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Abstract

The impact of non-governmental organizations on people's social transformation is well acknowledged. In countries where the political system is unstable, they are more significant. The use of strategic planning is crucial to an organization's ability to successfully accomplish its goals and objectives. Stakeholder management's primary goal is to ensure parties with an influence and interest in the affairs of an organizations are involved in making decisions, which will result in highly effective organizational management. NGOs working in South Sudan lack early warning systems, the ability to mitigate conflicts, and a wealth of information on conditions that can spark violence. This study sought to investigate the influence of stakeholder involvement on the performance of non-governmental organizations in South Sudan. Descriptive study design was used in the research to elucidate the characteristics and frequencies of the variables. Primary data was gathered from senior employees in the operations, finance, human resources, policy, and program areas using questionnaires and key performance interviews. Since the data collected was mixed in nature, both statistical and content analysis was adopted for analysis. Content analysis was used to compare and distil responses from different respondents in line with the objectives of the study. Quantitative data was presented methodically in figures and tables, in accordance with the research assumptions. A presentation outlining each visual display came first, followed by the researcher's interpretation or personal view. The findings revealed that stakeholder involvement ($p = 0.00$) has significant influence on performance of NGOs. It was recommended that NGOs optimize stakeholder involvement in all levels of operation to establish and maintain the desired performance outcomes.

1. Introduction

Background

Over the past two decades, strategic planning has become an integral management tool for small and medium-sized enterprises (SMEs) (Edwards, 2020), with 81% of businesses globally and 89% in the U.S. adopting it (Kanter, 2019; O'Regan & Ghobadian, 2007). Strategic planning is widely recognized for enhancing innovation, competitiveness, profitability, and resource efficiency (Gibson & Cassar, 2005; Hormozi et al., 2002). In developing countries, however, strategic planning in SMEs remains under-researched and its adoption inconsistent (Jennings & Beaver, 2000; Aldehayyat & Twaissi, 2011). Stakeholder involvement is increasingly crucial in strategic planning, especially among non-governmental organizations (NGOs), which have become prominent actors in delivering humanitarian aid and promoting development, particularly where state capacity is limited (Lumosi, Njuguna & Mwangi, 2021; Banks & Hulme, 2012). Stakeholder involvement in strategic planning and implementation has been found to foster a sense of ownership, enhances teamwork, and facilitates smooth execution of strategies, which are necessary for achievement of performance (Murigi et al., 2017). NGOs are agile in responding to community needs, often stepping in where government support is lacking (Milelu, 2018). Roden (2014) emphasizes the importance of strategic planning to enhance sustainability, especially in volatile environments.

Organizations pursue performance through various strategic choices and approaches, including market penetration strategies (Luvusi & Muthoni, 2019), corporate growth strategies (Mutua & Murigi, 2019), and strategic leadership (Echwa & Murigi, 2019). In South Sudan, NGOs play a central role in humanitarian relief, poverty reduction, and service delivery in areas affected by conflict and weak governance structures. The NGO Forum in South Sudan, which includes local NGOs, international NGOs, donors, and government representatives, serves as a platform for coordination and stakeholder collaboration (Blanchard, 2016). These partnerships ensure that aid is effectively delivered, although financial and operational challenges persist. Most national NGOs in South Sudan lack well-established organizational structures, face human resource limitations, and struggle to retain experienced staff (Bunny, 2017). This affects their ability to implement strategic plans and meet stakeholder expectations. Strategic planning, as Stopford (2001) and Delmar & Wiklund (2008) note, must remain dynamic and inclusive. In fragile contexts like South Sudan, the active involvement of stakeholders, from grassroots communities to donors, is key to aligning organizational goals with societal needs and ensuring long-term impact.

Problem

Strategic planning is vital for NGOs operating in fragile contexts like South Sudan, where stakeholder involvement directly influences operational success and sustainability. Uzel (2015) emphasizes that strategic planning aligns organizational goals with external and internal realities, enabling effective management. However, in conflict-prone areas like South Sudan, NGOs face immense challenges due to a lack of early warning systems, limited conflict mitigation capacity, and delayed responses to escalating humanitarian crises (EU, 2018). These issues often arise from poor coordination among stakeholders, especially local communities, donors, and international agencies. Stakeholder involvement is critical in such environments. When local communities,

