
**Strategic Planning and Performance of Non-Governmental Organization (NGO)
Projects in Kajiado County, Kenya**

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Abstract

This study investigated the Strategic Planning and Performance of Non-Governmental Organization (NGO) Projects in Kajiado County, Kenya. NGOs have increasingly become instrumental in supporting development efforts, particularly in underserved regions. However, despite significant financial investments from international and local donors, many NGO-led funded projects in Kajiado County have underperformed or failed to deliver sustainable outcomes. This persistent underperformance underscores the need to understand the internal strategic factors that contribute to or hinder successful project execution. The study specifically assessed the effect of four key dimensions of strategic planning staff capacity and communication channels on the performance of NGO projects in the county. The study was grounded in Human Capital Theory and Communication Theory. A descriptive survey design was employed, and a quantitative approach was used to collect and analyse data. The target population consisted of 187 strategic personnel including project managers, human resource officers, and NGO coordinators across 62 NGOs operating in Kajiado County. Data were collected using structured questionnaires and analysed through descriptive statistics, correlation analysis, and multiple regression techniques using SPSS and STATA statistical software. The findings revealed that the two independent variables had a statistically significant and positive impact on the performance of NGO projects. The regression model explained 87.7% of the variance in project outcomes, indicating a high level of explanatory power and confirming that Strategic planning elements play a vital role in driving project success. The study concludes that Strategic planning is a critical determinant of project performance within the NGO sector. It recommends that NGOs invest more heavily in capacity-building programs, particularly in staff training. Enhancing communication mechanisms both internally among teams and externally with stakeholders is also essential for ensuring transparency, accountability, and alignment with project goals.

Keywords: *Strategic Planning, Staff Capacity, Communication Channels, Project Performance*

INTRODUCTION

Strategic planning refers to the process of defining the direction undertaken by the organization in making decisions about allocating resources in the pursuit of this strategy. Strategic planning is a crucial element in strategic management and is usually implemented by strategists (Bryson & George, 2020). Other parties that are involved in strategic

management include research analysts who assist in the analysis of the organization and the relationship with the industry it competes. The process entails setting goals, mobilizing resources, and determining actions that will help in the achievement of those goals (Miller *et al.*, 2020). The analytical nature of Strategic planning involves utilization of strategic thinking to make crucial decisions that will guarantee success (Cui & Ye, 2022).

Strategic planning plays a pivotal role in determining the performance of NGO projects, especially in contexts like Kajiado County, Kenya. Strategic plans serve as essential blueprints that outline intended programs, sequencing, and timing for achieving organizational goals (Bryson & George, 2020). In non-governmental organizations (NGOs), Strategic planning goes beyond merely outlining objectives; it crystallizes productive energies towards addressing relevant social demands and aligning with environmental contexts. This alignment is critical in ensuring that the efforts of NGO projects are coherent and effectively targeted, leading to improved project performance.

The adaptability of strategic plans is crucial given the dynamic nature of societal and industry shifts. NGOs must navigate these changes while maintaining their core identity and values (Morris *et al.*, 2022). Strategic plans need to be flexible to accommodate changing circumstances, yet firm enough to provide a consistent direction. This adaptability is vital in today's rapidly evolving landscape, where effective Strategic planning is essential for preparing organizational participation and managing workforce transitions (Cui & Ye, 2022). Ongoing research examines the relationships between strategic planning, resource allocation, and measurable outcomes in NGO projects. Effective implementation of strategic plans is often linked to optimal resource allocation, which directly impacts the sustainability and success of projects. Recent studies have highlighted the importance of localized strategic plans that are tailored to community contexts and diverse populations (Miller *et al.*, 2020). This localized approach ensures that strategic plans are contextually relevant, enhancing the effectiveness and influence of non-governmental initiatives. By focusing on the unique needs and challenges of specific communities, NGOs can drive better project performance and achieve more sustainable outcomes (Morris *et al.*, 2022).

