining the relationship of strategic planning and service delivery have concluded that firms having a formal strategic planning process out perform these that do not. Furthermore, firms taking a proactive strategic approach have better service delivery than those taking a reactive strategic approach. This evidence demonstrates the usefulness and, in fact, necessity of having a formal, proactive strategic planning process in an organization, whether it be large or small public or private or NGO (Bryson, 2011). Strategic process is important to any organizational work performance because it determines the organization's success or failure (Bryson, 2011).

In public-sector or NGO world, strategic planning has focused on service delivery outcomes, and especially target achievement, efficiency, and effectiveness. As noted earlier, in terms of these outcomes, strategic planning generally seems to have a beneficial effect (Elbanna, Andrews & Pollanen, 2016). Service delivery is carried out by NGOs across a wide range of fields such as healthcare, microfinance, agricultural extension, emergency relief, and human rights. This role has increased NGOs prominence since the late 1980s (Foo, 2018; Demir & Budur, 2019).

1.1.4 Contextual background

Non-Governmental Organizations in Uganda play important roles in addressing socioeconomic issues in the society (Bukonya, 2018; Barr, Fafchamps, & Owens, 2005) and they carry out service delivery across a wide range of fields such as healthcare, education, social welfare, microfinance, agricultural extension, emergency relief, human rights and economic improvement. This role has increased NGOs prominence since the late 1980s among disadvantaged sectors, and one such NGO is the Cheshire Services Uganda (CSU).

Cheshire Services Uganda under the motto “Bridging disability and development” is a local NGO working to uplift the quality of life of Persons with Disabilities established in 1994 taking over from Katalemwa Cheshire Home (KCH) a developmental oriented NGO that has been involved in the rehabilitation of children with disabilities and fulfillment of their rights in Uganda since 1970. Meanwhile in 2000, the National Council of Cheshire Homes was formed to coordinate activities of all the Cheshire Homes in Uganda and as such Katalemwa ceased to have the responsibility over other homes. CSU located in Kiwatule, Kampala presently operates countrywide through partners under 7 Cheshire services of Katalemwa, Nkokonjeru Providence, Buluba, Budaka, Butiru, Pamba and the two St Francis Schools of the Blind in Soroti. CSU is a member of the Leonard Cheshire Disability Global Alliance. Each year, KCH supports over 15,000 children with

disabilities aged 0-18 years and youth between 18-25 years through its innovative Community Based Rehabilitation Approaches (KCH, 2018).

CSU Offers education for Children and Young People with Disabilities through Inclusive Education, support economic empowerment of Persons with Disabilities (PWDs) to enable them lead a self-reliant and independent life in their communities (Luwangula, Kalengo & Lukungu, 2019), influence policy change by contributing to awareness on disability rights in communities and among policy actors, support and promote access to safe water and sanitation to PWDs in Schools and communities, support holistic rehabilitation and rehabilitation for PWDs and more importantly through its 7 constituent centers, provides residential care support and related services to homeless children with disabilities abandoned in communities. To effectively and efficiently perform these functions, CSU must have well designed plans since like most NGOs is facing numerous challenges such as competition, diverse culture, and demand for information from donors, customers and volunteers.

In the Ugandan context, some NGOs especially those which are Foreign-based and International in nature have demonstrated sound management practices characterized by good governance practices, quality services, having clear visions and missions, financial stability among other factors (MacLean & Brass, 2015; Barr & Fafchamps, 2006), However, on the other hand, a good number of NGOs especially indigenous have not been able to demonstrate similar characteristics and are now facing management related problems or have closed down (Reith, 2010). Further, most of them are faced with the possibility of collapse from the effects of changing economic environment in the donor countries, which calls for effective management and governance practices to ensure survival if not stability or growth (Burleson & Sharp, 2018). In addition, it has been agreed that NGOs have a lot of potential that had been exploited and unexploited. Over the

years, the concept and practice of strategic planning has been embraced wide reaching and across sectors because of its perceived influence on organizational service delivery (Latif, Gohar, Hussain & Kashif, 2013).

These factors have stimulated and forced NGOs like CSU to formulate and implement effective business strategies as they are viewed as enabler of organization growth as it streamlines internal operations and stimulate access to business opportunities; enhance business-related efficiencies, increase productivity and sustainability. Management strategies in all the sectors of CSU have been undertaken since 2012 with the goal of improving service delivery, increasing efficiency, expanding service and channel offering and meeting the demands of citizens for quality services in a manner that is consistent with their range of financial, environmental, and social concerns, (Awuondo & Abdikadir, 2013 as cited in Ahmed & Sasaka, 2018). For example, the current 5year strategic plan for the period 2016-2020 was launched in in October 2015 to drive the future in terms of empowering member services to develop towards sustenance, holistically empower PWDs through education and lifelong learning, improve PWDs' income through support for placement and skills development, promote disability rights through awareness raising, engagement and advocacy, and build institutional capacity of CSU to deliver on her mandate (Cheshire, 2018).

However, the past strategic plans at CSU have not been all that successful because were largely dependent on development partners and less CSU internal efforts, and they have continued seeking for more partnerships in order to realize the current 2016-2020 Strategic plan. In addition, CSU like many other organizations spend most of their time realizing and reacting to unexpected changes and problems instead of anticipating and preparing for them. This is called crisis management organizations caught off guard may spend a great deal of time and energy playing

catch up. They use up their energy coping with immediate problems with little energy left to anticipate and prepare for the next challenges. This vicious cycle locks many organizations into a reactive posture. It is said that the most notable cause for poor service delivery among the NGOs is the lack of strategies thus the leading to poor management and service delivery. Aspects like corruption, mending in to current political situations in a country and lack of focused goals has seen many NGOs within the region failing to fully achieve their intended goals and thus failing to be sustainable (Bukonya, 2018). Therefore, this current study is intended to assess the effect of strategic planning on organizational effectiveness and efficiency, which eventually in the long run boosts service delivery.

1.2 Statement of the problem

Strategic management is a key factor of the success of any organization and the extent to which organizations' leaderships pay attention to strategy formulation is very critical because clearly formulated strategic choices help organisations reach set goals effectively and efficiently (Khoshtaria, 2018; Elbanna et al., 2016). However, for the case of CSU this hasn't been possible despite having had a number of strategic plans since 2010. The institution has not been able to make important changes in parts of its operations and on a number of accessions, there has been visible service delivery gaps on different CSU projects and other still on hold with no clear reasons, big budget balances on funds, requests for no cost extension of project beyond the donor allocated period (CSU Report, 2018). In addition, some of the organisations such as Liliane Foundation, CORDAID and Christoffeil Blinden Mission withdrew their support to Katalamwa home (Mujuni, 2013). Also, at one time, CSU faced financial problems that could have threatened to derail its activities of offering health services to disabled and disadvantaged children for the last 43 years (Mukhayе, 2019; Mujuni, 2013).

Drawing from CSU past strategic plans, key strategic planning assumption have been ignored and even some of those that were included didn't equally have mitigating strategies and as such, challenges like inadequate funding from Development Partners, inadequate funds to cover all programme activities, disruption of programme activities by the political campaigns, staff turnover due to inadequate funding and high taxation on goods and services adversely impacted the realization of its strategic plans. Moreover, high dependence on external support with over 70% dependence on grants has been a big problem in the face of high child disability prevalence in Uganda of about 13%, representing approximately 2.5 million children live with some form of disability (KCH, 2018; UNICEF, 2014).

CSU spend most of its time realizing and reacting to unexpected changes and problems instead of following the anticipated in what could be referred to as crisis management. This make CSU spending a great deal of its time and energy playing catch up where most effort is on coping with immediate problems and less energy is left to anticipate and prepare for the next challenges. Therefore, most of CSU strategic plans remain blue prints with less impact in their realization. Hence a situation that required investigation because NGOs need to function at the highest level of operational efficiency and service delivery effectiveness.

1.3 Justification for the study

NGOs in Uganda are a key stakeholder in the socioeconomic development process but unfortunately, they are operating with highly challenging dynamic environmental forces that are threatening their survival. Such factors or forces include: competition for international donors, donors' budget control, size of the organization and range of operations, changing customer/clients' expectations, government policy changes, stronger competition with other existing as well as emerging non governments, accountability imposed by multiple stakeholder

groups plus continuous government failure to satisfy public needs which increase the public demand for the services offered by these NGOs. In addition, non-profit organizations need to function at the highest level of operational efficiency and service delivery effectiveness because they are using public and donors' funds (Franklin, 2011). However, through strategic planning that includes an analysis of these forces, NGOs can appropriately respond with action plans developed to address these issues so as to improve service delivery and performance, which is the focus of this study.

1.4 Purpose of this study

The purpose of this current research study was to analyze the effect of strategic planning on service delivery of Cheshire Services Uganda (CSU)..

1.5 Research objectives

To ably undertake this study, the following objectives were put into account;

- i.** To analyze the effect of strategic planning approaches on service delivery of Cheshire Services Uganda.
- ii.** To examine the effect of strategic planning process on service delivery of Cheshire Services Uganda.
- iii.** To examine the effect of strategic planning practice on service delivery of Cheshire Services Uganda impacts its service delivery.
- iv.** To assess the effect of a strategic plan on service delivery at Cheshire Services Uganda

1.6 Research hypotheses

To test the relationship between the variables, it is hypothesized that;

H₁ There is no significant effect of strategic planning approaches on service delivery of Cheshire Services Uganda.

H₂ Strategic planning process has no significant effect on service delivery Cheshire Services Uganda.

H₃ Strategic planning practices have no significant effect on service delivery of Cheshire Services Uganda.

H₄ There is no significant effect of strategic plan on service delivery of Cheshire Services Uganda.

1.7 Scope of the study

The scope of this study covered the subject, geographical and time

1.7.1 Subject scope

The subject scope of this study involved the effects of strategic planning and service delivery at Cheshire Services Uganda. This is very critical for any organization because the major reason of a business failure is not having a strategic plan that is well followed.

1.7.2 Geographical scope

The study was carried out at Cheshire Services Uganda head office, Kiwatule and Katalemwa Cheshire Home (KCH). The head office is picked because it houses the biggest number of CSU workers and source of secondary data while KCH one of the 7 Cheshire homes is the oldest (where Cheshire services in Uganda began in 1970) before the National Council of Cheshire Homes was formed in 2000 to coordinate activities of all the Cheshire Homes in Uganda.

1.7.3 Time scope

This study covered a period of 10 years from 2010 to date a period that coincided with the time CSU started embracing the concept of strategic management (strategic planning) in 2010.

1.8 Significance of the study

The findings of this study are hoped to help CSU to streamline and improve its strategic planning process and practices so as to come up with effective strategic plans necessary for the accomplishment of organization mission and vision.

The study findings will provide information which will act as user manual for strategic planning process and practice in both the public and private sectors about their corporate governance structures and practices.

The study will aid the academicians and researchers especially of KyU by providing valuable information to those seeking to study strategic planning and service delivery/performance.

The study findings will add onto the existing literature on strategic planning and service delivery in Ugandan context particularly the NGO world.

