

Strategic Planning and Performance of National Government Affirmative Action Fund in Kenya

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Abstract—The Government of Kenya has made tremendous progress in addressing gender equality and women empowerment. The country has a very progressive constitution which promotes women economic empowerment. The National Government Affirmative Action Fund which falls under the Ministry of Public Service, Gender and Affirmative Action was enacted through Legal Notice No.24 of the Public Finance Management Act, 2012 and published on 13th February 2015. The Fund is a product of our Constitution in support of the Government's commitment to putting in place measures to redress past disadvantages among certain segments of our population. The study's main objective is to assess the strategic planning process and its impact on the performance of the National Government Affirmative Action Fund in Kenya. Specifically, the study sought to; examine the influence of Capacity Building; and determine the influence of Technology Innovation on performance of NGAAF in Kenya. The study was guided by the dynamic capabilities' theory. Descriptive survey design was adopted. The target population was 3 representatives for the 47 counties (141) as key respondents comprising of National and county management representatives with operational technical mandate. Since the population is small but adequate, a census survey was conducted. Questionnaire was the main tool for collecting primary data. From the regression analysis the study found that Capacity Building was found to have an insignificant positive influence on performance of NGAAF in Kenya. The study also concluded that Capacity Building had insignificant influence on performance of NGAAF in Kenya. the study established relationship between the independent variables and the dependent variable. On capacity building more coaching, trainings, workshops, and implementation supports such as check ins should be done with well-trained individuals that understand the best practices in building capacity. Finally, on Technology integration, the study recommends on organization to fully embrace technology in order to improve communication with customers, receive more feedbacks, and also ensure organizational resources can be accessed at the convenience.

Index Terms—Strategic Planning, National Government Affirmative Action Fund, Technology Integration, Capacity Building.

I. INTRODUCTION

Over the last decade the government has established various affirmative action funds through legislations, amendment of the Public Finance management Act and other policy

directives. The purpose of these funds is to provide affordable and accessible credit to women, youth and persons living with disabilities. The funds include: Women Enterprise Fund (WEF), Youth Enterprise Development funds (YEDF), and UWEZO fund. In 2018, the government through its ministry proposed a merging of Uwezo fund, Youth Enterprise development Fund, WEF, and micro and small enterprises into Biahara Kenya Fund in order to provide a one-stop shop for affirmative action groups seeking affordable and accessible business loans, as well as improve efficiency and effectiveness and eliminate overlaps [1].

Changes to management approaches in private and public sectors have become a necessity due to the challenge of globalization. Consequently, the market dynamics have led to challenges to many organizations resulting from global economy, growing competition, increased demands from customers, increased awareness, and advancement in technology [2]. According to [3] public institutions need a new approach which must incorporate strategic management tools in order for the public sector to improve its performance on quality service delivery. In this information age, there is high level competition that is easily replicated through organization innovations and this may eventually wipe out the competitive advantage of an organization thus, change is always unpredictable and often reactive, situational, and discontinuous [4].

Strategic planning is a management approach that involves a set of decisions as well as actions established by the management of an organization to provide long term organizational direction, setting of specific performance objectives, and develop strategies [5]. Strategic planning is a part of strategic management which determines the direction of an organization in the entire process from planning to execution. A good strategy is only achieved through planning [2]. Many organizations execute strategic planning process to achieve their objectives and goals. This is the method by which the management of a firm determines where it anticipates to be in the future and determines how the organization will get there through developing organization's vision and determining the operations and procedures of an organization to accomplish vision [5].

Strategic planning prompts commitment in an organization because it helps facilitate participation and communication, fosters wise decision making informed by reasonable analysis for example environment scanning, accountability and successful implementation and enhancement of ongoing learning. Strategic planning guides organizations to focus and prioritize the demands they have and draft budgets that help them to allocate resources [6]. Strategic planning has gained overwhelming recognition as a means by which organizations

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improve their performance and compete in their overall performance. There was likable function between strategic planning and organizational performance when defining strategic planning. This was because the execution of strategic planning led to satisfactory profits and growth of a firm. Strategic planning is conceptualized as the management tool through planning and concentrates on making optimal strategic decisions that focus on achieving organization's vision and mission that improve organization's performance [7].

a) Global Perspective of Strategic Planning

Strategic planning has been found to have impact on public and private international organizations though it has been it has been criticized for being irrational and also inhibiting strategic thinking [8]. In Italia, a study by [9] on the integrating strategic planning and performance of management in universities: a multiple case study analysis found that different actors are involved in the strategy formulation process. The link between strategic planning and performance management seems to be more evident, even if a university' performance system undergoes different declinations and it is not always easy to find a cohesive link with strategies this is because Universities are extremely complex in the articulation of their established aim.