Strategic planning is a critical process for organizations worldwide, determining the success of their long-term objectives. This review examines recent global perspectives on strategic plan implementation, highlighting key themes and challenges across various contexts. Scholars consistently identify several challenges in implementing strategic plans across different countries and industries. (Sull *et al.*, 2018) found that the primary obstacles include inadequate communication, lack of alignment between strategy and organizational structure, and insufficient resources. Similarly, Alamsjah *et al.*, (2021) emphasized the importance of aligning operational activities with strategic goals, noting that many organizations struggle with this integration. Implementation practices and success factors vary across cultures and regions. In India, Singh, Garg, and Deshmukh (2008) identified the major areas of strategy development by SMEs for improving competitiveness of SMEs in the globalized market. However, more recent studies have highlighted the need for SMEs to adopt digital technologies and innovate to remain competitive (Sharma *et al.*, 2020). There is also a need for developing a framework for quantifying the competitiveness by adopting a holistic approach (Naeem and Tayyeb, 2017).

In West Africa, studies highlight the importance of aligning strategic plans with local realities. Agyepong *et al.* (2018) examined Ghana's health sector, finding that successful implementation often hinged on adapting global strategies to fit local contexts. They emphasized the need for participatory approaches involving community leaders and frontline workers. More recently, a study by Amoako *et al.* (2020) found that strategic planning is critical for healthcare organizations in Ghana, and that effective implementation requires strong leadership and stakeholder engagement.

Non-Governmental Organizations (NGOs) play a vital role in addressing social, economic, and environmental challenges, particularly in developing regions. In Kenya, NGOs are instrumental in complementing government efforts in the delivery of essential services such as education, healthcare, and community development. According to Ndunge *et al.*, (2019) Kajiado County, located in the southern part of Kenya, presents unique developmental challenges, including limited infrastructure, pastoralist livelihoods, and a growing demand for sustainable development interventions. In this context, NGOs have been actively implementing NGO projects aimed at improving livelihoods and empowering marginalized communities (GoK, 2022). Despite the notable presence and efforts of NGOs in Kajiado County, the performance of many projects remains inconsistent. While some projects successfully achieve their intended outcomes, others struggle with poor implementation, limited community engagement, and unsustainable results by Maeleka *et al.*, (2018).

Statement of the Problem

In the vast, sunbaked plains of Kajiado County, a quiet crisis unfolds. Despite the growing presence of over fifty NGOs (Kenya NGO Coordination Board, 2023) and a threefold increase in funding from 15 million to 45 million between 2015 and 2022 (USAID Kenya, 2023), the promised transformation remains elusive. Like water slipping through cracked hands, the potential for change drains away, leaving communities to question whether development has become more myth than reality.

The statistics paint a sobering picture. Of the fifty major projects launched in between 2017-2024, twenty collapsed entirely—a 40% failure rate that consumed \$18 million in donor funds (KNBS, 2022; Kajiado County Development Network, 2023). Behind these numbers lie real consequences: 1,200 jobs disappeared (Ochieng & Kimani, 2021), distrust festered in 65% of the targeted communities (Mutua *et al.*, 2021), and environmental programs meant to heal the land instead exacerbated conflict among the Maasai (Nkedianye *et al.*, 2020). Each failed initiative has left scars—not just physical, but emotional and psychological, on communities long promised better futures.

The reasons for this recurring failure are neither new nor mysterious. At their core, many of these initiatives suffer from a fundamental disconnect between design and reality. Too often, interventions are conceptualized in distant boardrooms by international staff unfamiliar with the nuanced realities of pastoralist life. As (Kamau & Ochieng, 2021) observe, these projects are parachuted in with impressive reports and ambitious goals but lack the rooted understanding necessary to succeed in a complex socio-ecological context. As (Wachira & Nzulwa, 2022) emphasize that weak or absent monitoring and evaluation systems only compound these issues, allowing early warning signs to go unnoticed until it is too late. Most damaging of all, while (Kioko & Mwangi, 2022) argue that donor priorities often overshadow local needs, reducing community engagement to perfunctory consultation sessions rather than genuine, sustained collaboration.

And yet, failure is not the end of the story. Within these setbacks lie crucial lessons—signposts pointing the way forward. Projects rooted in local knowledge, such as those led by Maasai elders and youth groups, have shown higher resilience and relevance (Nkedianye *et al.*, 2020). Flexibility, not rigidity, is what sustains progress in dynamic and unpredictable environments, as Opiyo *et al.*, (2021) recommend. Additionally, reframing success through a human lens measuring it in lives changed and systems strengthened rather than just money spent can reorient both strategy and accountability (USAID Kenya, 2023).