1.9 Proposed conceptual framework

The proposed theoretical framework of the current study echoes variables of strategic planning approaches, process and practice as well as strategic plan on one hand and service delivery as indicated in figure 1.1;

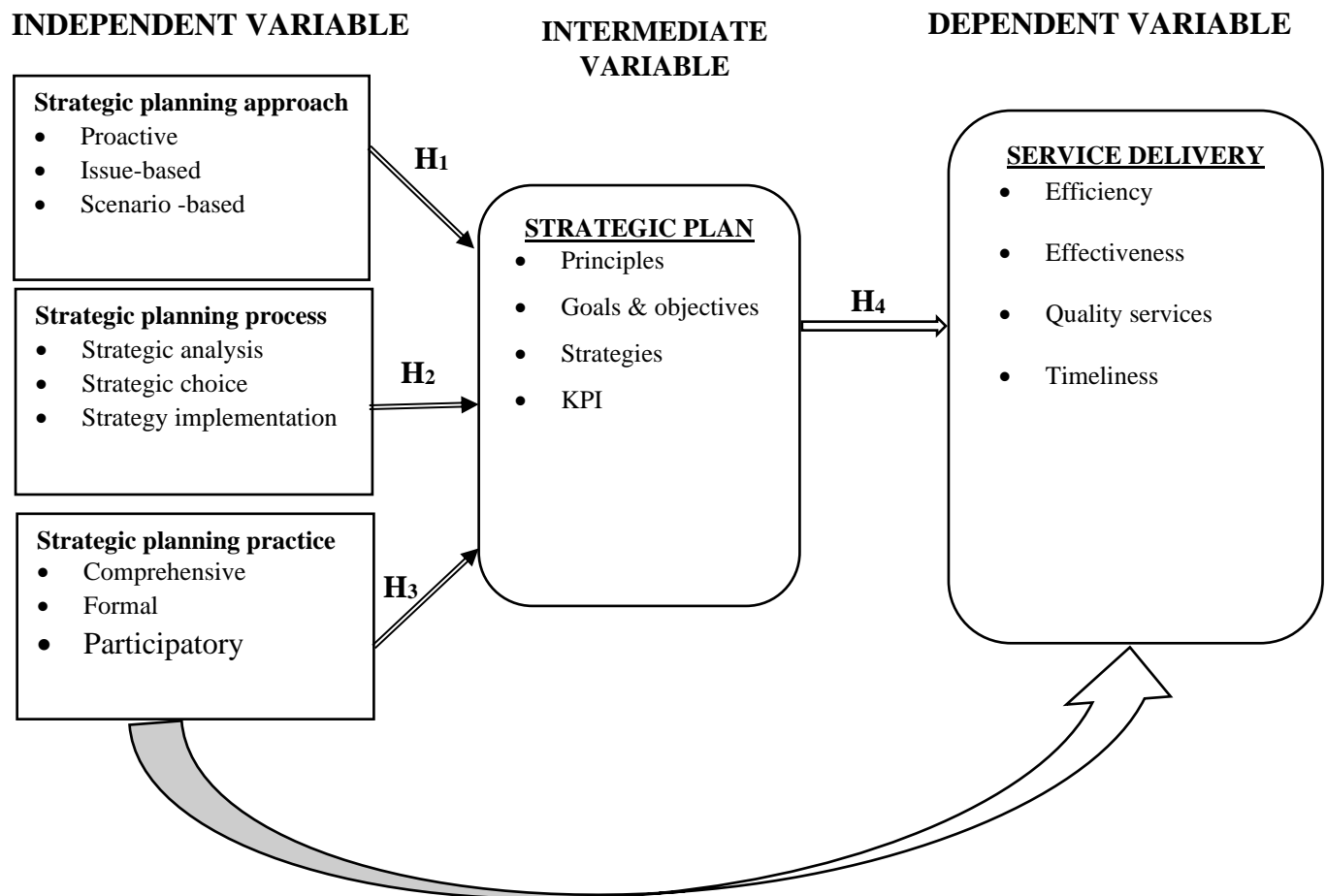


Figure 1. 1: Conceptual framework

Source: Adopted by the researcher, 2020

From the above theoretical framework, the strategic planning approaches, process and practice are considered as the independent variable in form of proactive, Issue-based, Scenario-based, strategic analysis, choice implementation, formal, participatory, and comprehensive indicators are expected

to create effective strategic plan. The effective strategic plan with clear principles, goals and objectives, strategies, and key performance indicators largely influence service delivery in terms of dimensions such as efficiency, effectiveness, quality service, clients' satisfaction, responsiveness and financial sustainability. Therefore, process, approach and practice of strategic planning in CSU helps assess its contextual reality and formulate strategic choice capable of achieving its vision and mission.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed and reflected the existing knowledge and literature about the study variables. Specifically, it focused on the concepts of strategic planning, theoretical review, strategic planning approaches, process and practice and their influence on service delivery.

2.2 Strategic planning

Strategic planning is observed as a systematic and rigorous process through which an organization can formulate, implement and control strategies so as to achieve organizational goal (Ali, 2018; Wolf & Floyd, 2017; Steiner, 2010). It is considered the process through which management can forecast the future trends and develop strategies that can support to influence and adapt to the new changes in a bid to achieve the mission and vision. Strategic planning involves analyzing the organizations mission, purpose, vision, goals and environment to understand the expected changes that may hinder the process of achieving organization's objective (Bryson, 2011).

According to Pearce and Robinson (2008) the strategic planning process involves various steps that need to be taken into consideration by management of any organization. These steps include; first is formulation of the strategy which encompasses studying company's mission, and objectives. Secondly, situation analysis and environmental scanning which involves analyzing competitor and the entire industry, carrying out market analysis and selection of the appropriate strategy. Next is strategy implementation which involves putting the selected strategy into use. Lastly, strategy evaluation and control to ensure the selected strategy is achieving the intended objective.

It has been explained that strategic planning process comprises of three main elements which helps turn an organization's vision or mission into concrete achievable choice and strategic implementation (Bryson, 2018). The strategic analysis encompasses setting the organization's direction in term of vision, mission and goals. Therefore, this entails articulating the organisation's strategic intent and directing efforts towards understanding the business environment. Also, according to Fadol et al., (2015) strategic planning is the process of developing and maintaining consistency between the organization's objectives and resources and its changing opportunities. While Ansoff, Kipley, Lewis, Helm-Stevens and Ansoff (2018) defined strategic planning as an evolution of managerial response to environmental change in a focus moving from internal structure and production efficiency, to the integration of strategy and structure and production innovation, multinational expansion and diversification.

More importantly, it is mentioned that at the core of strategic management and strategic planning is the concept of strategy (Schilling & Shankar, 2019). Strategy is the direction and scope of the organization over the long term which deliver a competitive edge for the firm amidst an ever-changing business environment. Effective strategy configures a firm's resources and core competencies so as to adequately meet the firm's goals and objectives. Strategy creates a culture in the firm in which the firm only focuses on the value adding priorities in its mission and vision (Johnson, Scholes & Whittington, 2009). Competitive strategy is aimed at creating a goodness of fit between the firm's internal resources capabilities and the environmental challenges faced (Cescon, Costantini & Grassetti, 2019).

2.3 Theoretical reviews

This current study was based on four theories namely, Harvard policy model, Synoptic planning theory, Goal-setting theory and Resource Based View theory. This was in line with opinions from

the Harvard policy model (Andrews, 1980 as in McKiernan, 2017), synoptic planning theory (Dror 1983 as cited in Bryson (2011), and goal-setting theory (Locke and Latham, 2002 as cited in Latham & Arshoff, 2015), strategic planning can be expected to positively contribute to organizational performance (George, Walker & Monster, 2019).

The Harvard policy model argues that organizational success is contingent on the extent to which there is a fit between the organization and its environment, which can be established using tools such as SWOT (strengths, weaknesses, opportunities, and threats) analysis (Andrews 1980 as cited in Bryson 2011). The main purpose of the Harvard model is to help a firm develop the best fit between itself and its environment, that is, to develop the best strategy for the firm. That why most approaches to strategic planning integrate consideration to and analysis of both the organization and its environment, including defining strategies to ensure organization-environment fit (McKiernan, 2017; Bryson, 2011). Although this concept originated in the corporate strategy literature, the importance of organization-environment fit has long been extended to public and NGO domains as well (Elbanna et al., 2016; Bryson, 2018).

Secondly, the Synoptic planning theory contends that a systematic, rational, and thorough analytical approach to decision making generates positive outcomes as opposed to a more intuitive, gut-feeling approach (Dror, 1983 as cited in George et al., 2019). This framework is a conscious effort launched by top management to integrate the decisions that compose the overall strategy to ensure that plans are consciously developed, mutually reinforcing, and integrated into a whole. Here, strategic planning offers such an approach to assisting decision making in the context of establishing purposes, goals, and strategies. Indeed, at the core of many strategic planning processes is a stepwise approach to decision making, incorporating an analysis of the internal and

external organizational environment and resulting in informed decisions based on strategic issues (Bryson, 2011).

Lastly, the Goal-setting theory proposes that organizations with goals perform better because goals ensure that activities and resources are focused on addressing core issues and employees understand the priorities of the organization (Latham & Arshoff, 2015; Jung & Lee, 2013). The goal-setting theory argues that concrete goals, strategies, and plans should be devised to understand what an organization wants to achieve and how (Locke & Latham, 2002 as cited in Bryson et al., 2018). According to the goal-setting theory, strategic planning ideally offers an approach to strategy formulation that includes procedures, tools, and practices geared toward incorporating these theoretical arguments during strategy formulation—although it should be noted that much variation exists in how organizations “do” strategic planning (Bryson et al., 2018; Ferlie & Ongaro 2015). Strategic planning has typically resulted in concrete strategies, goals, and plans aimed at addressing strategic issues (Bryson, 2011). It applies aspects of goal-setting theory to strategy formulation by making it clear to the organization and its stakeholders what the organizational priorities are and how these will be addressed (George et al., 2019).

In the context of the current study, this foregoing theoretical perspective indicates that strategic planning first in terms of the Harvard policy model implies that Cheshire Services strategies should be geared toward finding a fit between itself and its environment while the Synoptic planning theory shows that strategic decisions of Cheshire Services should be grounded in thorough analysis and a systematic approach to decision-making and goal-setting theory argues that concrete goals, strategies, and plans should be devised to understand what Cheshire Services Uganda wants to achieve and how.

Similarly, due to the competitive atmosphere today, organizations have to consider developing new strategies to manage such competition. Organizations ought to revisit models such as Resource Based View (RBV) that has been widely applied to explain how organizations can develop a competitive advantage over other firms through their unique resources (Agarwal, Grassl & Pahl, 2012; Magretta, 2012; Tansey, Spillane & Meng, 2014). The resource-based theory stipulates that firms can gain competitive advantage through having unique resources that are not possessed by rival firms (Candy & Gordon, 2011). The theory focuses on the Value (V), rarity (R), imitability (I) and organizational (O) aspects of resources and capabilities leading to the VRIO framework. Furthermore, this theory makes two assumptions in analysing competitive advantage (Dionysus & Arifin, 2020; Donnellan & Rutledge, 2019). The first assumption is that firms within a certain industry are unique with respect to the resources that they control. The second assumption is that resources giving competitive edge are not easily mobile across the industry and cannot be traded. A unique resource is considered an essential condition for bundle of resources to attain competitive advantage. Consequently, under this study, the theory is concerned with the resources Cheshire Services has and how it can utilize them to get competitive advantage.

2.4 Strategic planning and NGOs

Ghoneim (2012) stated that the most strategic planning non-government focus their strategic planning activities on developing objectives and service delivery measures in addition to developing mission statements, strategies, vision and value statements, and performance indicators which are critical strategic planning activities.

On the other hand, Franklin (2011) asserted that strategic planning is a critical part of the strategic management process which helps non-government organizations formulate and realize strategies aimed at greater performance effectiveness, improved accountability measures, and sustainable

competitive advantage (David & David, 2013). Although the concept of strategy was popular in the military circles, it also widely spread to the for-profit sector, and now it has found its way to the non-government sector, which enabled it to adapt effectively to the highly competitive environment which is full with comparators rather than competitors as is the situation in the for-profit sector (Bryson, 2018).

2.5 Strategic planning approaches and service delivery

While developing a strategic plan for any organization, there are many ways to approach the creation of the plan (Bryson et al., 2018). Indeed, most approaches to SP incorporate attention to and analysis of both the organization and its environment, including defining strategies to ensure organization-environment fit (Bryson, 2011). The some of the approaches indicated here can be combined or be used at different points in the process. Following one approach isn't required, but changing between approaches too frequently may confuse the process and stakeholders. For example, conventional approach for strategic planning is usually best suited for smaller organizations (Williams, Manley, Aaron & Daniel, 2018). Conventional Strategic Planning starts with identifying the basic purpose of the initiative. Goals are identified that will turn the planned vision into reality. Strategies that will achieve the goals are developed. These strategies can often change as time shows what strategies are working best to accomplish the goals. Action plans are created to implement each strategy. The action plans are where individuals see how their work supports the strategies that complete the goals of the overall strategic plan.