b) Regional Perspective of Strategic Planning

In Nigeria, a study on the impact of strategic planning on organizational performance of University of Uyo found that the mission statement and strategic planning influenced organizational performance of the university. The study found that the availability of resources if the university do not conform with the mission statement and thus the policies on resources was to be revised and come up with better strategies for allocation of resources that conform with the mission of the institution so that the university achieves its objectives [10]. In Rwanda, a study on the effects of planning on organizational performance of institution of engineers found that strategy formulation, strategy implementation, and strategy control had positive effect on the performance of institutions of engineers. The strategy implementation competence and the control environment are important drivers of organizational performance [11].

c) Local Perspective of Strategic Planning

In a study on strategic planning and organizational performance in in Trans Nzoia County in Seed processing companies found that resources availability positively impacted organizational performance. The study emphasized the management of the seed companies to ensure there is a regular budgeting and reviews in the strategic planning in terms of resource availability and minimum use of resources to drive the organization success [[2]. In another study on the relationship between strategic planning and organizational performance of water institute in Kenya, established that there was a positive correlation between developing of mission and vision, resource allocation, and strategic plan implementation with revenue generation and growth expansion. Thus, development of an organization mission

and vision, developing of strategic plan, implementing of the strategic plan will lead to improved performance [12]. [13] in a study on the effect of strategy implementation on the growth of training institutions in Machakos county found that inadequacy of Information Systems used to monitor strategy formulation; poor planning; lack of support and poor coordination, and poor communication were challenges of Strategy implementation which affected growth of training institutions. The study recommended enhancement of team work and human resource management [13].

d) National Government Affirmative Action Fund in Kenya

The National Government Affirmative Action Fund (NGAAF) which falls under the Ministry of Public Service, Gender and Affirmative Action was enacted through Legal Notice No.24 of the Public Finance Management Act, 2012 and published on 13th February 2015. The Fund is governed by the Public Finance Management Act, 2012, and Public Finance Management (National Government Affirmative Action Development Fund), Regulations 2016 [14]. The Fund is a product of our Constitution in support of the Government's commitment to putting in place measures to redress past disadvantages among certain segments of our population. It is also anchored on the Vision 2030 development blue print under the Social Pillar to address the plight of vulnerable groups through enhanced access to financial facilities for socio-economic empowerment among women, youth, Persons with Disabilities, needy children and elderly persons in the country. It also provides an avenue for promotion of enterprise and value addition initiatives (Ministry of Public Service, Youth and Gender affairs, 2019) [15].

A. Statement of the Problem

The National Government Affirmative Action Fund (NGAAF) which falls under the Ministry of Public Service, Gender and Affirmative Action. The Fund is a product of our Constitution in support of the Government's commitment to putting in place measures to redress past disadvantages among certain segments of our population. It is also anchored on the Vision 2030 development blue print under the Social Pillar to address the plight of vulnerable groups through enhanced access to financial facilities for socio-economic empowerment among women, youth, Persons with Disabilities, needy children and elderly persons in the country. It also provides an avenue for promotion of enterprise and value addition initiatives [15]. Organizations experience a lot of challenges in terms of resource constraints, poor leadership and governance in strategy implementation, capacity and institution gaps [11].

According to an assessment report on the affirmative action funds, 20% of respondents identified some of the challenges of the funds to include: inadequate staffing at the board secretariat, the duplication of objectives as the funds target same group i.e. women, youth, and persons with disabilities (PWDs), limited financial resources and high demand for funding, risks of payment, manual loss processing system and operations, homogeneous beneficiaries of target group, and lack of appropriate legal structures for recovery [1]. The affirmative action funds also

lack harmonized data on the beneficiaries as well there is political interference on the funds. The long bureaucratic process of disbursing the loans and also lack of awareness on the funds is challenging. About 22% of the respondents were not aware of the funds. Finally, the business model pursued by the affirmative action funds doesn't assure long term sustainability. NGAAF has lacked trust as well of the confidence especially with women, youth and PWDs. NGAAF is slow in responding to emerging opportunities and has also done little to engage the beneficiaries with annual reports given on status but actually on the ground the beneficiaries are lamenting. There is a strategic plan in place that is meant to help the ministry achieve the objectives, there are many gaps in performance relating to AGPO, PWDs, Women utilization, and Youth [16]. Though there is relevant literature in relation Strategic Planning both on the global, regional and local perspective, none has focused on NGAAF a gap that this study sought to fill.