The story of Kajiado does not need to be one of wasted effort or perpetual disappointment. It can still be rewritten. For NGOs to be true agents of change, they must move from imposing solutions to co-creating them, from quick wins to long-term commitments. They must listen more deeply, act more humbly, and stay long enough to see the promises they make become

the realities people live. The resources exist the money, the expertise, the goodwill. What remains is the resolve to do things differently.

This study aimed to find out what factors contribute to the success or failure of NGO projects in Kajiado County. By understanding these factors, NGOs can create better plans that have a bigger impact, last longer, and build trust with the community. The goal is to help NGOs develop strategies that are relevant, sustainable, and effective in addressing the complex challenges faced by the community in Kajiado County.

General Objective

The General Objective of the study was to examine the effect of strategic planning and performance of Non-Governmental Organization (NGO) Projects in Kajiado County, Kenya.

Specific Objectives:

The specific objectives were:

- i. To determine the effect of staff capacity on Performance of Non-Governmental Organization (NGO) Projects in Kajiado County, Kenya.
- ii. To evaluate the effect of communication channels on Performance of Non-Governmental Organization (NGO) Projects in Kajiado County, Kenya.

LITERATURE REVIEW

Theoretical Review

Human Capital Theory

The Human Capital Theory suggests that investing in people's skills and knowledge enhances their performance and, in turn, improves organizational outcomes. Recent empirical evidence supports this relationship, with studies demonstrating that human capital capacity, knowledge, and skills have significant positive effects on organizational performance (Ahmad *et al.*, 2022). In NGO projects, staff capacity built through education and training leads to better project performance. Investing in employee training and development can lead to increased individual and organizational productivity and performance (Bai, 2024). In the context of NGO projects in Kajiado County, this means that investing in the training and development of employees involved in the project can result in better project outcomes and improved overall performance. Contemporary research indicates that soft skills and educational advancement have particularly positive and significant impacts on organizational performance (Chen & Liu, 2022). However, organizations must strategically align their human capital investments with specific performance objectives to maximize returns.

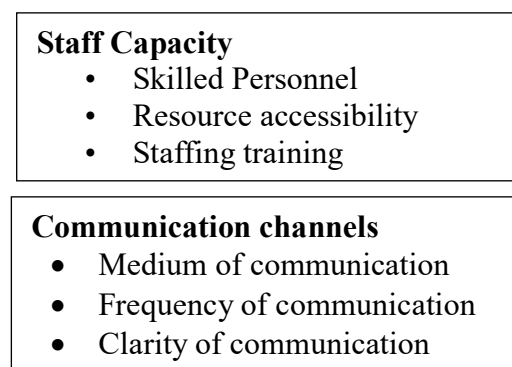
Communication Theory

Communication theory emphasizes the importance of a shared language between the sender and receiver for effective interaction (Wolfgang *et al.*, 2022). As mentioned by (Marianne, Elain & Zellei, 2011) expand on this by presenting communication as a field that encourages dialogue on its practical applications. (Leonarda & Susana, 2021) describe communication theory as a framework that explains how different elements interact in the communication process. The theory identifies seven essential elements of communication. These are the source or information origin, the sender, the channel, the receiver, the destination, a confirmation from the receiver signals that the communication has been received and lastly, feedback functions as a strategic mechanism to ensure message clarity, enable adjustment, and promote effective interaction. This structured model reflects the dynamic and reciprocal nature of communication and underscores the vital role of feedback in enhancing communication efficiency and responsiveness (Shannon & Weaver, as updated by Smith & Morrison, 2021).

Conceptual Framework

The conceptual framework outlines the relationship between the independent variables; staff capacity and communication channels and the dependent variable, NGO projects performance in Kajiado County.

Independent Variables



Dependent Variable

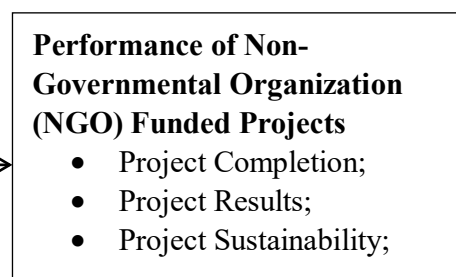


Figure 1: Conceptual Framework

Empirical Review

Staff Capacity and Organizational Performance Empirical studies indicate that staff capacity significantly influences the performance of NGO projects. For instance, (Muriithi & Wanjohi, 2020) found that staff training and professional skills directly enhance the efficiency and sustainability of projects. Similarly, a study by Kimani *et al.*, (2019) on Kenyan NGOs established that well-trained personnel lead to improved service delivery and stakeholder satisfaction. However, gaps exist in sector-specific research for NGOs in Kajiado County, necessitating localized investigations.