Apart from conventional strategic planning there are issue-based approach, scenario-based approach and top-bottom-top. According to Heikkinen, Kujala and Inha (2019) through internal and external audits issues are identified in terms of strengths, weaknesses, opportunities, and threats. Major issues are identified using the audits and programs are developed to address the

issues. In addition, the mission of the project is updated to solve the issues. Therefore, action plans are developed to define objectives, identify necessary resources, and determine roles and responsibilities. The issues, goals, and action steps are codified into an overall plan once executed, outcomes are realized (Heath, 2018; Heikkinen et al., 2019).

Furthermore, according to Ahmad (2019) scenario based strategic planning is often used in tandem with other models to ensure each member of the team embraces strategic thinking. In this one, external forces are evaluated. The regulatory, demographic, or political environment is examined, and then taken through “what if” situations. Rumors and current events can inform the “what if” scenarios to explore possible changes. For each change in force, best-case, worst-case, and reasonable case scenarios are developed as a response to the change., and the potential strategies for each of the three scenarios (best, worst, reasonable) are developed to respond to each potential development. As scenarios are presented and potential strategies are developed in response, common themes often develop. These common themes can develop into strategic plans to account for the most likely changes in environment around the organization (Kabak, Ülengin & Ekici, 2018).

Also, there is the top-bottom and bottom-top approaches. Under a centralized organisation, such planning is done at the top and the departments and outlying activities are advised straightway what to do. While in a decentralized company, the Chief Executive may give the divisions guidelines and ask for plans. The plans after review at the head office are sent back to the divisions for modifications or with a note of acceptance (Gallardo, 2019; Bonyo, 2018). On the other hand, bottom-top approach is where top management gives the divisions no guidelines but asks them to submit plans, which among others may include information such as major opportunities and

threats, objectives, strategies to achieve the objectives, specific data their outputs and budgetary requirements (Bonyo, 2018).

2.6 Strategic planning process and service delivery

Stauss and Seidel (2019) defines strategic planning as a management process that combines four basic features; a clear statement of the organization's mission; the identification of the agency's external constituencies or stakeholders, and the delineation of the agency's strategic goals and objectives, typically in a 3-5 year plan; and the development of strategies to achieve them. Perhaps the most definitive description of the strategic planning consists of eight widely recognized steps; an initial agreement or "plan for planning"; identification and clarification of mandates; mission formulation; external environmental assessment; internal resource assessment; strategic issue identification; strategy development, and; development of a description of the organization in the future – its "vision of success" (Bryson, 2011).

Furthermore, according to Pearce and Robinson (2008), the strategic planning process can be showed as a series of steps; strategy formulation (Company Vision and Mission, Company Objectives and Internal analysis), situation analysis and environmental scanning (Competitor, industry, Market analysis and strategy selection), strategy implementation and strategy evaluation and control. Strategic planning is a critical part of the strategic management process, which aids non-governmental organizations formulate and appreciate strategies aimed at greater performance effectiveness, improved accountability measures, and sustainable competitive advantage (Awino, Muturia, & Oeba, 2012).

The formality of the strategic planning processes (that is to say the extent to which strategic planning includes internal and external analyses and the formulation of goals, strategies, and plans)

is important to enhancing organizational service delivery (George et al., 2019). They further stress that strategic planning typically operationalized as an approach to strategy formulation, strategic planning includes elements such as analysis of the organization's mandate, mission, and values; analysis of the organization's internal and external environment; and identification of strategic issues based on these analyses and the formulation of strategies, goals, and plans to address the issues (Bryson, 2018; Bryson, 2011). Ideally, strategic planning offers an approach to strategy formulation that includes procedures, tools, and practices geared toward incorporating these theoretical arguments during strategy formulation—although it should be noted that much variation exists in how organizations “do” strategic planning (Bryson et al., 2018; Ferlie & Ongaro, 2015).

The strategic planning process begins with strategic analysis which an assessment of both the internal and external current situation of the organisation. This part of the analysis should begin early enough prior to the beginning of the formal planning process. The internal environment analysis examines strengths, weaknesses, resources, structure, processes, and culture. Whereas, external environment analysis examines opportunities, threats, competition, economic, technological, social, and stakeholders' aspects. The external analysis involves techniques such as “PEST, Porter five competitive forces model, scenario planning, and stakeholders' mapping” or SWOT analysis. Thus, the adopted strategic planning model is more comprehensive since it considers the wider. Hence, it has been concluded that, strategic planning taking into account all aspects of environmental analysis positively affect organizations' performance, or more specifically, the amount of strategic planning an organization conducts positively affects its financial performance (Rentes et al., 2019).

Furthermore, developing mission in NGO's is a vital element of their strategic planning efforts (Blackmon, 2008). The mission has to be associated with the organizations' targets and objectives to assist the accomplishment of strategic plans. It can either impose limitations or propose opportunities for the organization depending on its selected strategic way (Brown and Iverson, 2004). On the other hand, in every case, missions have a continuing effect on NGO's strategic planning practices (Rieker, 2019; Rhodes & Keogan, 2005). In addition, strategic planning process has the strategic choice stage which involves generating, evaluating and selecting the most appropriate strategy. Then the strategy implementation stage consists of putting in place the relevant policies and formulating frameworks that will aid in translating chosen strategies into actionable forms (Rhodes & Keogan, 2005).

2.7 Strategic planning practice and service delivery

Strategic planning centers on the formality of the strategic planning process. Formality is concerned with the extent to which organizations follow a systematic approach to strategy formulation, conduct internal and external analyses, define goals, and formulate plans (George et al., 2016; Poister, Edwards, Pasha & Edwards, 2013). However, there is more to strategic planning than its formality, and research has typically included two other aspects of the strategic planning process: the degree of participation during strategic planning and the comprehensiveness of the strategic planning process.

In this study, integrative stakeholder participation theory argues that stakeholder participation during the process of decision making generates beneficial outcomes (Warner, 2016; Hendrick, 2003). This approach has been proposed by scholars of both public and private organizations (Elbanna 2008; Poister et al., 2013). Applied to strategic planning, integrative stakeholder participation is expected to be more beneficial to strategic planning when a variety of stakeholders

participate in it as opposed to only the top policy makers and managers of the organizations involved (Warner, 2016).

Planners in strategic management make decisions about when and how to involve stakeholders in plan making (Ferrero, Bichai & Rusca, 2018). Six critical choices that planners must make in designing participation programs are; administration – whether to prepare a participation plan and how to ensure staff and citizen involvement; objectives – whether to educate citizens, seek their preferences, or grant them influence; stage – when to start encouraging citizen involvement in the planning process; targeting – which types of stakeholder groups to include in participation efforts; techniques – what types of participation approaches to employ; and finally information what types of information and dissemination processes to incorporate in participation activities (Ferrero et al., 2018).

On the other hand, the comprehensiveness of strategic planning is an indication of an organization's strategic reasoning ability, and it has been identified as an important characteristic of strategic planning (Papke-Shields & Boyer-Wright, 2017; Warner, 2016). It suggests that strategic planning includes an analysis of many possible options and alternatives before coming to an informed decision. Such a comprehensive nature implies that strategic planning is a process of reflection and careful consideration in which multiple options are generated and contemplated before a final course is selected. This helps enhance strategic planning's impact on organisation service delivery. Therefore, current study attempts the impact of formal strategic planning, participatory strategic planning, and comprehensive strategic planning on organisation service delivery.

2.8 Strategic plan and service delivery

Whereas a strategic plan cannot cure all of a community's ills, it acts as both a leadership tool and a management tool. As a leadership tool the process asks: "are we doing the right thing" and as a management tool, the planning process allows people to make sure that the community is "doing things right" (Gomera, Chinyamurindi & Mishi, 2018; Dubilihla & Sandada 2014). For example, constituency strategic plans improve the connection between national policy priorities and those at district, constituency, location and sub-location levels. This harmonization is paramount for development to have any meaningful impact. It is envisaged that this manual will be used to standardize constituency strategic planning processes in Kenya. We hope the planning will encourage effective participation, better leadership, the implementation of projects and programmes that have an impact enhance transparency and accountability hence a more empowered community (Awino, Mutua & Oeba, 2012).

Firms with written strategic plans, performed better than firms without a written strategic plan. Furthermore, firms deploying high level formal strategic plans performed better than the firms deploying low or medium level formal strategic plans, but the relationship between strategic planning and performance is weak. In common with a number of prior studies, the presence or absence of a written strategic plan was used to dichotomize firms into planner's requirements, ongoing monitoring and modification, and attempts to scan environment (Jayawarna, 2019; Daigle & Rouleau, 2010).

Consequently, they can utilize strategic planning to retain public credibility by being accountable to funding partners who want the assurance that their money is best channeled through non-profit activities for some good reasons (Franklin, 2011). NGOs have developed strategic plans to meet

donor requirements or conditions, the plans have been developed without in-depth involvement of key stakeholders hence lack of ownership in the strategy development and implementation process.

In public and non-government organizations, the customer perspective gains a greater weight because their satisfaction justifies mission achievement (Niven, 2008). He argued that non-government organizations have a diverse customer base including donors who provide organizations with funds, beneficiaries who receive services without normally paying for them and the general public (Kaplan & Norton, 2001 as cited in Weerasooriya, Khatibi & De Alwis, 2014). Thus, the customer perspective of the balanced scorecard has to incorporate performance effectiveness as perceived by various customer segments. Based on assessment information gained from the customer perspective, the organization can easily identify critical performance measures in the other four perspectives (internal business processes, employees' learning and growth, financial processes, and volunteers' development) (Weerasooriya et al., 2014).

2.9 Empirical studies on Strategic planning and service delivery

Strategic direction and service delivery of NGO's Strategic direction is organization's roadmap to success. NGO's across the globe offers varied essential services in all areas that affect human life such as education, healthcare, disaster relief, social work, etc., for the overall enhancement of the human condition (Ahmed & Sasaka, 2018), several scholars argue that there is need for strategic leaders to determine the strategic direction of their respective organizations. For this reason, different methodologies have been employed in their prior research efforts to find out the connection between strategic planning process and performance effectiveness in non-government organization. This study conducted by both Al-Shammari and Hussein (2007) for instance utilized a quantitative research design using the questionnaire as a tool to measure the link between strategic planning and organizational performance. The study conducted by Franklin (2011)

employed a retrospective cross-sectional research design using the questionnaire as a tool for data collection to examine the same relationship. Giffords and Dina (2004) on the other hand, used a case study research design to investigate the same relationship.

There is a study conducted by Saleh, Kaissi, Semaan and Natafqi (2013) on the impact of strategic planning on hospitals' service delivery has also revealed a positive association between both constructs. He suggested that future research should examine this relationship while considering other measures of performance that are beyond the financial indicators. Although they differ in their respective methodological approaches, their findings were very similar.

Cothran and Clouser (2006) on the other hand, found a strong relationship between strategic planning activity and performance effectiveness as measured by more resource acquisition and improved legitimacy. Cothran and Clouser (2006) considered high performing organizations as those which strategically plan for their activities on a regular basis. Also, the results of the previous research done in this area have also shown a significant correlation between strategic planning and one or more of the dimensions of performance effectiveness. For instance, most results reported a significant statistical correlation between strategic planning and financial performance (Efendioglu & Karabulut, 2010; Saleh et al., 2013; Gomera et al., 2018; Awino et al., 2012; Kaissi & Begun, 2008)

According to Cescon et al. (2019) designing appropriate organizational structures and control systems to put the organization's chosen strategy into action", and follow-up actions (Cescon et al., 2019) effects service delivery of NGO's. They further suggest that the choice of strategic direction determines the success and survival of organization. He emphasizes that there is need to focus on organization's long-term vision. Bryson (2011) in his findings observed that strategic

direction in organization's setting is very important and stated that strategic planning can help leaders and managers of both public and NGO's think, learn, and act strategically. The studies carried out by Serfontein and Hough (2011), Lear (2012), Obiwuru, Okwu, Akpa & Nwankwere, (2011), Ahmed and Sasaka (2018), and Bryson (2011) established that there is a significant positive correlation between strategic direction and NGO's service delivery. Serfontein and Hough (2011) clarifies that it is possible to achieve the triple bottom line performance measures with strategic leadership that provides strategic directions.