B. Research Objectives

The study's general objective was to assess the strategic planning process and its impact on the performance of the National Government Affirmative Action Fund in Kenya. The following specific objectives guided the study:

- i. To examine the influence of Capacity Building on performance of National Government Affirmative Action Fund in Kenya.
- ii. To determine the influence of Technology Integration on performance of National Government Affirmative Action Fund in Kenya

C. Research Hypothesis

H₀1: Capacity Building has no significant influence on performance of National Government Affirmative Action Fund in Kenya.

H₀2: Technology Integration has no significant influence performance of National Government Affirmative Action Fund in Kenya.

II. LITERATURE REVIEW

This section contains the theoretical framework, the conceptual framework and the empirical review.

A. Theoretical Framework

This section contains review of theories relevant, and which inform the theoretical background of the research subject matter. The study was guided by the dynamic Capabilities theory

The DCV theory suggests that firms should develop the ability to build, integrate [17], [18] and reconfigure resources and competencies to achieve competitive advantages. The DCV theory views dynamic capability as the firm's ability to integrate, build and reconfigure internal and external competencies to address the rapidly changing environments. The DCV theory [18],[19], addresses the particular shortcomings of the RBV theory as a means for firms to evolve in changing environments and maintain a competitive edge [20]. Therefore, the DCV theory is considered an extension for RBV theory to deal with the changes occurred in the environment due to digital technologies. Dynamic capabilities are the firm's ability to integrate, build, and

reconfigure internal and external resources/competences to address and shape rapidly changing business environments [21]. As a dynamic capability, innovation capability is the firm's ability to transform ideas and knowledge into new unique products for the market [22]. The DCV theory is concerned with how firms can sustain and enhance their competitive advantage, notably when facing changing environments. Therefore, the DCV theory is a relevant theoretical framework that can be used to explain the effect of technological innovation capabilities and Capacity building on performance of NGAAF in Kenya.

B. Conceptual Framework

This study's conceptual framework sought to demonstrate the relationship between Strategic Planning and the Performance of NGAAF in Kenya. Fig 1 below shows the conceptual framework.

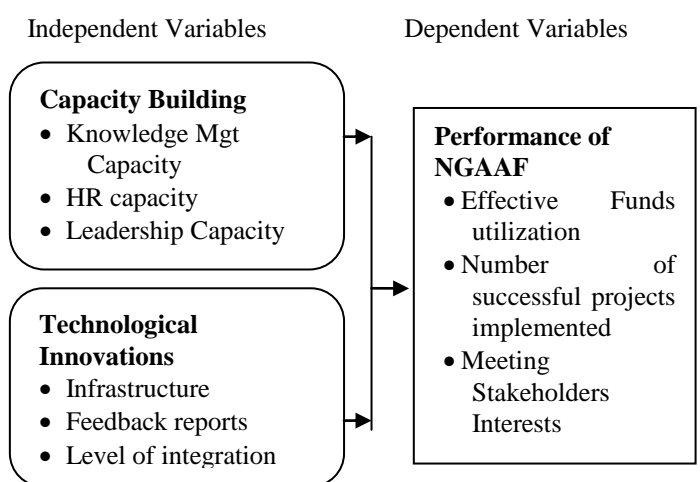


Fig 1: conceptual Framework

1) Capacity Building

Capacity is the ability of an organization to perform and sustain itself through a combination of capabilities and competences [23]. Capacity building is thus, developing and strengthening of the capacity or ability. Capacity building seeks to help improve the organization performance since it's a system-wide and planned effort that is meant to help increase performance thorough planning, and purposeful actions [24]. Capacity building is the process that facilitates consolidation of capacities of a group or an organization or an individual in order to help in evolving and adopting of new changing business environments in order to remain competitive [25]. Some of the challenges related to capacity building activities include: lack of support for the activities, lack of clear understanding on capacity building, and having mixed evidence in supporting the capacity building outcomes [26].

There is an agreement that capacity building encompasses many components though there is no agreement on those components. For an effective capacity building process, stakeholders' participation is crucial. If stakeholders are involved and also share ownership of development process, they will feel more responsible of the outcome and also ensure sustainability of the outcome. Stakeholders' engagement allows effective decision making and also

transparency [26]. Strategy capability of an organization is determined by the suitability and adequacy of the resources and competencies available for it to survive and prosper. The effectiveness and efficiency of an organization's resources depends on their availability and also how they are managed, the cooperation between the individuals, innovatory capacity, adaptability, and the relationship between customers both internal and external and the learning experience of what works well [27].

Strategic human resources development is a link between the human resource function with the strategic objectives of the organization that aims at improving performance. Effective strategic human resource development also necessitates consistent interaction between management, executive, and individuals responsible for development of the human resources of the organization. The aspects of strategic human resource development include training which is a major part of strategic human resource development, coaching, team building, career development and organization development [27].

