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Strategic Management Practices and Performance of Non Profit Organizations: A Case of Food for Hungry in Rwanda Nyagatare District

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Abstract

The general objective of the study was to assess strategic management practices and performance of nonprofit organizations in Rwanda and the specific objective of the study was to determine the effect of strategic formulation on performance of nonprofit organizations in Nyagatare district Rwanda, to analyze the effect of strategic implementation on performance of nonprofit organizations in Nyagatare district, Rwanda, to assess effect of strategic control on performance of non-profit organization in Nyagatare District Rwanda. In this study, three theories are used such as Modern Portfolio Theory and Resource Based Theory which have the implication on the current study. To achieve research objectives, the used a descriptive research designs with two mixed methods such as quantitative and qualitative. In this study 75 respondents was selected from the target population of 140 beneficiaries and staffs of FH using the simple random and census method of selecting the sample size. Therefore, simple random sampling technique to select the categories of respondents is used and data collected using questionnaire, interview and documentation. Data collected first be edited, coded and put into tables where analysis are done using SPSS version 21. Thus the strengths of association determined based on regression-values <0.05 , mean and standard deviation. Therefore, the overall mean and standard deviation was 1.556 and 0.955 respectively which emphasizes the positive effects of project risks analysis on sustainability of manufacturing industry project in Rwanda. As indicated, the study findings showed that risks monitoring and control has led to the sustainability of manufacturing industry in Rwanda as indicated by the overall mean of 1.485 and standard deviation of 0.813. Effect of strategic management practice on performance of nonprofit organization in Rwanda has been successfully achieved as indicated by the overall mean of 1.485 and standard deviation of 0.813. In this study, R is the correlation coefficient and shows the relationship between the study variables. Therefore, the study findings revealed that there was a strong positive relationship between the study variables as shown by .884.

Keywords: *Strategic Management Practices, Performance of Non Profit Organizations, Food for Hungry, Nyagatare District, Rwanda*

1. Introduction

In Rwanda, there are a number of NGOs which have demonstrated their good performance through application of best strategic management practices. This include proper and clear vision and mission, strategic plans, adequate and skilled human resource among other factors (Kenya NGOs Management Policy, 2014). However, a good number of NGOs have not been able demonstrate similar characteristics and are facing management related problems or have been forced to shut down (Rwanda NGOs Coordination Board, 2018).

Most of the NGOs in Rwanda are facing challenges as a result of the dynamic environment (Anan, et al, 2018). This therefore calls for evaluation of strategic management practices and further implement. Several studies have been done to assess the performance of NGOs in Rwanda. Several strategic management practices have been pointed out by Armstrong (2016) such as teamwork, strong senior management team, skilled workforce that enhance performance of NGOs. These organizations have been characterized by well-functioning management team which is able to lead the team in the proper direction. Independent boards which are able to make decisions without compromise (Sababu, 2017).

Pearce and Robinson (2019) add that to ensure continued performance, the organizations also have strategic directions guided by clearly defined mission, vision and objectives. NGOs also need to have fundraising strategies and having a team that is specifically concerned with fundraising to ensure that the organization is stable. Technology is part and parcel of change. NGOs therefore have to easily adopt to change (Armstrong, 2016).

Strategic management practices is becoming a big deal in the humanitarian world. Donors are demanding to understand how systems work and whether their monies are being utilized properly. It is on this background that this study intended to create new knowledge so as to bridge the existing gap.

1.2 Research Objectives

1.2.1 General Objective

The general objective of this study was to assess strategic management practices on performance of nonprofit organization a case of Food for hungry in Rwanda, Nyagatare District.

1.2.2 Specific objectives

The study aimed at addressing the following specific objectives:

- (i) To analyze the effect of strategy formulation on performance of nonprofit organization of Food for hungry in Rwanda Nyagatare District.
- (ii) To assess the effect of strategy implementation on performance of nonprofit organization of Food for hungry in Rwanda Nyagatare District.
- (iii) To examine effect of strategy control on performance of nonprofit organisation of food for hungry in Rwanda Nyagatare District.