Efendioglu and Karabulut (2010) in their study concentrated on the nature and routine with regards to strategic planning in Turkish organizations by inspecting the appropriation and use of different technique analysis devices like the PESTEL analysis, the Value Chain analysis, the Growth Share Matrix (BCG) and their impact on the relative performance. The performance measures utilized were normal benefit every year, normal deals development every year and normal fare development every year. The findings of the study uncovered that an extensive number (over 86%) of the organizations in the specimen had a strategic procedure set up.

Kathama (2012) researched the connection between strategic planning practices and performance of state companies in Kenya. The examination found that the enterprises started various strategic planning practices that positively affected service delivery of organizations yet the effect was not noteworthy at 5% level of certainty. This may suggest that some of the practices could have shown significant impact had the researcher modeled the strategic planning practices individually rather than lump all the practices together into one variable while running the regression model.

On the other hand, Arasa and Obonyo (2012) inspected the effect of representative association on the apparent connection between strategic planning and strategic planning results. The study was

done inside the protection part. An organized poll was utilized to assemble the required data from 31 firms. The exploration findings demonstrated that representative cooperation demonstrated a positive connection between strategic planning and strategic planning results and this impact was factually huge.

Ong'ayo (2012) sought to establish the employee's perception on the effect of strategic planning on organizational performance in the Ministry of Foreign Affairs (MFA). The research found that the employees perceived strategic planning to have led to achievement of various performance measures such as customer satisfaction, customer loyalty, among others. Other findings from the study showed that those who employed formal planning outperformed their informal counterparts on all performance measures used. Efendioglu and Karabulut (2010) in their study concentrated on the nature and routine with regards to strategic planning in Turkish organizations by inspecting the appropriation and use of different technique analysis devices like the PESTEL analysis, the Value Chain analysis, the Growth Share Matrix (BCG) and their impact on the relative performance.

2.10 Conclusion and Gap

The foregoing review indicated that extensive studies have been done about strategic planning and organizational performance and more especially in terms of financial performance majorly in the for-profit organisations and to a lesser extent in public institutions. Furthermore, such studies have rarely touched NGOs but where it has done, most of the existing research has been restricted to examining the nonprofit sector in the developed world and very little has been conducted about strategic planning in nonprofits in developing countries like Uganda. Although some of these studies are of great significance to this current study, none of them has been done specifically on the influence of strategic planning in terms of approach, process and practice on service delivery

of Non-Government Organizations in Uganda. In the final analysis, there is a perceived lack in studying strategic planning in NGOs and there is a specific gap in the study of the relationship between strategic planning approaches, process and practices and NGOs' service delivery in general and Uganda specifically. It is therefore, this gap that the current study sought to bridge. Thus, there was a strong incentive to analyze the influence of strategic planning on the service delivery of Cheshire Services Uganda.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter described the research methodology of this study. Specifically, this section highlighted the methods and procedures that the researcher followed while collecting and analyzing data that supported the research study in the most effective manner. It covered the research design, population, sampling techniques, data collection, reliability, validity, data analysis techniques and presentation and measurement of variables

3.2 Research design

The study adopted the descriptive research design, which attempted to provide further insight into the research problem by describing the variables of interest (Rahi, 2017). According to Aquino, Lee, Spawn and Bishop-Royse (2018) descriptive research is meant to enhance a systematic description that is as accurate valid and reliable as possible. This design was selected because it explains and discusses the phenomena. The current study focused on analyzing the influence of strategic planning on the service delivery of Cheshire Services Uganda.

3.3 Study population

According to Cooper and Shindler (2011) a study population is the total collection of elements on which the researcher wishes to make some inferences or all the elements that meet the criteria for inclusion in a study (Arias-Gómez, Villasís-Keever, & Miranda-Novales, 2016). For this study, the target population involved all the employees and Board members of both Cheshire Services Uganda head office and Katalemwa Cheshire Home (KCH) all totaling to 110 in number. The unit of inquiry was the employees in all the different departments, and all members of the two boards as presented in the table 3.1 below.

3.4 Sample size and technique

The study adopted Yamane's formula for sample size determination as proposed by Yamane (1967) and as cited in Kasiulevičius, Šapoka and Filipavičiūtė (2006). According to him, for a 95% confidence level and $p = 0.5$, size of the sample should be: $n = \frac{N}{1+N(e^2)}$

Where, N is the population size and e is the level of precision. In the context of this study, $N=110$ with 95% level of precision. In this study the sample size was calculated in proportion to the target population of the study.

Assuming 95% confidence level and $p=0.5$, we get the sample size as

$$n = \frac{110}{1+110(0.05^2)} = 86$$

The sample size for this study was 86. Samples from the different sections were selected using purposive and simple random sampling which provided every member of population same and known chances of being nominated in each section hence simple random sampling (Kothari, 2012). Under this, the sampling frames (lists) was obtained from the Human Resource Managers and CEO's office for all employees and board members respectively. Purposive sampling technique was used to select those with the specific information that was needed for the research objectives which other techniques would be unable to provide adequately. For collecting data 86 respondents were nominated representing the study population of 110 elements as shown table 3.1 below;

Table 3. 1: Target population and sample by sections.

No.	Unit/Section	Target pop.	Sample size	Sampling technique
1.	Board of directors (CSU)	9	5	Purposive sampling
2.	CSU Head office Staffs	58	48	Simple radon sampling
3.	Board of directors (KCH)	7	4	Purposive sampling
4.	KCH Staffs	36	29	Simple radon sampling
	Total	110	86	

Source: Primary data, 2020

3.5 Sources of data

The main sources of data for this study where be both the primary and secondary sources. Primary data is described by Walliman (2017) as those items that are original to the problem under study, and primary data for this study was obtained from respondents' responses as were solicited by self-administered questionnaires and interviews on the effects of strategic planning on service delivery. Secondary data was collected from documents and reports of CSU and KCH, professional and academic journals, published literature, text books and previous dissertations that will be obtained from the library and the internet.

3.6 Data collection methods

Data collection methods are data collection techniques used for collecting information from all the relevant sources to find answers to the research problem, test the hypothesis and evaluate the outcomes (Harrell & Bradley, 2009). In this study, researcher used self-administered questionnaire, and in-depth interviews.

3.6.1 Self-administered questionnaire

The study among other methods used self-administered questionnaire which served as the main technique of collecting data. According to De Leeuw (2008) a self-administered questionnaire is data collection technique in which written questions are presented that are to be answered by respondents in a written form. The self-questionnaire method was preferred because it enabled the researcher to code the information easily for the subsequent quantitative analysis hence reducing the error gap (Schraeder, Becton, & Portis, 2007).

3.6.2 Interviews

An interview is a data collection technique that involves oral questioning of respondents either individually or as group (De Leeuw, 2008). In this study, interviews supplemented the questionnaire method in collecting data. It involved conducting oral questioning of respondents in order to keep the researcher focused. Interviews were vital to this study because, if worded effectively, questions encouraged unbiased and truthful answers from interviewees since the interviewer had better control over the types of information that they receive, and could pick their own questions (King, Horrocks & Brooks, 2018).

3.7 Data collection instruments

According Bell, Bryman and Harley (2018) defined data collection instruments as devices/tools used to collect data. The primary data for this study was collected with the use of a questionnaire and interview guide as the main data collection instruments.

3.7.1 Questionnaire

The study used a questionnaire consisting of a set of questions following a Likert scale of an interval of 1-5 from strongly disagrees to strongly agree. Likert scales helped in measuring

respondent's perception, attitude, values and behaviour. The likert scale has scales that assist in converting the qualitative responses into quantitative values (Rahi, 2017, Zikmund, Babin, Carr & Griffin, 2010). The questionnaire for this study had five sections. First section dealt with the demographic characteristics of the respondents, the next four sections focused on the variables of strategic planning and service delivery, and last section was on service delivery at CSU. Preformulated written set of questions are developed to help respondents make quick decisions; in addition, they helped the researcher to code the information easily for subsequent analysis and narrowed down the error gap while analyzing data as observed by (De Leeuw, 2008; Sekaran & Bougie, 2010).

3.7.2 Interview guide

The interview guide is a list of questions you will ask your participants during the interview. The interview guide was used by the researcher. Also interview schedules were used during interviews for in-depth inquiries in the subject matter for ascertain specific details and facts about the study variables. This guide is used to dig deeper and get in-depth investigating and understanding of variables better from key informants (Flick, 2018). An unstructured interview guide was also used as a tool for collecting in depth information from the key informants. The guide had a list of typical issues and themes which explored and enabled the researcher collect the appropriate data in the course of conducting the interviews (King, Horrocks & Brooks, 2018). The guide was drawn with the questions soliciting for the perception of the key informants regarding the analysis of strategic planning and service delivery at CSU. The interview guide was also preferred because it provided in-depth data which was not be possible to obtain when using self-administered questionnaires (King et al., 2018).

3.8 Quality control

In order to ensure quality of the research findings, the researcher carried out reliability and validity tests on the research instruments that were used in data collection. This was done as a way of eliminating or reducing errors in the study instruments.

3.8.1 Reliability of the instruments

Reliability assesses the degree of consistency between multiple measurements of the variable (Zohrabi, 2013). Mainly, there are two methods used in empirical studies, which are: test-retest reliability and internal consistency. The internal consistency approach is the most commonly used. This approach assesses the consistency between the variables in a summed scale. One method of assessing the internal consistency is to test the correlation of each item to the summed scale score in order to check the correlation significance. Another method is a reliability coefficient or Cronbach's alpha which checks the whole scale consistency (Taber, 2018). Cronbach's alpha was used for this study to determine the reliability of the scales. According to many authors the lower limit of acceptability for Cronbach's alpha value is 0.7, and above is accepted as reliable, whilst for clinical decision making, test scores of between 0.8 and 0.9 are acceptable. It is because stated that reliability coefficient of zero indicates that the test scores are unreliable but a higher value indicates more reliability or accuracy of the test scores (Nicewander, 2018; Sekaran & Bougie 2010). A pre-test was done on 10 of the respondents who didn't form part of the final study. Data was coded and entered into the computer. Cronbach's Alpha Reliability Coefficient was generated using the Statistical Package for Social Scientists (SPSS) computer program to estimate the reliability of the questionnaire.

Table 3. 2: Reliability statistics

Cronbach's Alpha	N of Items
.864	24

Source: Primary data (2020)

The Cronbach's Alpha test for current study produced a coefficient of 0.864. As already highlighted above, the reliability coefficient score of above 0.7 like in this current study indicates more reliability or accuracy of the test scores (Nicewander, 2018; Sekaran & Bougie 2010).

3.8.2 Validity of the study instruments

Validity is described as the degree to which the research instruments adopted measures what they intend to measure and perform as they are designed to perform (Walliman, 2017). To achieve this the researcher used a test content validity to systematically examine the study content to determine whether the content in the questionnaire covers a representative sample of the behavior domain to be measured (Sekaran & Bougie, 2010). A content validity index (C.V.I) was computed using the formula below; number of items declared valid/number of items in the questionnaire.

$$CVI = \left(\frac{n_e - \left(\frac{N}{2}\right)}{\left(\frac{N}{2}\right)} \right)$$

Where n_e is the number of raters who accepted that the tool is essential and N the total number of raters (Wilson, Pan & Schumsky, 2012). A CVI of above 0.7 is acceptable that the tool passed the test of validity. Unlike quantitative research, where statistical methods for establishing validity of research findings are applied, in qualitative research the researcher aimed at designing and incorporating methodological strategies to ensure the 'trustworthiness' of the findings such as inviting participants to comment on the interview transcript and whether the final themes and

concepts created adequate reflection of the phenomena being investigated. More so, data triangulation whereby different methods and perspectives applied to help produce a more comprehensive set of findings (Walliman, 2017).

3.9 Data Analysis

Data analysis is a process of inspecting, cleaning, transforming, and modeling data with the goal of discovering useful information, informing conclusions, and supporting decision-making (Doyle, McCabe, Keogh, Brady & McCann, 2019) or a technique used to make inferences from data collected by means of a systematic and objective identification of specific characteristics (Bell et al., 2018). Both descriptive and inferential statistics were adopted for this study. The quantitative data was analyzed by using descriptive statistics which includes frequency distribution tables and measures of central tendency (the mean), measures of variability (standard deviation) and measures of relative frequencies. The inferential statistics included a regression model which established the effect of strategic planning on service delivery. Data was analyzed by the use of a statistical software SPSS version 20. To measure the influence of strategic planning on service delivery at CSU, the study adopted the linear regression model and Pearson correlation. The Pearson correlation tested the strength of the relationship while the regression analysis established the form of relationship between the independent and dependent variable.