Leadership capacity entails the ability of the organizational leaders to create as well sustain the vision, inspiration, decision making, direction and innovativeness in order to achieve the organizational mission. Leadership capacity entails governance, internal leadership and sustainability. The governance covers all the processes and structures that are used by the top management to manage and direct the operations of the organization and activities. Whereas, the internal leadership are the organizational leaders that exclude the top management and have the ability to be mission centered, focused and also inclusive in their approaches in decision making a well s motivate people to act on those given directions. While sustainability is that organization's ability to cultivate organizational leaders and also avoid over reliance on a single leader and also having a leadership transition plan in place. Organization with greater strategic partnership have become key determinant of driving the organization's competitiveness. They tend to be higher achievers of performance and also enhance organizational success. The leadership role in fundamental to success and performance of organizations [28].

2) Technology Integration

Technological innovations are the crucial enablers which are part of the strategy implementation that enhance organizational performance through risk reduction and increased expansion [29]. Innovation plays a key role in introducing novelty to existing processes, which lead to increase in revenue, market share, and customer satisfaction. Innovation is used for upgrading the operating business environment systems or automate the business through introduction of modern technologies. Innovation can help in anticipating the market changes more quickly and getting ahead of opportunities, so you aren't forced to react to shifts. It also helps in differentiation between an organization and the competition. Business technology helps automate back-office functions, such as record keeping, accounting and payroll. Business owners can also use technology to create secure environments for maintaining sensitive business or consumer information [30].

Strategic planning is viewed as the process of finding of a better match between the product offered by the organization, technology and the dynamic environment. The dynamic environment is faced with change from internal environment to new technologies, change of social control scopes, changing consumer attitudes, and new competitors and further questioning the role of the organization in the society [31]. Business technology can help businesses improve communication process through the use of personal digital products application, websites, emails and texts. The use of several types of ICT methods allows an organization to saturate the market with their messages. The organizations receive more feedback through electronic methods and also the organization is able to communicate to consumers through real time format [30].

3) Organizational Performance

Performance measurement is regarded as one of the main challenges that surround the measurement of social enterprise success and sustainability [32]. The perspective of performance includes financial, customer, internal process and growth. Organizational performance entails the outcomes of an organization that are measure against its planned objectives [33]. Thus, performance is about achievement of results or desired objectives. Organizations have two sides of sustainability. First aspect is a financial sustainability that shows endurance over time. Second side is related to the impact that the organization generates with regards to its social mission. Maintenance and deepening of organization's impact are an important factor to be considered. Performance is the capacity to contribute to job and wealth creation through firm start-up, growth, and survival. In social enterprise the social mission or self-identification met or fulfilled effectively is the main indicator of a social entrepreneurship, income growth is realized by how much the social enterprise reinvests profits earned to meet operational costs and spurn the growth of the enterprise [34].

Strategic planning has been embraced all over the world in both public and private sectors as it is perceived to contribute to organization effectiveness and also helps in fast tracking performance [35]. In fact, strategic planning a significant ingredient in the process of strategic management. [36] argued that though the strategic planning was criticized in the 70s' and 80s', it was still very useful and only needed some improvement. Strategic planning is the vehicle that facilitates the improved performance of an organization. The grout and performance of an organization is gauged on how well the organization does relative to the goals it has set. Strategic planning is thus an important driver of the organizational performance as it acts as a business partner that helps the top management to build an organization for today, tomorrow and even beyond. Organization performance comprises of the results of an organization measured against the intended goals or objectives (outputs)[37].

C. Empirical Review

1) Capacity Building and Organizational Performance

[24] examined the effects of capacity building on organizational performance of multipurpose cooperatives

societies in Nigeria Osun State. Data was collected from 529 management committee who were purposively selected. The study established that capacity building has a strong effect on performance of cooperative societies in Osun federal state. The study recommended strengthening of capacity building in cooperatives to ensure effective performance of organizations. This should be done through sensitization and re-orientation of both employees and members of the cooperatives to enhance their knowledge on the importance of capacity building. The government should also assist in by making cooperative services to be compulsory.

[25] examined the influence of capacity building strategies on organizational development at UNOPS Kenya office. The study specifically attempted to establish the influence of human resources capacity building, knowledge management capacity building, and leadership capacity building. A census of 54 employees was done. The study found that human resource capacity building, knowledge management capacity, leadership capacity to have significant relationship with organizational development. the study concluded that training of employees is essential for organizational development. Employee empowerment programs are important for strengthening commitment to organizational objectives.