1.3 Hypothesis of the Study

The research hypothesis below will be tested in this study:

H01: There is no statistically significant effect of strategy formulation on performance of nonprofit of food for hungry in Rwanda Nyagatare District

H02: There is no statistically significant effect of strategy implementation on performance of nonprofit organization of food for hungry in Rwanda Nyagatare District

H03: There is no statistically significant effect of Strategy control on performance of nonprofit organisation of food for hungry in Rwanda Nyagatare District

2.1 Empirical Review

This section reviews the existing empirical reviews on the effects of strategic management practices used and performance. The existing literatures were reviewed according to specific objectives of the study. This helps the research to identify the research gap filled by the presented study findings. Strategic management practices are a combination of actions relating to strategic analysis, formulation, and implementation and monitoring in order to achieve some desired goals, (Hanasini, 2016). Service delivery in the other hand is the act of providing service to customer (Cambridge university press, 2017). Organisations or institutions in either the Private or Public sector use strategic management practices as a tool for developing and improving their performance Nartisa (2017).

In USA and India, according to Kumar, Rakesh (2017) Strategic management has entered the business field during 1980s in a systematic way replacing the earlier approach of ad hoc strategy formulation and its implementation. With increased complexity of managing business organisations in the face of intense global competition, strategic management concept was adopted by Western countries, particularly the USA. Also in India, David (2019) said this notion was introduced by associates and subsidiaries of multinationals operating in the country. It is a method for setting strategic objectives, establishing plan and policy to achieve those goals, allocating resources, and reviewing the strategy. Strategic planning, is the process of formulating, executing and reviewing strategies. While there was considerable admiration of the system from some quarters, there were many who believed that it was not in tune with Indian context, particularly the social and environmental context of Indian business (Almari, (2019).

Lufonyo (2019) studied the effect on performance in Tanzania of management and public sector reforms. There is a variety of literature that supports improving performance by using operational management practices. Flynn (2011) defined the provision of public service as a service provided by local government, civil service and other legislative agencies formed by the government. The study concluded that the degree and effect of operational management practices and improvements on performance. In Rwanda, according the report of RGB (2017) optimizing service delivery and achieving quality standards in service delivery systems can be accomplished by adopting a public sector strategic management model that takes into account the ambiguity and environmental uncertainty that characterizes public sector organizations. The research establishes a positive relationship between the degree to which strategic management practices are used and the quality of performance of quality service to people is one of the Government of Rwanda's main goals in the sense of the decentralization process that has begun since 2000.

The service sector contributes significantly to national development and thus to the achievement of Rwanda's goal to become a service-led economy and a middle-income country by 2020. In order to bridge the gap between the current status and the target of 90% of citizens' satisfaction with performance by 2024, the Government of Rwanda came up with different initiatives to guide performance improvements. These include among others; the development of the national performance policy, the citizens' charters, the monitoring of performance by the Rwanda Governance Board (RGB), its advisory role to the Government

on how to continually improve it as per Law N°56/2016 of 16/12/2016 establishing RGB, and national performance campaigns (Yombi & Nk'uwikorera).

2.1.1 Strategy Formulation

Strategy formulation refers to the process through which an organization defines its overall long-term direction and scope. It involves establishing the way an organization creates value through the configuration of its activities and resources in the markets in which it operates. Strategy formulation is a purposeful, deliberate exercise to develop a company's competitive advantage and thus enhance its performance (Gimbert, 2017).

Organizations have different approaches to strategy formulation, an aspect that has led to controversies. In the conventional approach (the 'descriptive' or 'design' school of thought), strategy development is mainly the result of a systematic, rational process of deliberate planning by a top management team, which is then communicated to the organization for implementation. In large organizations, this process typically occurs through formal strategic planning systems. An alternative approach, based on descriptive studies of strategy formation, sees strategy as the result that emerges from a complex, multi-level process of organizational decision-making. The realized strategy is thus the outcome of two simultaneous processes: on the one hand, the execution of the strategy as conceived by the top management team (deliberate strategy) and, on the other, the cumulative effect of day-to-day decision-making in a changing environment which eventually results in the formation of emergent strategies (Mintzberg & Waters, 1985).