government bodies, and donor agencies are actively engaged in the strategic planning process, it fosters transparency, improves resource mobilization, and enhances timely response. Studies show that organizations with participatory strategic planning models are 25% more likely to achieve performance targets (Bryson, 2018). Yet, most South Sudanese NGOs, particularly national ones, struggle with inadequate funding, weak fundraising capacity, and overreliance on external donors (Nzeyimana, 2015; Batti, 2012). Donors sometimes impose short-term funding cycles, disrupting long-term strategies (Kiragu & Njue, 2013). Therefore, integrating all relevant stakeholders, including donors, community leaders, and local authorities into the planning and decision-making processes is essential. Their participation could ensure relevance, strengthens accountability, and increases resilience in volatile humanitarian contexts. However, there are notable empirical and practical gaps in effective integration of stakeholder involvement as a strategic planning imperative into the management of NGOs for performance improvement.

Aim

The aim of this study was to evaluate the influence of stakeholder involvement on performance of non-governmental organizations in South Sudan.

Significance

This research offers valuable insights for academics, NGOs, CBOs, and governments, particularly in developing countries. It supports the development of effective strategic planning policies to enhance organizational performance and daily operations. NGOs will benefit from understanding best practices in strategic planning, strengthening internal governance, and improving economic operations across multiple countries. The study highlights challenges in selecting planning phases, offers forward-looking strategies, and contributes to reshaping NGO performance. Additionally, it adds to the body of knowledge on strategic decision-making and planning processes, guiding NGOs toward more effective, goal-oriented operations and enabling shared learning across the sector.

2. Literature Review

Theoretical Review

The theory that anchors this study is the stakeholder theory. Stakeholder Theory, developed by R. Edward Freeman in 1984, posits that organizations must consider the interests of all stakeholders, not just shareholders, to achieve long-term success. Stakeholders include anyone affected by or who can affect an organization's operations, such as employees, donors, beneficiaries, governments, and communities (Freeman, 1984). The theory's key proposition is that an organization's performance and sustainability depend on managing relationships and addressing the expectations of these diverse groups.

Two notable studies have applied this theory. Donaldson and Preston (1995) expanded the theory by distinguishing between its descriptive, instrumental, and normative aspects, emphasizing the ethical obligation to stakeholders. Another study by Berman et al. (1999) found a positive

relationship between stakeholder-oriented management and financial performance in firms, showing its applicability in both for-profit and nonprofit contexts.

However, criticisms of Stakeholder Theory include its vagueness in defining stakeholder boundaries and the difficulty in balancing conflicting stakeholder interests (Jensen, 2002). It also lacks specific guidance on prioritization when resources are constrained. Despite the weaknesses, the theory is relevant to the current study. In the context of NGOs in South Sudan, where donor expectations, beneficiary needs, local government cooperation, and security conditions intersect, stakeholder theory is particularly relevant. NGOs must engage local communities and other actors to improve trust, align objectives, and enhance service delivery. Incorporating stakeholder input into strategic planning can address local needs more effectively and foster organizational accountability, ultimately leading to better performance.

Empirical Review

Mulumba and Muchelule (2024) investigated the effect of stakeholder involvement on the performance of self-help groups (SHGs) in Nairobi City County, Kenya. Using a cross-sectional design, the researchers sampled 124 group leaders and conducted in-depth interviews with five long-standing group members. Quantitative data were analyzed using SPSS to determine the relationship between stakeholder involvement and performance, while qualitative data underwent thematic analysis. The findings indicated a significant positive relationship ($\beta = 0.286$; $p = 0.019$) between stakeholder participation and SHG performance. According to the authors, involving stakeholders in planning and decision-making processes improved project sustainability, transparency, and accountability. The study adds value to existing literature by focusing on SHGs, which are often overlooked in mainstream organizational performance research. However, it is limited by its narrow geographical focus on Nairobi and does not address stakeholder involvement in non-governmental organizations (NGOs) operating in fragile contexts such as South Sudan. The study also fails to account for the long-term sustainability of projects post-stakeholder engagement. Despite these limitations, the research offers important lessons on participatory planning that are relevant to the current study, which seeks to examine stakeholder involvement in NGOs in South Sudan. It also suggests the need for future research in fragile and post-conflict contexts, where stakeholder dynamics may be more complex.