On the other hand, qualitative data was analyzed using content analysis. Responses from key informants was grouped into recurrent issues/themes (Amankwaa, 2016). The recurrent issues which emerge in relation to each guiding question were presented in the results with selected direct quotations from participants who offer as illustrations.

3.10 Measurement of variables

3.9.2 Independent variable

The independent variable was strategic planning which was measured using the strategic planning practices, strategic planning approach and strategic planning process. These dimensions were considered with various items were chosen and included in the questionnaire based on the Likert scale of 1 to 5 (1= Strongly Disagree (SD), 2= Disagree (D), 3= Not Sure (NS), 4= Agree (A) and 5= Strongly Agree (SA) as supported by (Brady & McCann, 2019).

3.10.1 Dependent variable

The dependent variable was service delivery and this was measured using efficiency, effectiveness, service quality and timeliness. These dimensions are developed based on studies that were conducted by (Bell et al., 2018).

3.11 Ethical consideration

Finally, the researcher observed ethical and legal issues in research like the principle of confidentiality, anonymity, consent and acknowledgement of other people's input into this study because it is important to respect the rights and dignity of the research subjects (Artal & Rubinfeld, 2017). This study ensured confidentiality of respondents and that the information to be obtained was strictly used for the intended research purpose as the instrument used in the study didn't contain any space for name or telephone number as a way of increasing confidentiality and increasing the confidence of participants to engage in the study. Further, the researcher ensured that permission was sought from the CSU and KCH, and participation in this current study was entirely voluntary and whoever accept to do so was provided with the instrument in private.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter highlighted the presentation, analysis and interpretation of the study findings arising from the data collected from the respondents using questionnaires and interviews. The first section presents the response rate, followed by demographic characteristics, and lastly analysis on the study objectives through descriptive statistics as well as the inferential statistics of the specific objectives. The overall goal of the study was to analyze how strategic planning affects service delivery of Cheshire Services Uganda (CSU).

4.2 Response rate

The response rate is the percentage of respondents in the sample who completed and returned questionnaires. It measures the level of success or quality achieved in collecting survey data (Westat, 2007). In other words, response rate is a ratio of the number of people who respond to a study to the estimated sample size for the study. The response rate in this study was summarized in table 4.1.

Table 4. 1: Response rate

Category	Targeted response	Actual response	Response rate
Questionnaires	77	69	86.6%
Interviews	9	9	100%
Total	86	78	90.7%

Sources: Primary data (2020)

Table 4.1 above shows that 77 structured questionnaires were distributed and 69 questionnaires were returned. In addition, the all 9 interviews were conducted and this gave an overall response rate of 90.7%. Accordingly, Babbie (2004) posits that return rates of 50% are acceptable to analyze and publish, 60% is good and 70% is very good. According to the above calculation, the response rate for this study indicates to be very good, which is of great significance in making generalization and conclusions for this study.

4.3 Findings on the demographic characteristics of respondents

The study considered the respondents' demographic characteristics since it may have some influence on the opinion of respondents on the effect of strategic planning on service delivery of Cheshire Services Uganda (CSU). The demographics covered included; gender, age group, education level, period worked with CSU, and organizational level of the respondents.

4.3.1 Gender distribution in the study

Gender was the first demographic to be assessed during the study investigation and it comprised of both males and females as shown in Table 4.2.

Table 4. 2: Gender of respondents

		Frequency	Percentage
Valid	Male	30	43.5
	Female	39	56.5
	Total	69	100.0

Source: Primary data (2020)

The results from Table 4.2 show that 56.5% of the majority of the respondents were females and males represented the smallest proportion of respondents (43.5%). The findings may imply that

the views obtained from the study in line with strategic planning and service delivery were representative of both gender statuses.

4.3.2 Age distribution in the study

The study sought to find the age distribution of respondents in the study and therefore the respondents were told to indicate their age group as shown in Table 4.3.

Table 4. 3: Age group of respondents in the study

		Frequency	Percentage
Valid	18-25	5	7.2
	26-33	31	44.9
	34-41	25	36.2
	42-49	8	11.6
	Total	69	100.0

Source: Primary data (2020)

In terms of age group, 31 (44.9%) of the majority of the respondents were aged between 26 and 33 years, 25 (36.2%) who were aged between 34 and 41 years followed, and the smallest proportion of respondents were aged between 18 and 25 years. The findings may imply that the study was represented by respondents of mature age who were well knowledgeable with strategic planning and its influence on service delivery of Cheshire Services Uganda (CSU).

4.3.3 Distribution of education in the study

The study sought to find out the education level of respondents since it played a key role on the respondents' understanding towards strategic planning and its influence on service delivery of

Cheshire Services Uganda (CSU). Thus, respondents were told to indicate their education level as shown in Table 4.4.

Table 4. 4: Education level of respondents in the study

		Frequency	Percentage
Valid	Post graduate	31	44.9
	Graduate	25	36.2
	Diploma	6	8.7
	Certificate	7	10.1
	Total	69	100.0

Source: Primary data (2020)

In terms of education level, the bigger proportion of respondents (44.9%) held postgraduate, graduates followed (36.2%), and the least proportion of respondents had diploma (8.7%). The findings indicate that majority of the respondents are of a sufficient level of education and this implies that they were more informed about the subject matter and this enabled to produce accurate study results.

4.3.4 Distribution of respondents by period worked with Cheshire Services Uganda (CSU) as an employee or Board Member

The respondents in the study were told to indicate the period they worked with CSU as an employee or Board Member and the findings are indicated in table 4.5.

Table 4. 5: Period respondents worked with CSU as an employee or Board Member

		Frequency	Percentage
Valid	Less than 1 year	2	2.9
	1-5 years	39	56.5
	6-10 years	24	34.8
	11 years & above	4	5.8
	Total	69	100.0

Source: Primary data (2020)

In relation with the period respondents worked with CSU, 39 (56.5%) of the majority of respondents had worked for a period between 1 and 5 years, 24 (34.8%) who had worked for a period between 6 and 10 years followed, and the minority of the respondents (2.9%) had worked for a period less than 1 year. The results showed that majority have been with CSU for more than one year, which implies that most of the respondents had sufficient time to understand and give an objective assessment of strategic planning (subject matter) practice at CSU.

4.3.5 Distribution of respondents by organizational level

The respondents were told to indicate their organizational during the study investigation at CSU and the findings are presented in Table 4.6.

Table 4. 6: Organizational level of the respondents

		Frequency	Percentage
Valid	Management	11	15.9
	Middle	39	56.5
	Lower	19	27.5
	Total	69	100.0

Source: Primary data (2020)

In terms of organizational level, most of the respondents (56.5%) were working in the middle level of the organization, followed by 27.5% who were working in the lower level, and the least proportion of respondents were working in the management. This may imply that most of the respondents had considerable knowledge and practice on the subject matter which enabled to get reliable information since they were in the middle level of the organization.

4.4 Understanding of the concept of strategic planning

The study sought to find out how well the respondents perceived the concept of strategic planning at CSU and the findings are indicated in table 4.7.

Table 4. 7: Respondents' understanding of the concept of strategic planning

		Frequency	Percentage
Valid	Very well	12	17.4
	Well	45	65.2
	Fairly	12	17.4
	Total	69	100.0

Source: Primary data (2020)

The findings in table 4.7 revealed that majority of the respondents (65.2%) well understood the concept of strategic planning, followed by 17.4% who understood it very well as compared to the other 17.4 understood it fairly. The findings show that most of the respondents had enough knowledge on strategic planning hence in a position to offer an objective assessment strategic planning and its effect on service delivery at CSU.

4.5 Extent to which CSU formulates and implements strategic plans

The study sought to find out the extent to which CSU formulates and implements strategic plans and the findings are presented in Table 4.8.

Table 4. 8: Extent to which CSU formulates and implements strategic plans

		Frequency	Percentage
Valid	Less extent	8	11.6
	Moderate extent	36	52.2
	Great extent	21	30.4
	Very great extent	4	5.8
	Total	69	100.0

Source: Primary data (2020)

The findings presented in table 4.8 show that most of the respondents (52.2%) were in agreement that CSU formulates and implements strategic plans and the smallest proportion of respondents (5.8%) said that CSU formulates and implements strategic plans at very great extent. This shows that CSU formulates and implements strategic plans to a moderate extent and this was significant for the study in examining the effect of strategic planning on service delivery of CSU.

4.6 Analysis on the specific objectives of the study and study hypotheses

This section presents the findings on the specific objectives which include the; effect of strategic planning approaches on service delivery of Cheshire Services Uganda, effect of strategic planning process on service delivery of Cheshire Services Uganda, effect of strategic planning practice on service delivery, and effect of a strategic plan on service delivery at Cheshire Services Uganda.

4.6.1 Strategic planning approaches and service delivery of Cheshire Services Uganda

This section presents the descriptive statistics on strategic planning approaches and the empirical findings on the effect of Strategic planning approaches on service delivery of Cheshire Services Uganda.

4.6.1.1 Descriptive findings on Strategic planning approaches of Cheshire Services Uganda

The respondents were asked to give their views on items of Strategic planning approaches of Cheshire Services Uganda. The statements were measured on a five-point Likert scale where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, and 5=strongly agree. Therefore, the mean value above 3 shows high level of perception by respondents on Strategic planning approaches of Cheshire Services Uganda while the mean value less than or equal to 3 shows low level of perception by respondents on Strategic planning approaches of Cheshire Services Uganda. The findings are shown in Table 4.9.

Table 4. 9: Descriptive findings on Strategic planning approaches of CSU

Statements	Mean	Std. dev
Under conventional strategic planning, goals identified turn the planned vision into reality	3.74	0.741
Most approaches to SP incorporate attention to and analysis of both the organization and its environment	3.87	0.803
The action plans help individuals see how their work supports the strategies that complete the goals of the overall strategic plan.	4.01	0.696
Issue-based approach using strategic analysis identify issues in terms of SWOT which leads to effective strategic plans	3.96	0.794
The codified issues, goals, and action steps into an overall plan once executed, outcomes are realized	3.78	0.783
For each change in force, best-case, worst-case, and reasonable case scenarios are developed as a response to the change	3.70	0.828

Source: Primary data (2020)

Table 4.9 presents the descriptive statistics on the strategic planning approaches of CSU. The study found out that goals identified at CSU turn the planned vision into reality under the conventional strategic planning as shown by a high-level mean of 3.74 which is above the threshold mean score of 3. The majority of the respondents in the study agreed that most approaches to strategic planning incorporate attention to and analysis of both the organization and its environment (mean=3.87). The bigger proportion of the respondents (mean=4.01) supported the argument that the action plans help individuals see how their work supports the strategies that complete the goals of the overall strategic plan. Concerning issue-based approach, the biggest proportion of respondents in the study

agreed that issue-based approach using strategic analysis identify issues in terms of SWOT which leads to effective strategic plans (mean=3.96).

The survey findings showed that majority of the respondents were in strong agreement that the codified issues, goals, and action steps into an overall plan once executed, outcomes are realized in CSU as indicated by a high-level mean (mean=3.78). The evidence from the survey show that most of respondents strongly supported that for each change in force, best-case, worst-case, and reasonable case scenarios are developed as a response to the change (mean=3.70). The findings imply that CSU follow quite a number of approaches in its strategic planning process, which reflects what Bryson et al., (2018) said that there are many ways to approach the creation of the plan, which also echoed what one respondent among the Managers of Operations (MOO) at CSU who said;

‘At CSU, we don’t follow a specific approach to strategic planning but everybody involved in process follow whatever approach is convenient to them: implying the saying that ‘end justifies the mean.’(MOO)

4.6.1.2 Effect of strategic planning approaches on service delivery of Cheshire Services Uganda

The study first tested the hypothesis whether strategic planning approaches have a significant effect on service delivery of Cheshire Services Uganda. The hypothesis was tested using simple linear regression model as shown in table 4.10 below.