Central to the continued survival of any organization is the ability to formulate and execute an effective strategy despite the limitations of organizational resources and the constraints of the external environment. Private-sector firms must plan to face challenges from competitors, rulings of regulatory bodies, shifts in the commercial context including changes in interest rates and economic activity, and shortages of personnel and supplies. Public-sector organizations also face many of these challenges but in different forms, as well as the additional considerations of an election cycle that may cause changes in leadership, a wide variety of stakeholders with competing agendas, and the subjective nature of success given these diverse perspectives (Rose & Cray, 2010).

2.1.2 Organizational Performance

Organizational performance refers to the actual output or results of an organization as measured against its intended goals and objectives. For years, many organizations have measured organizational performance using the balanced scorecard; by tracking and measuring performance in multiple dimensions such as: social responsibility (community outreach); employee stewardship, return on investment (ROI) among others (Thompson & Strickland, 2018).

For the purpose of this study, the variables tested to measure organizational performance in relation to strategic planning were: effectiveness of strategic plans in meeting organizational objectives, effectiveness of governance, staff retention and management of financial resources. In the management of both NGOs and commercial entities, the ultimate measure of management's performance is the metric of management effectiveness which includes: execution, or how well management's plans are carried out by the employees of the organization; leadership, or how effectively management communicates the vision and strategy of the organization to the employees; delegation, or how well management gives assignments and communicates instructions to employees; return on investment, or how well management utilizes the resources (financial, physical and human) of the organization to

bring an acceptable return to shareholders; conflict management, or how well management is able to utilize confrontation and collaboration skills; management's ability to be flexible and appeal to common interests; motivation, how management attempts to understand the needs of others and inspires them to perform (Bryson, 2018).

According to management guru Peter Drucker, there are two main ways to improve organizational performance. These are: improving the measured attribute by using the performance platform more effectively, or by improving the measured attribute by modifying the performance platform, which in turn allows a given level of use to be more effective in producing the desired output. Performance improvement can occur at different levels: an individual, a team, a department, and the organization itself. Organizational performance management and improvement can be thought of as a cycle: Performance planning where goals and objectives are established, then, Performance coaching where a manager intervenes to give feedback and adjust performance and performance appraisal where individual performance is formally documented and feedback delivered (Drucker, 2018).

Drucker further opines that organizational performance can be measured in terms of how well it is governed and its inherent management processes. It implies that the effective management of an organization's resources should be done in a manner which is transparent, accountable, equitable and responsive to the needs of the beneficiaries. Since NGOs aim at becoming sustainable, then good governance is critical to their existence. In many developing countries NGOs often lack the institutional capacity and resources to operate. Also, funds from donors are sometimes poorly managed. Thus, in order to ensure effective and proper management of resources, good governance becomes an important aspect of every organization. (Drucker, 2018).

Economists further suggest that organizations can improve their performance by aligning their governance practices with the strategic planning process; which can be done in a number of ways including: stating their mission, values and objectives clearly and ensuring that these strategies are followed; better human resources development and training for their managers and staff including board members and volunteers; better management processes as well as financial management systems (The Economist, 2017).

2.1.3 Relationship between Strategic Planning and Organizational Performance

The preceding literature brought forth the argument that organizations that have embraced the concept of strategic planning in their daily practices have better performance outcomes. In agreement with this argument David (2017), contends that the records of organizations that used strategic planning in their activities showed better performance 20 results. Strategic planning enables an organization to make plans ranging from elementary tasks to broader projects. Thus, strategic planning is a breakthrough in determining steps that should be taken at different time frames to ensure completion of the tasks to realize organizational effectiveness in the long run. Employees act as the fuel of an organization. Based on this perspective, contends that strategic planning provides the expectation of the organization to the employees (Bryson, 2018).