Bett, Andemariam, and Abraham (2024) examined the relationship between stakeholder engagement and the financial performance of state-owned commercial enterprises (SOCEs) in Kenya. Using an explanatory research design, they collected data from 153 board members and 142 corporate executives drawn from 46 SOCEs. Structural equation modeling was applied to analyze the data, revealing a positive and statistically significant relationship between stakeholder engagement and financial performance (estimate = 0.504; $p < 0.001$). The researchers emphasized the importance of establishing stakeholder reporting systems and adopting clear policies for managing relationships with both internal and external stakeholders. While this study offers strong evidence of the benefits of stakeholder engagement in improving financial metrics, its focus on SOCEs limits the transferability of findings to NGOs, which operate under different financial and governance frameworks. Additionally, the study concentrated on financial outcomes without exploring social or operational performance indicators. It also lacked an in-depth exploration of the contextual challenges faced by organizations in post-conflict or resource-constrained

environments. The current study on NGOs in South Sudan extends this research by focusing on organizations that are more reliant on donor funding and often function under severe logistical, political, and security constraints. This context requires different strategies for stakeholder involvement, particularly in enhancing organizational performance.

Atonga, Awino, Ogollah, and Odock (2024) conducted a study to explore the moderating effect of stakeholder management on the relationship between organizational characteristics and the performance of seaports in Anglophone Africa. The research adopted a descriptive cross-sectional survey design and collected data from executive managers of container-handling terminals. Using Partial Least Squares Structural Equation Modeling (PLS-SEM), the study found that stakeholder management significantly moderates the relationship between organizational characteristics and port performance. The authors concluded that effective stakeholder management practices, such as conflict mitigation and transparent communication, enhanced port performance. This research provides valuable insights into how stakeholder dynamics influence performance outcomes in large and complex logistical operations. However, the study is limited to the port sector, which differs significantly from the humanitarian and service-oriented focus of NGOs in conflict-prone regions like South Sudan. Additionally, the study does not delve into grassroots-level stakeholder engagement, which is critical for NGOs working in vulnerable communities. Despite these gaps, the study supports the assertion that stakeholder involvement plays a crucial role in organizational success and highlights the need for adaptable stakeholder strategies depending on organizational context. The findings are particularly relevant for NGOs seeking to enhance performance through inclusive and participatory management practices.

Agbi, Bagshaw, and Lebura (2023) explored the impact of stakeholder engagement on the operational performance of construction firms in Rivers State, Nigeria. Using a quasi-experimental design, the researchers administered questionnaires to 121 managers and supervisors from eight major construction firms. Data analysis via SPSS showed a significant positive relationship between stakeholder engagement and operational performance metrics such as project delivery timelines, quality standards, and budget adherence. The study emphasized that involving stakeholders in every stage of the project cycle fosters better understanding, minimizes conflict, and enhances project outcomes. Although the research provides strong empirical support for the benefits of stakeholder involvement, it is grounded in the private sector and project-based context of construction, which may not be fully applicable to the nonprofit operations of NGOs. Moreover, the study did not account for the challenges associated with stakeholder management in politically unstable or resource-poor environments, which are common in South Sudan. Nonetheless, the research demonstrates the universal importance of participatory practices in driving performance, which aligns well with the current study's focus on NGOs. It also suggests the potential for adapting engagement strategies from the construction sector to the nonprofit field, particularly in the areas of planning, execution, and performance evaluation.

Conceptual Framework

Figure 1 is the conceptual framework for this study.

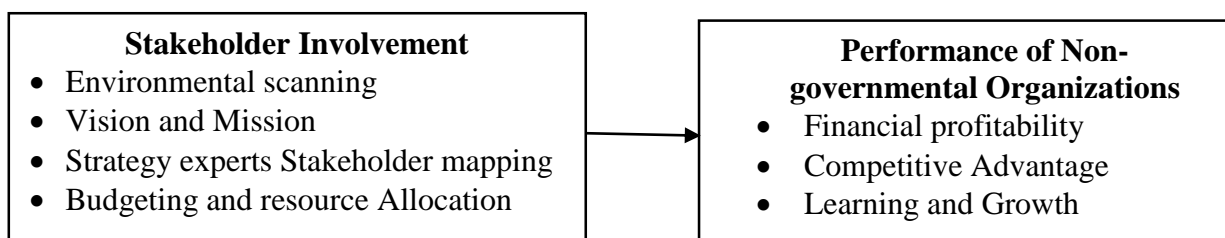


Figure 1: Conceptual framework

The conceptual framework in Figure illustrates the influence of stakeholder involvement, including environmental scanning, vision and mission formulation, strategy expert input, stakeholder mapping, and resource allocation, on the performance of non-governmental organizations, measured through financial profitability, competitive advantage, and learning and growth. It shows a direct relationship between engagement and organizational outcomes.