Table 4. 10: Regression analysis on the effect of strategic planning approaches on service delivery of Cheshire Services Uganda

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.410 ^a	.168	.161	.68260

a. Predictors: (Constant), Strategic planning approaches

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.580	.563		6.357	.000
Strategic planning approaches	.025	.145	.021	.173	.003

a. Dependent Variable: service delivery

Source: Primary data (2020)

The regression findings in table 4.10 revealed that the model was a good fit for the data and statistically significant at 5% level ($P=0.003$). Furthermore, the findings from the model summary show that 16.1% of the variations in service delivery of Cheshire Services Uganda are explained by strategic planning approaches with 83.9% being explained by other factors (Adjusted R square=0.161). In addition, the evidence from the regression analysis shows that an increment in

strategic planning approaches by one-unit results into an improvement in service delivery by 0.025 ($B=0.025$). The results therefore imply that strategic planning approaches significantly affect service delivery. As a result, the study rejects the hypothesis which stated that “strategic planning approaches have no significant effect on service delivery of Cheshire Services Uganda.

The findings are supported interview response of the Human Resource Manager (HRM) that;

“CSU usually focuses on the ‘what’ (strategic plan), the ‘how’ (process/approach) and much attention is paid to strategy formulation and its implementation.” (HRM)

4.6.2 Strategic planning process and service delivery of Cheshire Services Uganda

This section presents the descriptive statistics on strategic planning process and the empirical findings on the effect of strategic planning process on service delivery of Cheshire Services Uganda.

4.6.2.1 Descriptive findings on Strategic planning process of Cheshire Services Uganda

The respondents were asked to give their opinions on the statements of Strategic planning process of Cheshire Services Uganda. The statements were measured on a five-point Likert scale where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, and 5=strongly agree. Therefore, the mean value above 3 shows high level of perception by respondents on Strategic planning process of Cheshire Services Uganda while the mean value less than or equal to 3 shows low level of perception by respondents on Strategic planning process of Cheshire Services Uganda. The findings are presented in table 4.11 below;

Table 4. 11: Descriptive findings on Strategic planning process of CSU

Statements	Mean	Std. Dev
Strategic planning is a critical part of the strategic management process, which aids NGOs formulate & appreciate strategies aimed at greater performance effectiveness	4.25	0.467
Well formulated strategy involving identification and clarification of CSU mandates improves delivery	4.06	0.591
Clear analysis of CSU's internal and external environment yields effective strategic plan	4.07	0.551
Situation analysis and environmental scanning during strategic planning at CSU ensures better plan.	3.99	0.630
Strategy implementation at CSU with the relevant policies and frameworks ensures effective service delivery	4.01	0.500
The evaluation and control process ensure that the CSU is achieving what was set out to accomplish in the strategic plan	3.99	.581
The stage compares performance with desired results and provides the feedback necessary for management to evaluate results and take corrective action, as needed.	4.00	.383

Source: Primary data (2020)

Table 4.11 highlights the descriptive findings on strategic planning process of CSU. The bigger proportion of respondents agreed that strategic planning is a critical part of the strategic management process, which aids NGOs formulate & appreciate strategies aimed at greater

performance effectiveness since the mean score of 4.25 was above the threshold of 3. Regarding whether formulated strategy improves on service delivery, the highest proportion of respondents agreed that well formulated strategy involving identification and clarification of CSU mandates improves service delivery (mean=4.06). This confirms what Awino et al. (2012) states that strategic planning is a vital part of the strategic management process, which supports NGOs formulate and design strategies intended towards greater performance effectiveness, improved accountability measures, and sustainable competitive advantage. Reflecting on this, one board member during the interviews said that;

‘CSU strategic plans are always successful because they are formulated through a meticulous process and procedure where all the necessary steps of the process are followed’.

In terms of clear analysis of CSU’s internal and external environment, the majority of the study respondents agreed that clear analysis of CSU’s internal and external environment yields effective strategic plan (mean=4.07). The findings revealed that situation analysis and environmental scanning during strategic planning at CSU ensures better plan as shown by a mean score (mean=3.99) which is above the threshold of 3. In regards to strategy implementation at CSU, the majority of the study respondents were in agreement that strategy implementation at CSU with the relevant policies and frameworks ensures effective service delivery (mean=4.01).

The findings show that the evaluation and control process ensure that the CSU is achieving what was set out to accomplish in the strategic plan as shown by a mean score (mean=3.99) which is above the mean score of 3. In regard to the stage compares performance with desired results, the bigger percentage of respondents strongly agreed that the stage compares performance with

desired results and provides the feedback necessary for management to evaluate results and take corrective action as needed (mean=4.00).

4.6.2.2 Effect of strategic planning process on service delivery of Cheshire Services Uganda

The second hypothesis tested was whether strategic planning process has a significant effect on service delivery of Cheshire Services Uganda. The test was conducted using a simple linear regression model as shown in table 4.12.

Table 4. 12: Regression analysis on the effect of strategic planning process on service delivery of Cheshire Services Uganda

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.136 ^a	.019	.004	.67637

a. Predictors: (Constant), Strategic planning process

Coefficients					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.460	.912		.009
	Strategic planning process	.253	.224	.136	.004

a. Dependent Variable: Service delivery

Source: Primary data (2020)

The regression findings in Table 4.12 show that the model fitted well the data and is significant at 5% level (P-value=.004). The Adjusted R Square of 0.004 shows that only 0.4% of the total

variations in service delivery are explained by strategic planning process. However, though very minimal variation in service delivery is explained by strategic planning process, the findings show that a unit improvement in strategic planning process increases on service delivery by 0.253. The study therefore rejects the study hypothesis that stated that strategic planning process has no significant effect on service delivery.

This result is in line with the views of Bryson (2018) that strategic planning typically operationalized as an approach to strategy formulation, strategic planning includes elements such as analysis of the organization's mandate, mission, and values; analysis of the organization's internal and external environment; and identification of strategic issues based on these analyses and the formulation of strategies, goals, and plans to address the issues.

4.6.3 Strategic planning practice and service delivery of Cheshire Services Uganda

This section highlights the descriptive statistics on strategic planning practice as well as the empirical findings on the effect of Strategic planning practice on service delivery of Cheshire Services Uganda.

4.6.3.1 Descriptive findings on Strategic planning practice of Cheshire Services Uganda

The study sought the views of respondents on Strategic planning practice of Cheshire Services Uganda. The statements were measured on a five-point Likert scale where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, and 5=strongly agree. Therefore, the mean value above 3 shows high level of perception by respondents on Strategic planning practice of Cheshire Services Uganda while the mean value less than or equal to 3 shows low level of perception by respondents on Strategic planning practice of Cheshire Services Uganda. The findings are presented in table 4.13.

Table 4. 13: Descriptive findings on Strategic planning practice of Cheshire Services Uganda

Statement	Mean	Std. Dev
In following a systematic approach to strategy formulation, conducting internal and external analyses, defining goals, enables CSU to formulate effective plans	4.14	0.827
The integrative stakeholder participation practice preferred at CSU during the process of decision making generates beneficial outcomes	3.91	0.853
Integrative stakeholder participation applied by CSU yields more beneficial outcomes as opposed to only the top policy makers	3.87	0.938
It suggests that strategic planning includes an analysis of many possible options and alternatives before coming to an informed decision.	4.04	.962
Comprehensive strategic planning as a process of reflection and careful consideration in which multiple options are generated and contemplated before a final course is selected enhance strategic planning's impact on CSU service delivery	3.97	0.970

Source: Primary data (2020)

Table 4.13 highlights the descriptive findings on Strategic planning practice of Cheshire Services Uganda. Most of the study respondents were in agreement that in following a systematic approach to strategy formulation, conducting internal and external analyses, defining goals, enables CSU to formulate effective plans as shown by a high-level mean score which is above the threshold of 3. In terms of integrative stakeholder participation practice preferred at CSU during the process of decision making, the study found out the majority of the respondents agreed that the integrative

stakeholder participation practice preferred at CSU during the process of decision making generates beneficial outcomes (mean=3.91). Concerning the integrative stakeholder participation applied by CSU, the majority of the respondents were in agreement that integrative stakeholder participation applied by CSU yields more beneficial outcomes as opposed to only the top policy makers (mean=3.87). This result is in line with those of Warner (2016) and Hendrick (2003) that stakeholder participation during the process of decision making generates beneficial outcomes a view echoed by Country Director who said;

‘CSU strategic planning exercise wouldn’t be complete without the stakeholders’ engagement workshop because our strategic plans to be effective and useful, everybody at any level must be committed and involved.’ (CD)

The bigger percentage of respondents agreed that strategic planning includes an analysis of many possible options and alternatives before coming to an informed decision as shown by a mean score of 4.04 which is above the threshold of 3. In terms of comprehensive strategic planning, most of the respondents were in agreement that comprehensive strategic planning as a process of reflection and careful consideration in which multiple options are generated and contemplated before a final course is selected enhance strategic planning’s impact on CSU service delivery (mean score=3.97).

4.6.3.2 Effect of strategic planning practice on service delivery of Cheshire Services Uganda

The third hypothesis to test was whether strategic planning practice had a significant effect on service delivery of Cheshire Services Uganda. The hypothesis was tested using a simple linear regression model at 5% level. The results are presented in table 4.14.

Table 4. 14: Regression findings on the effect of strategic planning practice on service delivery of Cheshire Services Uganda

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.592	.351	.305	.67359

a. Predictors: (Constant), Strategic planning practice

Coefficients					
Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	4.056	.430		9.441	.000
strategic planning practice	.143	.106	.163	1.355	.000

a. Dependent Variable: Service delivery

Source: Primary data (2020)

The regression findings show that Strategic planning practice had a positive and significant effect on service delivery of Cheshire Services Uganda at 5% level (P-value=0.000). Besides, the Adjusted R Square results of the model show that Strategic planning practice explain only 30.5% of the total variations (changes) in service delivery of Cheshire Services Uganda with 69.5% being explained by other factors. Furthermore, the evidence from the model (B=0.143) indicate that a unit increase in strategic planning practice leads to an improvement in service delivery of Cheshire

Services Uganda by 0.143. From the findings the study therefore rejects the hypothesis which stated that “Strategic planning practice has no significant effect on service delivery of Cheshire Services Uganda”. The implication is that effective strategic planning practices at CSU play a critical role in enhancing service delivery

The findings coincide with Country Director’s (CD) interview response who said that;

‘Having a formal strategic planning process helps us to develop a good strategic plan taking a proactive strategic approach has aided CSU to perform better. Therefore, it is usefulness and, in fact, necessary to have a formal, proactive strategic planning process in an organization’ (CD)

4.6.4 Correlation analysis between strategic planning and service delivery

This section presents correlations analysis between strategic planning approaches, strategic planning process, strategic planning practice, and service delivery at Cheshire Services Uganda. The study presents a combined/multivariate correlation analysis between strategic planning components and service delivery of CSU. However, since the variables were measured on a five-point Likert scale, the researcher opted for spearman’s rank correlation test which is a non-parametric test that measures relationship between variables that are measured on ordinal scale. The findings are presented in the correlation matrix table below.

Table 4. 15: Correlation analysis between strategic planning approaches, strategic planning process, strategic planning practice, and service delivery of CSU.

		Strategic planning approaches	Strategic planning process	Strategic planning practice	Service delivery
Strategic planning approaches	Correlation	1			
	Coefficient				
	Sig. (2-tailed)	.			
	N	69			
Strategic planning process	Correlation	.724**	1		
	Coefficient				
	Sig. (2-tailed)	.000	.		
	N	69	69		
Strategic planning practice	Correlation	.322**	.267*	1	
	Coefficient				
	Sig. (2-tailed)	.007	.026	.	
	N	69	69	69	
Service delivery	Correlation	.410**	.136**	.592**	1
	Coefficient				
	Sig. (2-tailed)	.003	.000	.000	.
	N	69	69	69	69

** . Correlation is significant at the 0.01 level (2-tailed).

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

Source: Primary data (2020)

Correlation results in Table 4.15 highlight the relationship between the study variables. Concerning Strategic planning approaches and service delivery at CSU, the findings revealed that Strategic planning approaches had a moderate and positive relationship with service delivery of CSU ($R=.410$, $P<0.01$). As observed from the findings, the implication is that an improvement in Strategic planning approaches is likely to lead to an increase in service delivery of CSU. Similarly, the study found a weak positive and significant relationship between strategic planning process and service delivery of CSU ($R=.136$, $P<0.01$). The findings may imply that an improvement in strategic planning process may slightly have an increase on service delivery of CSU.