Communication channels on Performance effective communication enhances coordination, transparency, and accountability in NGO projects. Research by Otieno *et al.*, (2020) found that NGOs with clear communication channels experience better project implementation and stakeholder engagement. Similarly, Maina *et al.*, (2017) highlighted that information flow and feedback mechanisms improve decision-making and resource allocation. While these findings provide valuable insights, further research is needed to assess the influence of digital communication tools in Kajiado County NGOs.

RESEARCH METHODOLOGY

A descriptive survey design was employed, and a quantitative approach was used to collect and analyse data. This study employed a quantitative research design rooted in logical positivism, which values scientific rigor and objectivity, Indick *et al.*, (2020).

The choice of a quantitative approach was justified by its efficiency in handling large datasets with standard statistical tools, enabling precise measurement and objective data analysis Simon *et al.*, (2019).

The target population comprised 187 staff i.e. 3 personnels from 62 NGOs operating in Kajiado County. The target responded included 187 strategic personnel i.e. HR managers, project managers, and coordinators elected for their key roles in planning and project execution, providing valuable insights into implementation and performance outcomes.

In this study, a census sampling method was employed where all the 187 strategic personnel engaged in projects in Kajiado County were included.

This study primarily utilized close-ended questionnaires as the main method of data collection. Descriptive statistics were used to summarize and describe the characteristics of the dataset, while inferential statistics helped test hypotheses and examine relationships between variables. The results are presented using tables.

FINDINGS AND DISCUSSIONS

One hundred and eighty-seven questionnaires were handed out to registered businesses specialized in supplying solar energy solutions in Kenya. From the 187 questionnaires distributed after the pilots the study received 154 of them having been filled to satisfactory

levels. The questionnaires returned added up to 92.5% response rate that was taken to be excellent. This is because according (Mugenda & Mugenda, 2018), research achieves a response good enough to proceed with when it attains a 50% response rate, it is sufficient when it is at 60% any response above 70% is considered excellent.

Descriptive Analysis

Staff Capacity

Table 1: Staff Capacity

Staff Capacity	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std. Dev.
Is the current skill set sufficient for managing NGO projects?	-	5.6	23.5	33.78	13.1	3.78	.739
Does availability of skilled personnel affect the success of NGO projects?	-	-	19.1	41.0	38.9	4.21	0.741
Is there adequate investment in staff development programs aimed at improving the overall capacity of the organization to deliver NGO projects in Kajiado County?	-	2.8	38.6	32.3	26.3	3.82	.885
Is there an optimal balance between technical expertise and soft skills among your organizational staff?	13.1	10.4	23.9	35.5	17.1	3.33	1.173
Does your organization frequently provide training and development programs for staff involved in NGO projects?	8.4	23.9	23.5	31.1	13.1	3.17	1.178
Can the existing staff capacity in your organization meet the demands of increasing workloads from new or ongoing NGO projects in Kajiado County?	8.0	23.9	26.3	33.5	8.4	3.10	1.105

To obtain information about the first independent variable Staff Capacity several statements were asked and the respondents required to provide feedback on a Likert scale of one (1) to five (5), for 1 being strongly disagree, 2 being disagree, 3 being neither agree nor disagree, 4 being agree and 5 being strongly agree to the statements. On the statement “Do current skill set sufficient for managing NGO projects?” 5.6% of the respondents disagreed to the statement, 23.5% of the respondents neither agreed nor disagreed to the statement, 33.78% of the respondents agreed to the statement whereas 13.1% of the respondents strongly agreed to the statement, with a mean of 3.78 and standard deviation 0.739. On the second statement “Does availability of skilled personnel affect the success of NGO projects?” 19.1% of the respondents neither agreed nor disagreed to the statement, 41.0% of the respondents agreed to the statement while 38.9% of the respondents strongly agreed to the statement, with a mean of 4.21 and standard deviation 0.741. On the statement “Is there adequate investment in staff development programs aimed at improving the overall capacity of the organization to deliver NGO projects in Kajiado County?” 2.8% disagreed with the statement, 38.6% of the respondents neither agreed nor disagreed to the statement, 32.3% of the respondents agreed