Technology Integration and Organizational Performance

[29] examined the effect of technological innovations on organizational performance of government agencies in Kenya. A cross-sectional survey design was adopted. The study specifically examined digital tools and services, interdepartmental process integration, system development enhancement, and information technology-based innovations. The study found a positive significant correlation between technological innovation and organizational performance of government agencies in Kenya. The study also found a significant positive relationship between digital tools and services, information technology-based innovations, and system development enhancement with performance of government agencies in Kenya.

[38] studied the effect of technological innovations on financial performance of banking industry in Kenya. The study targeted 42 registered commercial banks in Kenya, the study found that there is a correlation between ATM banking and financial performance while internet banking had insignificant positive correlation with financial performance. The regression results showed that ATM banking and Internet banking to have significant positive relationship with performance of commercial banks. [39] examined the impact of e-commerce on corporate business strategy of supermarkets in the retail industry in Kenya. The study established that the competition is the main driver behind adoption of e-commerce as trading platform. Technology was found to be omnipresent in the workplace and recently the use of technological tools has grown exponentially. Technology provides opportunities for improving work performance, global market access and enforcing security on information, premises and data.

III. RESEARCH METHODOLOGY

The study adopted a descriptive survey design. This research design was utilized to ascertain and describe the phenomenon being studied and provide some pointers to the occurrence and association between variables, the research design facilitated the description of strategic planning and its influence on performance of NGAAF in Kenya. For the purposes of this study, the target population was 3 representatives for the 47 counties (141) as key respondents comprising of National and county management representatives with operational technical mandate. Since the population is small but adequate a census survey was conducted. A census studies of every single unit in a population. This regression model was used to test the relationship between NGAAF performance as a linear function of the independent variables. The following regression model was used;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon \dots \dots \dots (i)$$

Where; Y= Performance of NGAAF

X₁= Capacity Building

X₂= Technological Innovations

IV. RESEARCH FINDINGS AND DISCUSSIONS

A. Response Rate

The target population was 141 respondents where a census was done. A total of 141 questionnaires were distributed at various NGAAF offices in the 47 counties. A total of 120 questionnaires were duly filled and returned giving a response rate of 85%.

B. Descriptive Statistics

The descriptive statistics tend to explain the responses for the items in each variable in relation to the objectives of the study. The 5-point liker scale was used where the responses were coded as 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5 = Strongly Agree.

1) Capacity Building

The first objective of the study was to examine the influence of Capacity Building on performance of National Government Affirmative Action Fund in Kenya. The overall mean of 3.53 indicated that the influence of capacity building in strategic planning process in NGAAF in Kenya. The overall standard deviation of .557 also indicate a minimal variation of responses.

Table 1: Capacity Building Descriptive Statistics

Capacity Building	SD %	D %	N %	A %	SA %
Through capacity building NGAAF has ensured increase in employees' productivity and enhanced service delivery	15.8	5.8	8.3	20.8	49.2
NGAAF provides a conducive environment that is essential for	4.2	8.3	25	41.7	20.8

organization development					
NGAAF has human resources capacity building initiatives that are meant to help the performance of the employees	23.3	5.8	12.5	33.3	25
NGAAF has employee empowerment programs like trainings to enhance the employee's responsibilities.	35	8.3	10.8	22.5	23.3
Efficiency in organizational operation has helped ensured organization development at NGAAF	10	3.3	14.2	35.8	35.8
The knowledge management capacity has helped in sharing of information smoothly through the use of technology and this has increased the efficiency in NGAAF operations.	1.7	12.5	14.2	35.8	35.8
NGAAF has leadership capacity building in place that has transformed the management style	10	15	19.2	39.2	16.7
Training of managers at NGAAF has help in enhancing their efficiency and capacity	16.7	13.3	15	35.8	19.2

the leadership capacity building as the leaders at NGAAF are able to create inspiration, vision, and direction in order to achieve organizational mission. Respondents opined that Capacity building has helped NGAAF to develop and strengthen the ability to improve the organization performance Majority of the respondents (81%) generally agreed that Capacity building has helped NGAAF facilitate the consolidation of capacities to help in adopting of new changing business environments.

2) *Technology Integration*

The fourth objective of the study was to determine the influence of Technology Integration on performance of National Government Affirmative Action Fund in Kenya. The overall mean of 3.59 indicated that Technology integration in strategic planning process to some extent influence performance of NGAAF. The overall standard deviation of .778 also minimal variation of the responses. Innovation is used for upgrading the operating business environment systems or automate the business through introduction of modern technologies. [29] opined that Technological innovations are the crucial enablers which are part of the strategy implementation that enhance organizational performance through risk reduction and increased expansion. Business technology helps automate back-office functions, such as record keeping, accounting and payroll. Business owners can also use technology to create secure environments for maintaining sensitive business or consumer information [30].