This gives them a directional outlook of the organization and critically, when to invest their efforts optimally. Strategic planning provides a guide since it defines the core business of the organization and probable ways of reaching the set goals. According to Dusenbury (2010), strategic planning shapes the structure of operations of an organization. An organization with a strategic plan is at liberty of chooses the most effective strategy. The choice of strategy is driven by factors such as the logic, rationale and how systematic an approach is. Strategic planning brings the future to the present to allow the organization plan on how to deal with

the probable opportunities and threats coming on its way. This environmental clarity is critical in decision making processes. Moreover, Dusenbury (2010), argues that strategic planning and performance are intertwined. This argument is supported by the logic that performance is defined by the plan and the strategic degree of a plan is measured by the performance outcome (Dusenbury, 2010).

According to Arasa and K'Obonyo (2012), an organization is system made up of integrated subsystems, each with specific functions. Therefore, the rationale of strategic planning approaches in organization using this system approach is to enable the management monitor the organization as a whole and the relationship between each subsystem. This is an effective tool to improve performance of an organization because the management is able to evaluate what subsystem causes what outcome and how to ensure they are exploited optimally through controlling. Strategic planning therefore suffices decision making processes and enables an organization to set its objectives in compliance with the SMART approach (Arasa & K'Obonyo, 2017).

Kotter (2017), postulates that the development of an organization may reach its peak and begin to deteriorate due to external factors that are often uncontrollable. Strategic planning is a preparedness measure that ensures an organization is repositioned and transformed in a manner that correlates with environmental changes. Negative factors that impede on development of an organization can only be avoided to block them from affecting the organization. According Thompson and Gamble (2017), the ultimate goal of strategic planning in an organization is to secure a market niche, not necessarily as the leader but as the biggest market shareholder. Such a strong market position protects the organization against the negative impacts of changes and competition, making an organization's performance effective (Thompson & Gamble, 2017).

According to Analoui and Samour (2017), the success of non-governmental organizations often depends on the formulation of suitable strategies meant to confront the realities within the competitive environment in which the organization operates. This argument is supported by an earlier study by Estallo (2017), which found that though these organizations do have a mission, strategy, and goals different from their corporate counterparts, surviving and flourishing in the current environment requires adjusting and responding to the existing changes in social, economic and political factors. Hence the conclusion is that strategic planning is important for all organizational entities whether NGOs, government, CBOs, political, business or academic institutions; since the objective of the strategic planning process is to develop core competencies that enable the organizations to find an advantageous position in their current environment and to go beyond perceptions of the current situation to continue to differentiate the organization into the future (Estallo, 2006).

Research by Analoui and Samour (2007), suggests that there exists a profiling of strategic planning processes in NGOs characterized by a series of operations that include; the scrutiny of the current situation of the organizations in relation to the services, needs, clients, their unique core competencies, the personal objectives of the stakeholders followed by defining the services and the activities in terms of mission and values for meeting specified client needs which means the organization continues to meet its missions objectives (Analoui & Samour, 2017). The external environment plays a crucial role in the process of strategic planning in NGOs. To emphasize the impact the environment has in strategic planning, Mufudza, Jengeta and Hove (2013), found it crucial that organizations should clearly strategize in times of great economic turbulence, but recognize that it is however difficult to formulate and implement the plan in such times (Mufudza, 2019)

2.2 Research Gap

This section reviewed critically the existing theoretical and empirical review on strategic management practices use and performance. This section was divided into critical analysis and the identification of research gap found existing literature.

According to Mintzberg, H (2019), Strategic management is the art and science of formulating, executing and analyzing cross functional decisions that will help an organization to achieve its goals. It is the method of defining the goals of the organization, creating policies and plans for achieving these goals, and allocating resources for implementing policies and plans to achieve the goals of the organization. The study found that management practices and reforms had positive results, despite the challenges, with the study concluding that strategic management practices are necessary for improving performance in the public sector.