to the statement whereas 26.3% of the respondents strongly agreed to the statement, with a mean of 3.82 and standard deviation 0.885. Regarding the statement “Is there an optimal balance between technical expertise and soft skills among your organizational staff?”, 13.1% strongly disagreed to the statement, 10.4% of the respondents disagreed to the statement, 23.9% of the respondents neither agreed nor disagreed to the statement, 35.5% of the respondents agreed to the statement whereas 17.1% of the respondents strongly agreed to the statement, with a mean of 3.33 and standard deviation 1.173.

On the statement, “Does your organization frequently provide training and development programs for staff involved in NGO projects?” 8.4% strongly disagreed to the statement, 23.9% disagreed to the statement, 23.5% of the respondents neither agreed nor disagreed to the statement, 31.1% of the respondents agreed to the statement whereas 13.1% of the respondents strongly agreed to the statement, with a mean of 3.17 and standard deviation 1.178. On the statement “Can the existing staff capacity in your organization meet the demands of increasing workloads from new or ongoing NGO projects in Kajiado County?” 8.0% strongly disagreed to the statement, 23.9% disagreed to the statement, 26.3% of the respondents neither agreed nor disagreed to the statement, 33.5% of the respondents agreed to the statement whereas 8.4% of the respondents strongly agreed to the statement, with a mean of 3.10 and standard deviation 1.105.

Communication Channels

Table 2: Communication Channels

Communication Channels	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std. Dev.
Do the communication styles used in your organization (e.g., formal, informal, verbal, written) effectively facilitate clear understanding?	2.0	2.8	11.6	30.7	53.0	4.30	0.922
Are the modes of communication (e.g., face-to-face, emails, meetings, memos) used in your workplace appropriate for conveying information efficiently?	5.6	7.2	5.6	53.8	27.9	3.91	1.058
Does information flow effectively in all directions (top-down, bottom-up, lateral) within your organization?	5.6	27.1	19.1	27.5	20.7	3.31	1.229
Do employees receive timely and clear communication from their supervisors and colleagues regarding organizational goals and expectations?	10.4	2.8	19.1	41.8	25.9	3.70	1.188
Is the delivery of communication in your workplace clear, concise, and free from misunderstandings?	21.9	-	29.1	39.0	10.0	3.15	1.284

To obtain information about the third independent variable Communication Channels, numerous statements were asked and the respondents required to provide feedback on a Likert scale of one (1) to five (5), for 1 being strongly disagree, 2 being disagree, 3 being neither agree nor disagree, 4 being agree and 5 being strongly agree to the statements. On the statement “Do the communication styles used in your organization (e.g., formal, informal,

verbal, written) effectively facilitate clear understanding? 2.0% strongly disagreed with the statement, 2.8% of the respondents disagreed to the statement, 11.6% of the respondents neither agreed nor disagreed to the statement, 30.7% of the respondents agreed to the statement whereas 53.0% of the respondents strongly agreed to the statement, with a mean of 4.30 and standard deviation 0.922.

On the statement “Are the modes of communication (e.g., face-to-face, emails, meetings, memos) used in your workplace appropriate for conveying information efficiently?” 5.6% strongly disagreed to the statement, 7.2% of the respondents disagreed to the statement, 5.6% of the respondents neither agreed nor disagreed to the statement, 53.8% of the respondents agreed to the statement whereas 27.9% of the respondents strongly agreed to the statement, with a mean of 3.91 and standard deviation 1.058. On the statement “Does information flow effectively in all directions (top-down, bottom-up, lateral) within your organization?”, 5.6% strongly disagreed to the statement, 27.1% of the respondents disagreed to the statement, 19.1% of the respondents neither agreed nor disagreed to the statement, 27.5% of the respondents agreed to the statement whereas 20.7% of the respondents strongly agreed to the statement, with a mean of 3.31 and standard deviation 1.229.

Regarding the statement “Do employees receive timely and clear communication from their supervisors and colleagues regarding organizational goals and expectations?.”, 10.4% strongly disagreed to the statement, 2.8% of the respondents disagreed to the statement, 19.1% of the respondents neither agreed nor disagreed to the statement, 41.8% of the respondents agreed to the statement whereas 25.9% of the respondents strongly agreed to the statement, with a mean of 3.70 and standard deviation 1.188.