Table 2: Technology Integration

Technology Integration	SD %	D %	N %	A %	SA %
NGAAF has enough infrastructure to ensure adoption of modern technology to help achieve its objective	18.3	8.3	14.2	30	29.2
NGAAF has adapted current technology to automate its operations	13.3	14.2	13.3	18.3	40.8
NGAAF has enough infrastructure to ensure adoption of modern technology to help achieve its objective	5.8	13.3	16.7	34.2	30
NGAAF there a fit between the service offered, dynamic environment and the technology adopted.	10	10.8	15.8	21.7	41.7
Effective communication plays a significant role in ensuring implementation of the NGAAF strategy.	17.5	10	15	30.8	26.7
The feedback from strategy evaluation is reported and shared to the various members of NGAAF	7.5	12.5	20	34.2	25.8

From Table 1 above respondents (70%) agreed that through capacity building NGAAF has ensured increase in employees' productivity and enhanced service delivery. Respondents (62.5%) also agreed that NGAAF provides a conducive environment that is essential for organization development. Majority (58.3%) of the respondents also agreed that NGAAF has human resources capacity building initiatives that are meant to help the performance of the employees. The efficiency in NGAAF has also helped ensured the organization development as agreed by 75% of the respondents. The respondents (71.6%) also agreed that the knowledge management capacity has helped in sharing of information smoothly through the use of technology and this has increased the efficiency in NGAAF operations. Respondents (55.9%) also agreed that NGAAF has leadership capacity building in place that has transformed the management style. Finally, respondents (55%) also agreed that the training of managers at NGAAF has help in enhancing their efficiency and capacity.

How is the Capacity building at NGAAF?

Respondents mentioned that stakeholder's participation to be very crucial in the Capacity building process. Majority (78%) of the respondents mentioned trainings, team building activities as well coaching. The respondents also mentioned

NGAAF has working and use friendly website that is used for its operations.	5.8	16.7	16.7	24.2	36.7
NGAAF has integrated technology and communicates to its beneficiaries using electronic methods.	10.8	11.7	16.7	28.3	32.5

From Table 2 respondents (59.2%) agreed that NGAAF has enough infrastructure to ensure adoption of modern technology to help achieve its objective. The respondents (59.1%) also agreed that current technology has been adapted to automate its operations. There is enough infrastructure at NGAAF to ensure adoption of modern technology in order for the organization to achieve its objectives as agreed by 64.2% of the respondents. Majority (63.4%) of the respondents also agreed on the fit between fit between the service offered, dynamic environment and the technology adopted at NGAAF in Kenya. There is effective communication that has a significant role in ensuring the implementation of strategy at NGAAF as agreed by 57.5%. At NGAAF feedback from strategy evaluation is reported and shared to the various members of NGAAF as supported by 60% of the respondents. Respondents (60.9%) also agreed that NGAAF has a user-friendly website that is used for its operations. Finally, NGAAF has integrated technology and communicates to its beneficiaries using electronic methods as supported by 60.8% of the respondents.

In what ways has Technological Integration influence Strategic Planning of NGAAF? Respondents unanimously agreed that, NGAAF has taken a step-in embracing technology to offer services to its customers. A lot of awareness has been made in order for citizens to understand their rights and what is need of them to benefit from the services offered. NGAAF has automated the process where most of the applications are done online and provides feedback to beneficiaries on their status of applications. Thus, there is a lot of improvement on how NGAAF communicates. NGAAF also has interactive user-friendly website that is updated regularly to ensure beneficiaries get up to date information concerning the services. However, some respondents still believe that there is still room for further improvement. Respondents (79.2%) also agreed that

there are a lot of Kenyans that are not aware of NGAAF and believe coming up with clear advertising and marketing strategies will help reach millions of beneficiaries of NGAAF. Thus, embracing digital platforms in advertising and communicating is highly encouraged.

3) Performance of NGAAF

The main objective of the study was to assess how the strategic planning process and its impact on the performance of the National Government Affirmative Action Fund in Kenya. The overall mean of 3.31 didn't provide significant evidence to suggest how strategic planning has influenced performance of NGAAF. Performance measurement is regarded as one of the main challenges that surround the measurement of social enterprise success and sustainability

[32]. [33] opined that performance is about achievement of results or desired objectives. Performance in the public sector should be linked to strategic plans in order to measure their achievements and is conceptualized to quality service or goods delivered.