3. Methodology

Research Design

This study used a descriptive research design, which was suitable for explaining and characterizing the nature and behaviors of the variables under investigation. A descriptive design was essential when the goal was to describe the characteristics or frequencies of variables without manipulating them. According to Babbie (2011), a research design outlines the methods for data gathering and analysis. In this study, the descriptive approach helped clarify and interpret factors influencing the effectiveness of non-governmental organizations (NGOs) in South Sudan, especially their strategic planning operations.

Population and Sampling

The target population for this study consisted of senior employees working in the operations, finance, human resources, policy, and program areas of NGOs in South Sudan. According to Mugenda (2008), a population refers to the entire group of individuals or cases relevant to the research. The sampling procedure aimed to ensure a representative selection of this population. The sample size, calculated using a formula by Kothari (2011) for a 95% confidence level with a population of 234, resulted in a sample of 146 respondents. This sampling technique helped reduce errors that might have occurred if the entire population had been studied, allowing for a manageable yet representative sample for the study.

Data Collection and Analysis

Data was collected using primary sources through structured and in-depth interviews. Structured interviews focused on gathering answers to pre-planned questions, while in-depth interviews allowed for open-ended responses, providing a richer understanding of the issues. Primary data

was considered more accurate and up-to-date, making it ideal for this study. Secondary data was also considered, though primary data was the focus. The process of data collection followed a well-structured procedure, starting with the distribution of questionnaires and interviews to the selected NGOs.

The data was analyzed using both quantitative and qualitative methods. Quantitative data was analyzed using SPSS software, while qualitative responses were analyzed using content analysis. This combination ensured both objectivity and adaptability in understanding the research questions. Data was presented in tables and figures, with a clear interpretation linking the findings to the research objectives. Hypotheses were tested using Pearson correlation and linear regression techniques. A multiple regression equation was constructed in the form of:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Equation (1) Where Y = performance of NGOs based in South Sudan; β_0 = Constant; β_1 = Coefficient of stakeholder involvement; X_1 = Stakeholder involvement; ε = error term.

Research Ethics

Ethical considerations were paramount in this study. Respondents were assured of the confidentiality of their data, and no personal information was disclosed in the research findings. In-depth interviews respected participants’ rights, ensuring that responses remained private and were used solely for research purposes. The study also included ethical safeguards, such as obtaining informed consent from all participants and ensuring that the data collected was used exclusively for the purposes outlined in the research.

4. Findings

Response Rate

The study targeted a sample of 146 executive staff of NGOS working in various departments in South Sudan. Out of the 146 targeted participants, 126 participants successfully participated in the study. This translated to an 86.3% response rate, as shown in Table 4.1.

Table 1: Response Rate

Element	Frequency	Percentage
Targeted sample size	146	100%
Questionnaires administered	146	100%
Responses received	126	86.3%
Responses not received	20	13.7%

In the present study, 146 participants were targeted to participate. The questionnaires were administered to all the targeted participants regardless. One hundred and twenty-six questionnaires were responded to, leading to 86.3% response rate. This show that a good number of the sample population responded to the survey, making the data more reliable. But 20 questionnaires, that is 13.7%, were not received back. This non-response rate, while small, indicates a small shortfall that

may slightly affect the extent to which the findings could be generalized, but the effect is unlikely to undermine the overall findings greatly.

Demographic Characteristics

The demographic characteristics of the participants revealed a well-educated sample, with the majority holding university (70.6%) or postgraduate (27.8%) qualifications, and none having only a secondary education. Regarding work experience, the participants displayed a mix of tenures, with 33.3% having 3 to 5 years of experience in their current organization and 31.0% with over 5 years. In terms of NGO operation, 44.4% of organizations had been operating for 1 to 3 years, while 15.9% had been in operation for over 5 years, reflecting a balance of new and established NGOs. The size of the workforce varied, with the largest group (28.57%) of NGOs employing between 50 and 100 people, followed by smaller organizations with fewer than 50 employees (24.6%), and a smaller proportion of larger NGOs with more than 200 employees. This diverse demographic profile helps contextualize the findings of the study.