On the statement “Is the delivery of communication in your workplace clear, concise, and free from misunderstandings?” 21.9% strongly disagreed to the statement, 29.1% of the respondents neither agreed nor disagreed to the statement, 39.0% of the respondents agreed to the statement whereas 10.0% of the respondents strongly agreed to the statement, with a mean of 3.15 and standard deviation 1.284.

On the statement “Do the communication methods used ensure that all employees, regardless of their roles, receive and understand important messages?.” 9.6% of the respondents neither agreed nor disagreed to the statement, 41.0% of the respondents agreed to the statement whereas 49.4% of the respondents strongly agreed to the statement, with a mean of 4.40 and standard deviation 0.658.

Performance of Non-Governmental Organizations

In this section we examine employee perceptions on various dimensions of NGO performance, including goal attainment, impact evaluation, communication of outcomes, and sustainability planning. These insights help illuminate how organizational practices translate into tangible development outcomes and whether performance mechanisms are embedded in NGO operations. Respondents rated each statement on a five-point Likert scale.

Table 3: Performance of Non-Governmental Organizations

Organization Performance	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std. Dev.
Are NGO projects in your organization generally successful in achieving their intended goals?	-	-	10.4	64.9	24.7	4.14	0.3376
Is the success of NGO projects consistently measured and evaluated in	5.6	-	16.7	337.0	20.7	3.87	0.929

your organization?								
Do NGO projects have a significant positive impact on the community or target group?	2.0	13.1	21.5	49.4	13.9	3.60	0.951	
Are the outcomes of NGO projects effectively communicated and acknowledged by stakeholders?	2.8	-	12.4	40.6	44.2	4.24	0.874	
Are NGO projects in your organization designed with long-term sustainability in mind?	2.8	-	22.7	47.0	27.5	3.96	0.869	

To obtain information about the dependent variable, Performance of Non-Governmental organizations, various statements were asked and the respondents required to provide feedback on a Likert scale of one (1) to five (5), for 1 being strongly disagree, 2 being disagree, 3 being neither agree nor disagree, 4 being agree and 5 being strongly agree to the statements. On the statement “Are NGO projects in your organization generally successful in achieving their intended goals?” 10.4% of the respondents neither agreed nor disagreed to the statement, 64.9% of the respondents agreed to the statement whereas 24.7% of the respondents strongly agreed to the statement, with a mean of 4.14 and standard deviation 0.3376.

On the statement “Is the success of NGO projects consistently measured and evaluated in your organization?”, 5.6% strongly disagreed to the statement, and 16.7% of the respondents neither agreed nor disagreed to the statement, 37.0% of the respondents agreed to the statement whereas 20.7% of the respondents strongly agreed to the statement, with a mean of 3.87 and standard deviation 0.929. Regarding the statement “Do NGO projects have a significant positive impact on the community or target group?”, 2.0% strongly disagreed to the statement, 13.1% disagreed to the statement 21.5% of the respondents neither agreed nor disagreed to the statement, 49.4% of the respondents agreed to the statement whereas 13.9% of the respondents strongly agreed to the statement, with a mean of 3.60 and standard deviation 0.951.

On the statement “Are the outcomes of NGO projects effectively communicated and acknowledged by stakeholders?”, 2.8% strongly disagreed to the statement, 12.4% of the respondents neither agreed nor disagreed to the statement, 40.6% of the respondents agreed to the statement whereas 44.2% of the respondents strongly agreed to the statement, with a mean of 4.24 and standard deviation 0.874. On the statement “Are NGO projects in your organization designed with long-term sustainability in mind?” 2.8% strongly disagreed to the statement, 22.7% of the respondents neither agreed nor disagreed to the statement, 47.0% of the respondents agreed to the statement whereas 27.5% of the respondents strongly agreed to the statement, with a mean of 3.96 and standard deviation 0.869.