Lastly, regarding strategic planning practice and service delivery, the findings revealed a moderate positive and significant relationship between strategic planning practice and service delivery of CSU ($R=.592$, $P<0.01$). The study findings may imply that an improvement in Strategic planning practice is likely to have an increase service delivery of CSU. The findings also revealed that the relationship between the independent variables was less than 80% which was an indication of no existence of multicollinearity between the independent variables.

4.6.5 Strategic plan and service delivery of Cheshire Services Uganda

This section highlights the descriptive statistics on strategic plan of Cheshire Services Uganda and the empirical findings on the effect of Strategic plan on service delivery of Cheshire Services Uganda.

4.6.5.1 Descriptive findings on Strategic plan of Cheshire Services Uganda

The respondents were asked to indicate their views on the statements concerning Strategic plan of Cheshire Services Uganda. The statements were measured on a five-point Likert scale where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, and 5=strongly agree. Therefore, the mean

value above 3 shows high level of perception by respondents on Strategic plan of Cheshire Services Uganda while the mean value less than or equal to 3 shows low level of perception by respondents on Strategic plan of Cheshire Services Uganda. The findings are presented in table 4.15.

Table 4. 16: Descriptive findings on Strategic plan of Cheshire Services Uganda

Statements	Mean	Std. Dev
Firms with written strategic plans, performed better than firms without a written strategic plan.	4.20	0.815
Firms deploying high level formal strategic plans performed better than the firms deploying low or medium level formal strategic plans	4.10	0.789
NGOs have developed strategic plans to meet donor requirements or conditions hence ensuring sustainability	3.74	0.980
The plans developed with in-depth involvement of key stakeholders, creates a sense of ownership in the strategy development and implementation process.	4.28	0.662
Effective strategy configures CSU's resources and core competencies so as to adequately meet its goals and objectives	4.16	0.678
Proper choice of strategic direction determines the success and survival of organization.	4.36	0.707

Source: Primary data (2020)

Table 4.15 presents the descriptive findings on Strategic plan of Cheshire Services Uganda. The majority of the respondents were in agreement that strategic plan enables CSU to perform better than organizations without a written strategic plan as indicated by a high-level mean of 4.20 which is above the threshold mean score of 3. The highest proportion of respondents supported that

deploying high level formal strategic plans enables CSU to perform better than the organizations deploying low or medium level formal strategic plans (mean=4.10).

In terms of NGOs developing strategic plans to meet donor requirements, the majority of the respondents agreed that NGOs have developed strategic plans to meet donor requirements or conditions hence ensuring sustainability (mean=3.74). Regarding whether plans are developed with in-depth involvement of key stakeholders, the majority of the respondents were in agreement that plans developed with in-depth involvement of key stakeholders which creates a sense of ownership in the strategy development and implementation process (mean=4.28). This result is in line with those of Warner (2016) and Hendrick (2003) that stakeholder participation during the process of decision making generates beneficial outcomes a view echoed by Human Resource Manager (HRM) who said that;

‘CSU strategic planning exercise wouldn’t be complete without the stakeholders’ engagement workshop because our strategic plans to be effective and useful, everybody at any level must be committed and involved.’(HRM)

The study established that effective strategy configures CSU’s resources and core competencies so as to adequately meet its goals and objectives as shown by a mean score of 4.16 which is above the threshold of 3. The study also sought to establish if proper choice of strategic direction determines the success and survival of CSU and the majority of the respondents were in strong agreement with the statement (mean=4.36). This shows that proper choice of strategic direction determines the success and survival of CSU.

4.6.5.2 Effect of strategic plan on service delivery of Cheshire Services Uganda

The last hypothesis to be tested was whether strategic plan had a significant effect on service delivery of Cheshire Services Uganda. A simple linear regression model was employed to test the hypothesis at 5% level and the results are presented in table 4.16.

Table 4. 17: Regression findings on the effect of strategic plan on service delivery of Cheshire Services Uganda

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.171 ^a	.029	.015	.67270

a. Predictors: (Constant), Strategic plan

Coefficients					
Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1	(Constant)	4.334	.604	7.175	.000
	Strategic plan	.205	.145	.171	.010

a. Dependent Variable: Service delivery

Source: Primary data (2020)

Table 4.16 presents the regression findings on the effect of strategic plan on service delivery of Cheshire Services Uganda. The model findings show that strategic plan had a positive and

significant effect on service delivery of Cheshire Services Uganda at 5% level (P-value=0.010). The regression findings reveal that an increment in strategic plan by one unit significantly results into increase in service delivery by .205. The implication is that effective strategic plan plays a remarkable role towards an improvement in service delivery of Cheshire Services Uganda. However, the outcomes from the coefficient of determination show that strategic plan accounts for only 1.5% of the variations (changes) in service delivery of Cheshire Services Uganda which is an indication that the effect of a strategic plan on service delivery there exists but very low. These result echoes earlier findings by Jayawarna (2019) and Daigle and Rouleau (2010) that organisations with written strategic plans, performed better than firms without a written strategic plan and in addition, firms deploying high level formal strategic plans performed better than the firms deploying low or medium level formal strategic plans.

In line with, Manager of Operations (MOO) who opined that;

‘In the last 8 years we (CSU) have/has been to achieve the objectives because we have a full idea on where CSU is headed with clear priorities amidst changing circumstances and we employees know the purpose of our jobs.’ (MOO)

4.7 Extent to which the status of strategic planning at CSU has yielded effective strategic plans, which have improved service delivery

The respondents were asked to provide their views on the extent to which the status of strategic planning at CSU has yielded effective strategic plans, which have improved service delivery. The findings are indicated in table 17.

Table 4. 18: Findings on the extent to which the status of strategic planning at CSU has yielded effective strategic plans, which have improved service delivery

		Frequency	Percentage
Valid	Moderate extent	39	56.5
	Great extent	24	34.8
	Very great extent	6	8.7
	Total	69	100.0

Source: Primary data (2020)

The study findings show that majority of the respondents (56.5%) were in strong agreement that strategic planning at CSU has moderately yielded effective strategic plans, which have improved service delivery followed by 34.8% who indicate to great extent as compared to 8.7% who said to a very great extent. This is an indication that the strategic planning process at CSU always yields effective strategic plans, which improves service delivery.

CHAPTER FIVE

SUMMARY AND DISCUSSION OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The study results mainly centered on analyzing how strategic planning affects service delivery of Cheshire Services Uganda (CSU), specifically to analyze the effect of strategic planning approaches on service delivery of Cheshire Services Uganda, examine the strategic planning process and its influence on service delivery of Cheshire Services Uganda, examine how the strategic planning practice at Cheshire Services Uganda affects its service delivery, and assess the effect of a strategic plan on service delivery at Cheshire Services Uganda.

5.2 Summary of the findings

This study sought to analyze how strategic planning affects service delivery of Cheshire Services Uganda (CSU). The study results indicated a significant effect of the independent variables of approach, process, and practice of strategic planning on service delivery by CSU. All the variables showed a significant effect on service delivery of CSU. As revealed that strategic planning approaches significantly affect service delivery of Cheshire Services Uganda at 5% level ($P=0.003$). Also, strategic planning process had a significant effect on service delivery of Cheshire Services Uganda at 5% level ($P\text{-value}=0.004$). Lastly, strategic planning practice had a significant effect on service delivery of Cheshire Services Uganda at 5% level ($P\text{-value}=0.000$) as well as strategic plan had a significant effect on service delivery of Cheshire Services Uganda at 5% level ($P\text{-value}=0.010$). Thus, all the hypotheses were rejected.

5.3 Discussion of the findings

The findings for this study are analysed and discussed as per the objectives of the study and research hypotheses;

5.3.1 Response rate and demographics

This study analyzed how strategic planning affects service delivery of Cheshire Services Uganda (CSU). For obtaining quantitative data, the questionnaires distributed yielded a response rate of 90.7% that was found to be very good for the study (Babbie, 2004). The descriptive statistics shows that, the respondents were a true representative and well distributed in terms of age, gender and departments, and the majority are literate and have been in service with CSU for more than one year, therefore competent and long enough, and in a position to give credible response on strategic planning and service delivery of CSU from a well-informed perspective.

5.3.2 To analyze the effect of strategic planning approaches on service delivery of Cheshire Services Uganda.

This study analyzed the effect of strategic planning approaches on service delivery by CSU and through testing research hypothesis H_1 ' strategic planning approaches have no significant effect on service delivery at CSU. The results showed there was a significant effect of strategic planning approaches on service delivery of Cheshire Services Uganda at 5% level ($P=0.003$). The evidence from the regression analysis shows that an increment in strategic planning approaches by one-unit results into an improvement in service delivery by 0.025. The results were significant and resulted into the rejection of the hypothesis which stated that "strategic planning approaches have no significant effect on service delivery of Cheshire Services Uganda." The findings from the model summary show that only 16.1% of the variations in service delivery of Cheshire Services Uganda are explained by strategic planning approaches (Adjusted R square=0.161).

5.3.3 To examine the strategic planning process and its influence on service delivery of Cheshire Services Uganda,

To examine the effect of strategic planning process on service delivery of Cheshire Services Uganda, a null hypothesis H_2 was tested and it states that ‘there strategic planning process has no significant effect on service delivery at CSU’. Accordingly, the results revealed that strategic planning process had a significant effect on service delivery of Cheshire Services Uganda at 5% level (P-value=.004). The model findings show that a unit improvement in strategic planning process increases on service delivery by 0.253. The Adjusted R Square results of the model show that only 0.4% of the total variations in service delivery are explained by strategic planning process. The findings imply that an improvement in strategic planning process increases on service delivery of Cheshire Services Uganda. The model results confirmed with the rejection of the hypothesis which stated that “strategic planning process has no significant effect on service delivery of Cheshire Services Uganda”

This result is in line with the views of Bryson (2018) that strategic planning typically operationalized as an approach to strategy formulation, strategic planning includes elements such as analysis of the organization’s mandate, mission, and values; analysis of the organization’s internal and external environment; and identification of strategic issues based on these analyses and the formulation of strategies, goals, and plans to address the issues. The finding also coincides with what George et al. (2019) indicated that the extent to which strategic planning includes internal and external analyses and the formulation of goals, strategies, and plans) is important to enhancing organizational performance.

In support of this, one board member during the interviews said that;

‘CSU strategic plans are always successful because they are formulated through a meticulous process and procedure where all the necessary steps of the process are followed’.

This finding is also supported by the Synoptic planning theory that contends that a systematic, rational, and thorough analytical approach to decision making generates positive outcomes as opposed to a more intuitive, gut-feeling approach. The study revealed that existence of thorough strategic decision-making process positively contributes to service delivery. This is also supported by Rieker (2019) and Rhodes and Keogan (2005) who also established that strategic planning process affects service delivery in organizations.

5.3.4 To examine how the strategic planning practice at Cheshire Services Uganda impacts its service delivery

The study sought to examine how the strategic planning practice at Cheshire Services Uganda affects its service delivery, research hypothesis **H₃** stating that, ‘there is no significant relationship between strategic planning practice of CSU and its service delivery’ was measured, and the results Showed that strategic planning practices have a significant effect on service delivery of Cheshire Services Uganda at 5% level (P-value=0.000). The evidence from the model indicate that a unit increase in strategic planning practice leads to an improvement in service delivery of Cheshire Services Uganda by 0.143. The findings resulted into rejection of the hypothesis that “Strategic planning practice has no significant effect on service delivery of Cheshire Services Uganda”. The implication is that effective strategic planning practices at CSU play a critical role in enhancing service delivery. On the other hand, the Adjusted R Square results of the model show that Strategic planning practice accounts for only 30.5% of the total variations (changes) in service delivery of Cheshire Services Uganda.