The study revealed that all the participants (100%) think that strategic planning is relevant in Non-Governmental Organizations. However, most organizations surveyed were found not to have a strategic planning unit. Based on the results, 54.8% (n = 69) of the participants said that they do not have a strategic planning unit, implying that only 45.2% (n = 57) had a strategic planning unit. The results seem to coincide with the assertion by Abiddin et al. (2022) that strategic planning units constitute a costly additional to NGOs, which may make some of them to avoid instituting them. In relation to the strategic planning, all the participants mentioned key elements, including environmental scanning, involving stakeholder, internal analysis, devising the strategic direction, and defining. All the participants expressed that strategic planning tends to increase effectiveness of meeting their respective NGOs goals and objectives. This is made possible because practices around strategic planning enable managers to take into consideration the future effects of the current decisions on outcomes.

Descriptive Analysis for Stakeholder Involvement

Descriptive analysis for the variable, ‘stakeholder involvement’, was computed to calculate the mean and standard deviation for each item. The results were presented using Table 2.

Table 2: Descriptive analysis for stakeholder involvement.

Statement	Mean	STD
Stakeholders are actively involved in identifying and analyzing external environmental factors that may impact our strategic planning process.	4.476	.0934
Stakeholders have a meaningful role in shaping and refining our organization’s vision and mission statements.	4.111	.9734
Our organization consults with internal and external stakeholders who are experts in strategy during the strategic planning process.	4.040	.3351
Stakeholders are thoroughly mapped, and their interests and influence are actively considered throughout the strategic planning process.	3.960	.2225
Stakeholders provide valuable input in prioritizing resources and setting the budget to align with strategic goals.	4.563	.8532
Aggregate mean/STD	4.230	0.4945

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The aggregate mean for the variable is 4.230, which is near to 4 (agree). Hence, most of the participants agreed with the statements for the variable. The standard deviation of 0.4945 indicates that the variability of the responses was close to the mean, implying the participants held almost similar opinions or perceptions towards each statement. Similarly, existing research has consistently identified stakeholder involvement as a factor in strategic planning processes that influence organizational performance (Stekelorum et al., 2020). Consistent with the argument by Murigi (2016), the the activities that NGOs undertake as part of the stakeholder involvement endeavor during the strategic planning process are central in their efforts to achieve desired outcomes prospects.

Performance of Non-Governmental Organizations

Descriptive analysis for the variable, ‘performance of non-governmental organizations’ was computed to calculate the mean and standard deviation for each item. The results were presented using Table 3.

Table 3: Descriptive analysis for performance of non-governmental organizations.

Statement	Mean	STD
The organization consistently meets or exceeds its financial goals and budget targets.	4.516	0.1436
The organization’s revenue sources are stable and sufficient to support its strategic initiatives.	3.857	0.218
The organization’s strategic initiatives give it a unique advantage over similar NGOs.	4.056	0.2541
The organization is well-regarded and often chosen as a preferred partner within its field.	4.214	0.0167
The organization encourages continuous learning and development to enhance performance.	4.437	0.5205
Aggregate mean/STD	4.216	0.2301

The aggregate mean for the variable is 4.216, which is near to 4 (agree). Hence, most of the participants agreed with the statements for the variable. The standard deviation of 0.2301 indicates that the variability of the responses was close to the mean, implying the participants held almost similar opinions or perceptions towards each statement. According to Mailu and Kariuki (2022), performance of non-governmental organizations is a crucial pursuit by management teams. Most NGOs seem to achieve the goals, as indicated by the data.

Inferential Analysis

Correlation analysis revealed that there is significant positive association between stakeholder involvement and performance of NGOs in South Sudan.

Table 4: Correlation Analysis

	Pearson’s Correlation Coefficient	Sig.	Inference
Stakeholder involvement	0.733	0.00	Significant positive association

This implies that a unit change in stakeholder involvement leads to a 0.733 change in organizational performance of NGOs. The findings concur with Ochieng et al. (2012) who revealed that project management at CDF High Schools involved limited community input, restricting the focus to CDF projects.

Regression analysis generated coefficients and significant values to show the coefficient of each independent variable and the significance of each variable influence on the dependent variable.

Table 4: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.387	.106		3.661	.000
Stakeholder Involvement	.482	.105	.557	4.596	.000

a. Dependent Variable: Organizational Performance

Using the values generated, it is possible to create a multiple regression equation of the form:

$$Y = 0.387 + 0.482X_1 + \varepsilon$$

Equation (1) Where Y = performance of NGOs based in South Sudan; X_1 = Stakeholder involvement and ε is the error term.