Table 3: Performance of NGAAF

Performance of NGAAF	SD %	D %	N %	A %	SA %
There is increased employees' productivity at NGAAF	14.2	7.5	14.2	30	29.2
The NGAAF beneficiaries are very satisfied with service delivery	6.7	22.5	19.2	20	31.7
There is increased service delivery at NGAAF	6.7	14.2	20.8	26.7	31.7
NGAAF has ensured development of staff competencies	10.8	12.5	23.3	46.3	10
The number of empowerment projects under NGAAF have increased	35.8	8.3	14.2	30.8	10.8
The beneficiaries of NGAAF having been increasing due to effective strategic planning	21.7	8.3	8.3	44.2	17.5

Majority (55.8%) of respondents agreed that due to strategic planning process employee productivity has increased. Respondents (51.7%) also agreed that NGAAF beneficiaries are satisfied with service delivery. Service delivery has also increased as opined by 58.7% of respondents. Staff competencies development has also been ensured at NGAAF as reported by 56.3% of the respondents. The respondents didn't clearly agree on the increase of empowerment projects under NGAAF as only 41.6% agreed while 44.1% disagreed. However, the respondents (61.7%) agreed on the increase in NGAAF beneficiaries due to effective strategic planning.

V. INFERENCE ANALYSIS

A. Correlation analysis

Correlation analysis was used to determine the magnitude, significance, and direction of the relationship between the dependent variable and the independent variables.

Table 4 : Correlation Matrix

		Performance of NGAAF (PN)
Capacity	R	.257**
Building (CB)	Sig.	.000



	N	120
Technology	R	.392**
Integration (TI)	Sig.	.000
	N	120

Capacity Building has a weak positive significant correlation with Performance of NGAAF in Kenya ($r = .257$, $sig = .000$). The study findings are also in line with [24] and [25] who established a positive association between capacity building and organizational performance. Technology Integration has a weak positive significant correlation with Performance of NGAAF in Kenya ($r = .392$, $Sig = .000$). The findings concur with [29] who examined the effect of technological innovations on organizational performance of government agencies in Kenya and found positive significant correlation Technological innovation and organizational performance. [38] also found a positive correlation between technological innovations and financial performance of banking industry.

B. Regression Analysis

The study carried out a multiple regression analysis to determine the nature of relationship of the model by predicting the dependent in terms of the independent variables using the following linear regression model.

1) Regression Analysis for Capacity Building

Linear regression was also conducted to establish the relationship between Capacity Building and Performance of NGAAF. From the regression results the coefficient of determination (r^2) and the correlation coefficient (r) indicate the degree of association between the independent variable and the dependent variable. From Table 5 below, $r (.257)$ shows a weak correlation between the predictor variable Capacity Building and the dependent variable Performance of NGAAF. The coefficient for determination r^2 indicated that Capacity Building only explains 6.6 % Performance of NGAAF.

Table 5: Model Summary for Capacity Building

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.257 ^a	.066	.058	.50792

a. Predictors: (Constant), Capacity Building

The results from the ANOVA test reveal that Capacity Building has a significant influence on Performance of NGAAF in Kenya since the P-value (0.005) is less than the significance value of 0.05. The F-Calculated (1, 118) = 8.313 > F-Critical (1, 118) = 3.921. This implies that Capacity Building to some extent is significant in explaining the change of Performance at NGAAF in Kenya. Table 6 below shows the ANOVA results for the Capacity Building.

Table 6: ANOVA Test for Capacity Building

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.145	1	4.589	8.313	.005 ^b
	Residual	30.442	118	.237		
	Total	32.587	119			

a. Dependent Variable: Performance of NGAAF

b. Predictors: (Constant), Capacity Building.

From the ANOVA in Table 6 above at least there is significant statistical evidence to suggest Capacity Building to some extent is useful and fit in explaining the Performance at NGAAF. The regression coefficients were as shown in Table 4.20 below. Capacity Building significantly influences Performance at NGAAF in Kenya P-value ($.005 < 0.05$). Capacity Building also influences Performance at NGAAF in Kenya by 25.7% as affirmed by $r (.257)$ in the model summary. The $\beta (.241)$ indicates a positive and a direct relationship between Capacity Building and Performance at NGAAF in Kenya for a unit increase in Performance at NGAAF .241 of Capacity Building is needed.

Table 7: Regression Results for Capacity Building

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	2.461	.299		8.228	.000
Capacity Building (CB)	.241	.084	.257	2.883	.005

a. Dependent Variable: Performance of NGAAF

The model can be fitted as follows:

$$\text{Performance at NGAAF} = 2.461 + .241CB \dots \dots \dots (ii)$$

2) Regression Analysis for Technology Integration

Linear regression was also conducted to establish the relationship between Technology Integration and Performance of NGAAF. From the regression results the coefficient of determination (r^2) and the correlation coefficient (r) indicate the degree of association between the independent variable and the dependent variable. From Table 8 below, $r (.392)$ shows a weak correlation between the predictor variable Technology Integration and the dependent variable Performance of NGAAF. The coefficient for determination r^2 indicated that Technology Integration only explains 15.4 % Performance of NGAAF.