Multiple Regression Analysis

According to the results presented in Table 4, the value of R square is 0.877. This shows that 87.7% difference in organization performance can be credited to these changes in staff capacity and communication channels. The remaining 12.3% suggests other factors exist that are helpful in explaining variation in Organization Performance excluded in this study.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.936 ^a	.877	.868	.033767

a. Predictors: (Constant), staff capacity, communication channels

From the findings in Table 5, the significance of 0.000 is below the chosen significance level of 0.05, meaning it can be considered significant. These results prove that the F-calculated

value (155.728) was above the F-critical value ($F_{2, 172}=3.049$); this means that the variables, staff capacity and communication channels can be used to predict Performance of Non-Governmental Organization.

Table 5: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.233	2	0.617	155.728	.000 ^b
	Residual	0.673	170	0.004		
	Total	1.906	172			

a. Dependent Variable: Organization Performance

b. Predictors: (Constant), staff capacity, communication channels

Regression Coefficients of the Study Variables

This regression equation model was used to fit the regression coefficient.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon.$$

From the findings presented in table 6 below, the following regression equation was fitted.

Multiple Régressions

$$Y = 1.347 + 0.347 X_1 + 0.338 X_2 + \varepsilon.$$

Observing the equations, it can be noted that when all the other variables (Staff Capacity, Communication Channels) remain at constant zero, a constant value of 1.347 was held by the Organization Performance.

The results depict staff capacity significantly impacting Organization Performance ($\beta_1=0.347$, $p=0.001$). These results means that staff capacity is significantly affect Organization Performance in a positive way. Meaning, a unit rise in Strategic planning leads to a rise in Organization Performance, by 0.347 units.

Communication Channels have an influence on Organization Performance ($\beta_3=0.338$, $p=0.018$). The studies also revealed that decision-making procedures on investment had a desirable impact on Organization Performance. These findings imply that investing decision-making procedures exhibit a favourable impact on Organization Performance. As a result, a unit increase in Communication channels processes leads to a 0.338 unit rise in the Organization Performance. The study's findings accord with Mweresa *et al.*, (2018) that investment in manufacturing has a huge effect on a company's Organization Performance.

Recent studies support the finding that Strategic planning, specifically staff capacity, plays a crucial role in the Strategic planning of NGOs Projects in Kajiado County. As noted by (Chen & Carter, 2021), Strategic planning that focuses on clear staff capacity strategies helps organizations align their resources and operations with long-term Strategic planning goals.

Table 6: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.347	0.258		5.221	.000
1 Staff capacity	0.347	0.103	0.439	3.369	.001
Communication channels	0.338	0.138	0.402	2.449	.018

a. Dependent Variable: Organization Performance

Conclusions

The study highlights Staff Capacity as a foundational driver of NGO projects success in Kajiado County. Skilled personnel and ongoing staff development were shown to directly impact outcomes, with respondents strongly affirming the importance of expertise (mean = 4.21). However, inconsistencies in training frequency and limitations in workload management expose systemic weaknesses. Despite a significant regression coefficient ($\beta = 0.347$), neutral responses ranging from 23% to 38% suggest that many organizations rely on

sporadic, ad hoc training instead of structured capacity-building programs. Without strategic investment in professional development and fair workload distribution, NGOs risk staff burnout, inefficiencies, and compromised project delivery.

Communication was the strongest predictor of project performance, exhibiting a high correlation ($r = 0.800$) and a substantial regression coefficient ($\beta = 0.338$). While respondents praised the clarity of formal communication styles (mean = 4.30), challenges emerged in lateral communication across departments (mean = 3.31), reflecting organizational silos and top-down information flow. These gaps hinder collaboration and alignment. The findings stress that effective communication must be multidirectional, timely, and inclusive. NGOs that treat communication as a strategic infrastructure through structured feedback loops and digital collaboration tools are more likely to coordinate efficiently and deliver cohesive results.

Recommendations

Key Recommendations for Improving NGO Projects Performance in Kajiado County is to enhance the performance of NGO projects in Kajiado County, several strategic interventions recommend. First, staff capacity is strengthened by investing in regular, structured training programs tailored to project needs, such as donor reporting and community engagement. Workload assessments should be conducted to prevent burnout and ensure equitable distribution of tasks. Recruiting local talent from Kajiado County is also essential, as it fosters cultural understanding and builds trust with the community.

Secondly, Communication Channels need to be optimized. NGOs should standardize feedback loops through mechanisms such as quarterly meetings and digital platforms, encourage interdepartmental collaboration to break down silos, and train staff in inclusive communication practices that ensure messages are accessible and culturally appropriate, including the use of local languages and visual aids.

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