The coefficient for Stakeholder Involvement is 0.482, indicating a strong positive relationship with organizational performance. This suggests that for every one-unit increase in stakeholder involvement, organizational performance is expected to rise by 0.482 units. The significance value of 0.000 demonstrates that this relationship is statistically significant, emphasizing the importance of engaging stakeholders in the strategic planning process. This finding supports research by Omiyale (2019), which found that active stakeholder engagement significantly enhances organizational effectiveness in NGOs. Additionally, Ndungu and Kamau (2019) emphasized that active stakeholder engagement leads to improved decision-making processes and organizational performance in NGOs. Their findings corroborate the chapter four results, reinforcing the importance of stakeholder involvement in enhancing performance. Mucai et al. (2020) discovered that organizations with higher levels of stakeholder participation achieve better alignment with community needs and improved outcomes.

The interviews highlighted the significance of ‘inclusive stakeholder engagement’ in the strategic planning process because it ensures that diverse perspectives contribute to mission and objective formulation. Participants noted that involving staff and stakeholders fosters a sense of ownership and enhances the relevance of strategies. RP1 emphasized:

We hold workshops where everyone can share their ideas. This way, our mission and objectives truly reflect the collective vision of our organization (RP12).

Literature supports this approach, indicating that participatory planning increases commitment and effectiveness in non-profits (Mucai et al., 2019). Additionally, participants described the use of various tools and techniques, such as SWOT analysis and brainstorming sessions, which help structure strategic discussions. RP2 added:

Using SWOT analysis has been instrumental in identifying our strengths and weaknesses, guiding us to set realistic and achievable objectives (RP2).

This structured approach aligns with Ndungu et al. (2020), who argue that systematic tools facilitate comprehensive strategic planning.

5. Conclusions

The objective of the study sought to evaluate the influence of stakeholder involvement on organizational performance of NGOs in South Sudan. The variable was measured using aspects such as the role of stakeholders in shaping vision and mission statements, environmental analysis, strategic planning, and resource prioritization. Stakeholder involvement scored an aggregate mean of 4.2300, with a standard deviation of 0.4945, indicating high levels of agreement among participants that stakeholder engagement positively impacts organizational performance. Correlation analysis demonstrated a strong positive relationship between stakeholder involvement and NGO performance, with a correlation coefficient of $r = 0.868$ ($p < 0.05$), indicating that increased stakeholder involvement correlates with better performance outcomes. This strong association underscores the importance of engaging stakeholders in strategic processes to align resources and priorities effectively. Regression analysis further confirmed this variable’s impact, showing a positive unstandardized coefficient ($B = 0.4820$), meaning that a one-unit increase in stakeholder involvement corresponds with a 0.4820-unit improvement in performance. The p-value ($p = 0.000$) reflects high statistical significance, emphasizing that stakeholder involvement is a critical predictor of performance. These findings support the literature asserting that active stakeholder engagement contributes to better goal alignment and enhanced organizational effectiveness, which is particularly essential for NGOs that rely on stakeholder buy-in for mission fulfillment.

The theme, ‘Collaborative Strategic Planning Processes’, underscored the importance of inclusivity in strategic planning. Gathering input from diverse stakeholders was noted as essential for fostering a shared vision, increasing commitment, and aligning organizational objectives with team and community needs. A systematic approach to environmental scanning was also deemed crucial, enabling organizations to remain responsive to external changes and improve strategy formulation.

6. Recommendations

It is crucial for NGOs to deepen stakeholder involvement by establishing regular engagement mechanisms, such as quarterly forums or feedback sessions, where stakeholders can provide insights on organizational strategies and initiatives. Engaging a diverse range of internal and external stakeholders in planning phases will enhance the relevance of strategies and foster shared ownership of organizational goals. Utilizing tools like stakeholder mapping and needs assessments can help identify key influences and ensure that their perspectives are integrated effectively into decision-making. Enhanced stakeholder engagement will not only improve alignment with organizational objectives but also strengthen support networks, enabling NGOs to better achieve their mission.

Suggestions for Future Research

First, future research could explore additional factors influencing NGO performance that were not accounted for in the current model. Since the R-squared value indicates the proportion of variance explained by the existing predictors, a moderate or lower R-squared suggests that there are unexplored variables that may also play significant roles in organizational performance. Second, future studies could explore the long-term impact of strategic planning elements on NGO performance, focusing on a comparative analysis between NGOs operating in stable versus conflict-prone regions. Additionally, research could examine the effects of digital and technological advancements on strategic planning processes in NGOs.

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