This finding is supported by the argument of the goal setting theory that suggests that if an organization is to achieve an improvement in service delivery, it should adopt strategic practices such as setting clear and challenging goals. This is also in line with the study by Warner (2016) and Hendrick (2003) who stressed that strategic planning practices such as stakeholder engagement in setting goals and making decisions have a resultant effect on service delivery.

5.3.5 To assess the effect of a strategic plan on service delivery at Cheshire Services Uganda

The final objective was to assess the effect of a strategic plan on service delivery at Cheshire Services Uganda. Accordingly, null hypothesis **H₄** stating that ‘a strategic plan has no significant effect on service delivery at Cheshire Services Uganda’ was tested. The results show that strategic plan had a significant effect on service delivery of Cheshire Services Uganda at 5% level (P-value=0.010) hence rejecting the hypothesis. The regression findings reveal that an increment in strategic plan by one unit significantly results into increase in service delivery by .205. The implication is that effective strategic plan plays a remarkable role towards an improvement in service delivery of Cheshire Services Uganda.

These result echoes earlier findings by Jayawarna (2019) and Daigle and Rouleau (2010) that organisations with written strategic plans, performed better than firms without a written strategic plan and in addition, firms deploying high level formal strategic plans performed better than the firms deploying low or medium level formal strategic plans.

5.4 Conclusion

The study sought to analyze the effect of strategic planning on service delivery of Cheshire Services Uganda (CSU). The study established that, variables of approach, process, and practice of strategic planning have a significant effect on service delivery of CSU. Thus, the study

concludes by rejecting the study variables that were adopted in the study that stated that strategic planning practices, approaches and process have no significant effect on service delivery. It is therefore observed that firms that add in more effort to improve the strategic planning process, adopt strategic planning practices and approaches are likely to report an improvement in service delivery.

5.5 Recommendation

The current study's recommendations will support CSU, its employees and others to enhance service delivery generally through developing effective strategic plans by following the below mentioned recommendations;

The study recommends that for CSU strategic planning to be effective and useful, there must be commitment and involvement of all levels of the organization into strategic planning process, practices and approaches for instance be involved in strategy formulation, implementation and evaluation.

With the descriptive statistics showing that CSU does not follow a specific strategic planning approach which may be a bit of difficult for anyone involved in strategic planning process. Therefore, the study recommends CSU to use a particular approach among which include conventional, issue-based approach, scenario-based approach and top-bottom-top

The study revealed that strategic planning process significantly affects service delivery, therefore, the study recommends CSU to follow a systematic strategic planning process i.e. formality of the strategic planning processes which includes internal and external analyses and the formulation of goals, strategies, and plans that is important to enhancing organizational performance/service delivery

CSU must embrace the strategic planning process involving all the series of steps; strategy formulation (Vision, Mission, Objectives and Internal analysis), situation analysis and environmental scanning (Competitor, industry, Market analysis and strategy selection), strategy implementation and strategy evaluation and control

5.6 Areas of future research

This study broadly considered establishing the effect of strategic planning on service delivery however, further studies should be done to establish the specific strategic planning practices that affect service delivery.

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APPENDICES

APPENDIX 1: SURVEY QUESTIONNAIRE

Dear respondent,

The researcher is a student pursuing a Master of Business Administration at Kyambogo University.

The study is on '**strategic planning and service delivery in Non-Government organizations in Uganda, a case study of Cheshire Services Uganda**'. You have been identified as a respondent, and I therefore request you to kindly spare a few minutes of your busy schedule to fill this questionnaire. This study is purely for academic purposes. Your honest answer and sincere responses are highly appreciated and shall be treated with outmost confidentiality.

Should you require any additional information or wish to receive the findings for the study please contact me on the following contacts.

Tel : 0771666806

Email : mirembeeva@gmail.com

Instructions:



Please kindly tick your response.

Do not write your name on the questionnaire

SECTION A: Background characteristics of the respondents

1. Gender: Male ☐ Female ☐
2. Age: 18-25 ☐ 26-33 ☐ 34-41 ☐ 42-49 ☐ 50-59 ☐
3. What is your education level?
- (a) Post graduate ☐ (b) Graduate ☐ (c) Diploma ☐ (d) Certificate ☐
4. For how long have you worked with CSU either as an employee or Board Member?
- (a) Less than 1 yr ☐ (b) 1-5yrs ☐ (c) 6-10yrs ☐ (d) 11yrs & above ☐
5. What is your department of operation?.....
.....
6. In which organizational level do fall?
- (a) Board ☐ (b) Management ☐ (c) Middle ☐ (d) Lower ☐

SECTIONB: Strategic Planning at CSU

7. How well do you understand the concept of strategic planning?
- (a) Very well ☐ (b) Well ☐ (c) fairly ☐ (d) Poorly ☐ (e) V/poorly ☐
8. Indicate true or false on each of the following statements about strategic planning in organizations;

No.	Statements on strategic planning	True	False
1.	Strategic planning is a process by which we can envision the future	<input type="checkbox"/>	<input type="checkbox"/>
2.	Strategic planning develops the procedures & operations to achieve that future	<input type="checkbox"/>	<input type="checkbox"/>

3.	Strategic planning is a tool for finding the best future for the organization & best path		
4.	Every organization need to embrace the practice of strategic planning as a framework that can be adopted to improve organizational effectiveness		
5.	The major reason of a business failure is not having a strategic plan that is well followed		
6.	If an organization has little idea about where it is headed, it will wonder aimlessly with priorities changing constantly and employees confused		
7.	The purpose of long-range planning was to define the organization's objectives and allocate resources to achieve them		
8.	Strategic choice stage involves generating, evaluating and selecting the most appropriate strategy		
9.	Strategic planning is only practiced by business enterprises and not public or NGOs		
10.	For strategic planning to be effective and useful, there must be commitment and involvement across all levels of the organization		

9. To what extent do you think CSU always formulates and implements strategic plans?

- (a) No extent (b) Less extent (c) Moderate extent (d) Great extent
(e) Very great extent

SECTIONC: Strategic Planning Approaches used at CSU

10. State the extent to which you dis(agree) with the following statements of strategic planning approaches used to produce strategic plan at CSU Indicate your choice of answer ranging from strongly disagree (1), Disagree (2), Neutral (3), Agree (4) to strongly agree (5).

Statements of strategic planning approaches & service delivery at CSU		1	2	3	4	5
i.	Under conventional strategic planning, goals identified turn the planned vision into reality					
ii	Most approaches to SP incorporate attention to and analysis of both the organization and its environment					
iii	The action plans help individuals see how their work supports the strategies that complete the goals of the overall strategic plan.					
iv	Issue-based approach using strategic analysis identify issues in terms of SWOT which leads to effective strategic plans					
v	The codified issues, goals, and action steps into an overall plan once executed, outcomes are realized					
vi	For each change in force, best-case, worst-case, and reasonable case scenarios are developed as a response to the change					

SECTION D: Impact of the Strategic Planning Process on strategic plan and service delivery at CSU.

11. Rate the following statements according to how you feel about how the impact of the strategic planning process on the strategic plans and service delivery at CSU. Indicate your choice of answer ranging from Strongly disagree (1), Disagree (2), Neutral (3), Agree (4) to Strongly agree satisfied (5).

Statements of strategic planning process, strategic plan & service delivery at CSU		1	2	3	4	5
i	Strategic planning is a critical part of the strategic management process, which aids NGOs formulate & appreciate strategies aimed at greater performance effectiveness					
ii	Well formulated strategy involving identification and clarification of CSU mandates improves delivery					
iii	Clear analysis of CSU's internal and external environment yields effective strategic plan					
iv	Situation analysis and environmental scanning during strategic planning at CSU ensures better plan.					
v	Strategy implementation at CSU with the relevant policies and frameworks ensures effective service delivery					
vi	The evaluation and control process ensures that the CSU is achieving what was set out to accomplish in the strategic plan					
vii	The stage compares performance with desired results and provides the feedback necessary for management to evaluate results and take corrective action, as needed.					

SECTION E: Strategic Planning practice, strategic plan and service delivery at CSU

12. Rate the following statements related to the relationship between strategic planning practice, strategic plan and service delivery at CSU by choice of your answer ranging from strongly disagree (1), Disagree (2), Neutral (3), Agree (4) to strongly agree satisfied (5).

Statements of strategic planning practice, strategic plan & service delivery		1	2	3	4	5
i	In following a systematic approach to strategy formulation, conducting internal and external analyses, defining goals, enables CSU to formulate effective plans					
ii.	The integrative stakeholder participation practice preferred at CSU during the process of decision making generates beneficial outcomes					
iii.	Integrative stakeholder participation applied by CSU yields more beneficial outcomes as opposed to only the top policy makers					
iv.	It suggests that strategic planning includes an analysis of many possible options and alternatives before coming to an informed decision.					
v.	Comprehensive strategic planning as a process of reflection and careful consideration in which multiple options are generated and contemplated before a final course is selected enhance strategic planning's impact on CSU service delivery					

13. Rate the following statements relate to strategic plan and service delivery of CSU. For each statement, please show the extent to which you agree with it ranging from Strongly disagree (1), Disagree (2), Neutral (3), Agree (4) to Strongly agree satisfied (5).

Statements of strategic plan and service delivery at CSU		1	2	3	4	5
i	Firms with written strategic plans, performed better than firms without a written strategic plan.					
ii	Firms deploying high level formal strategic plans performed better than the firms deploying low or medium level formal strategic plans					
iii	NGOs have developed strategic plans to meet donor requirements or conditions hence ensuring sustainability					
iv	The plans developed with in-depth involvement of key stakeholders, creates a sense of ownership in the strategy development and implementation process.					
v	Effective strategy configures CSU's resources and core competencies so as to adequately meet its goals and objectives					
vi	Proper choice of strategic direction determines the success and survival of organization.					

14. Rate the following statements relate to service delivery of CSU. For each statement, please show the extent to which you agree with it ranging from Strongly disagree (1), Disagree (2), Neutral (3), Agree (4) to Strongly agree satisfied (5).

Statements of service delivery at CSU		1	2	3	4	5
i	CSU has delivered services effectively and efficiently over the years because of a well-formulated strategic plan					
ii	CSU' responsiveness to clients is an outcome a goodness of fit between its internal resources capabilities and the environmental challenges.					
iii	Strategic planning at CSU has created a culture performance effectiveness seen in the quality of service being delivered.					
iv	Clients' satisfaction with CSU services has been a result of having effective strategic plans with clear principles, goals and objectives, strategies, and key performance indicators					
v	Strategic planning CSU formulate & appreciate strategies aimed at greater performance effectiveness, improved accountability measures and financial sustainability.					

14. In which extent do you think the status of strategic planning at CSU has yielded effective strategic plans, which have improved service delivery?

- (a) No extent (b) Less extent (c) Moderate extent (d) Great extent
(e) Very great extent

15. What would you recommend to CSU as far as the concept and practice of strategic planning is concerned?.....

.....
.....

APPENDIX 2: INTERVIEW GUIDE

INTERVIEW GUIDE ON STRATEGIC PLANNING AND SERVICE DELIVERY AT CSU

1. For how long have you worked with CSU? What is your current position at CSU?
2. How do CSU set its long-term goals and objectives? How often do it check and review these goals?
3. How do you and your office learn or known about CSU's strategic decisions?
4. Do CSU always formulate and implements strategic plans? If yes, when was the last time a strategic plan is formulated at CSU?
5. Which of the proactive, issue-based, or scenario-based strategic approach does CSU strategic planning process follow?
6. In strategic planning process, do CSU always conduct internal and external assessment?
7. Does CSU always carry out strategic analysis in its planning process? Does it implement the best strategic choice?
8. Is everyone employed in CSU involved in strategic planning process? If yes, are you always required to provide input during the strategic planning process?
9. How many strategic plan(s) has CSU formulated in the last 10 years? Has CSU strategic plan(s) been effective in delivering services to its clients?
10. The efficiency, effectiveness, quality, responsiveness and clients' satisfaction of CSU services is a result of effective strategic plan. Comment.
11. What will you recommend to CSU management in terms of strategic planning?