Table 8: Model Summary for Technology Integration

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.392 ^a	.154	.147	.48340

a. Predictors: (Constant), Technology Integration

The results from the ANOVA test reveal that Technology Integration has a significant influence on Performance of NGAAF in Kenya since the P-value (0.000) is less than the significance value of 0.05. The F-Calculated (1, 118) = 21.451 > F-Critical (1, 118) = 3.921. This implies that Technology Integration to some extent is significant in explaining the change of Performance at NGAAF in Kenya. Table 9 below shows the ANOVA results for the Technology Integration

Table 9: ANOVA Test for Technology Integration

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.145	1	5.084	21.451	.000 ^b
	Residual	30.442	118	.237		
	Total	32.587	119			

a. Dependent Variable: Performance of NGAAF

b. Predictors: (Constant), Technology Integration

From the ANOVA in Table 9 above at least there is significant statistical evidence to suggest Technology Integration to some extent is useful and fit in explaining the Performance at NGAAF. The regression coefficients were as shown in Table 4.23 below. Technology Integration significantly influences Performance at NGAAF in Kenya P-value (.005 < 0.05). Technology Integration also influences Performance at NGAAF in Kenya by 39.2% as affirmed by r (.392) in the model summary. The β (.264) indicates a positive and a direct relationship between Technology Integration and Performance at NGAAF in Kenya for a unit increase in Performance at NGAAF .264 of Technology Integration is needed.

Table 10: Regression Results for Technology Integration

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	2.365	.209		11.302	.000
Technology Integration (TI)	.264	.057	.392	4.631	.000

a. Dependent Variable: Performance of NGAAF

The model can be fitted as follows:

$$\text{Performance at NGAAF} = 2.365 + .264\text{TI} \dots\dots\dots(iii)$$

C. Hypothesis Testing

Hypotheses were tested using t-statistics from the multiple linear regression from Table 4.26 at 5% level of significance. In the testing the hypothesis the T-statistics and p-value were used. The null hypothesis is rejected if the p-value is less than 0.05 and the T-calculated is greater than the T-Critical. However, if p-value is greater than 0.05 and T-calculated is less than T-critical we fail to reject the null hypothesis. The hypotheses were tested as follows:

1) Capacity Building

H01: Capacity Building has no significant influence on performance of National Government Affirmative Action Fund in Kenya.

From the regression results in Table 7 on Capacity Building, the t-calculated (.978) was less than t-critical (1.98) further, P-value (.330) was greater than 0.05 indicating that Capacity Building in Strategic Planning in this study doesn't significantly influence Performance of NGAAF in Kenya. Thus, we fail to reject the null hypothesis and conclude that Capacity Building has no significant influence on Performance of NGAAF in Kenya

2) Technology Integration

H02: Technological Integration has no significant influence performance of National Government Affirmative Action Fund in Kenya.

From the regression results in Table 10 on Technology Integration, the t-calculated (2.493) was greater than t-critical (1.98) further, P-value (.014) was less than 0.05 indicating that Technology Integration in Strategic Planning in this study significantly influences Performance of NGAAF in Kenya. Thus, we reject the null hypothesis and conclude that Technology Integration has significant influence on Performance of NGAAF in Kenya

VI. CONCLUSION

Based on the findings the study concludes that Strategic Planning Process has a positive significant relationship with Performance of NGAAF in Kenya. The study concludes that Capacity Building has a positive insignificant association with performance of NGAAF in Kenya. Thus, Capacity Building has a positive but insignificant influence on Performance of NGAAF in Kenya. The study concludes Technology Integration has a positive significant association with Performance of NGAAF in Kenya. Thus, Technology integration positively and significantly influence Performance of NGAAF in Kenya. NGAAF should offer more Capacity building in terms of Leadership capacity, knowledge management capacity, and human resource capacity. More coaching, workshops, and implementation supports such as check ins should be done with well-trained individuals that understand the best practices in building capacity. The study recommends on organization to fully embrace technology in order to improve communication with customers, receive more feedbacks, and also ensure organizational resources can be accessed at the convenience. The use of technology will also help to reduce time used for bureaucratic procedures related to NGAAF implementation and hence increase efficiency as customers and beneficiaries can access the resources at their convenience. The current government has pledge to invest more in technology and aims to ensure thousands of government services are digital in order to increase efficiency and service delivery. Realization of that will help ensure the organizations are in line with their strategies.

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