According to Scott Johnson (2017) while the goal of this article is simply to talk about some of the challenges that are often seen for organizations or individuals focused on improving performance in the public sector, we don't want to leave you feeling like there's no hope. All of these challenges can be overcome, and many social service organizations are managing these complexities in a successful manner. One of the most important keys to this is addressing the organizational component. Through strong, evidence based case management practices, organizations can become the most efficient and effective version of themselves, ease some of the burden on their employees and service providers, and have attractive looking results grounded in data to show to their funders.

2.3 Conceptual Framework

Conceptual framework includes the independent and dependent variables. An independent variable is a variable being changed in an experiment that is directly caused by the person making the experiment and a dependent variable is that being observed that means that is what is being measured and what is being affected during an experiment. The level of strategic management practices is independent variable and performance is dependent on both because it depends on the effective usage of strategic management practices. However, it should be noted that not only strategic management practices and performance but, other factors such as government policies and Institution capability and stakeholders' good will play a key role in enabling the linkage between the independent and dependent variables.

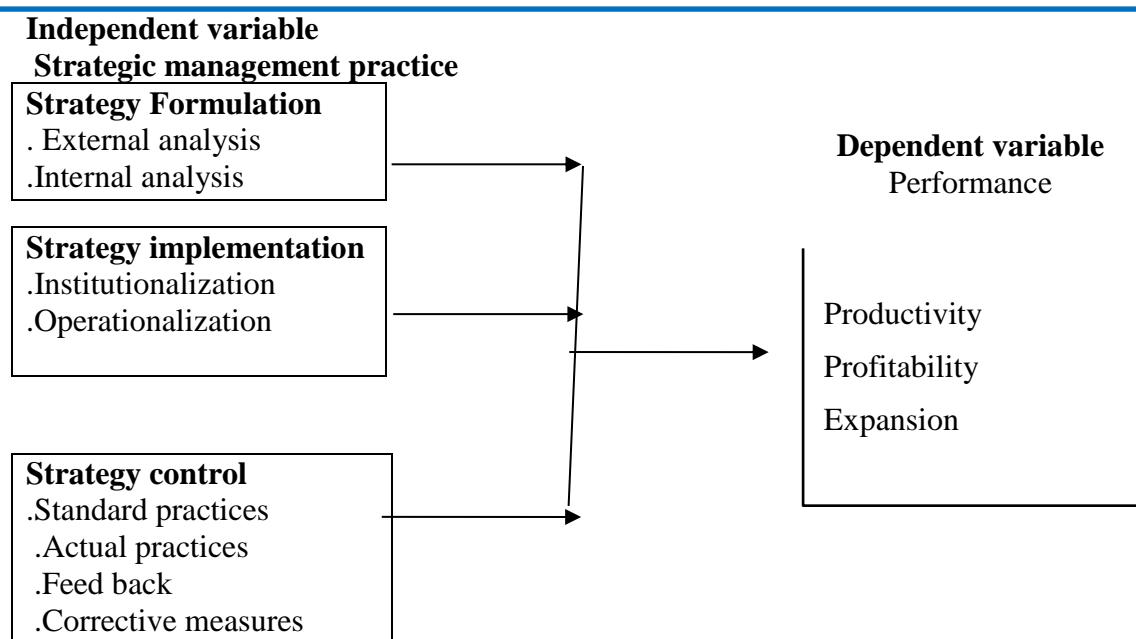


Figure 2. 1 Conceptual framework

Source: Researcher 2023

The Figure 2.1 indicates the relationship between independent variables under the study: Strategic Management practices has the attributes as strategic formulation, strategic implementation, and strategic evaluation. The study also conceptualized on dependent variable, performance with the following attributes: quality service, accountability and quick response. The conceptual model shows also the moderating or intervening variables which are others factors that may have an effect on both independent and dependent variables which includes government policies and institutional capability.

3. Materials and Methods

The research design incorporated a descriptive design utilizing both quantitative and qualitative approaches, with an emphasis on correlation and regression analyses to establish the strength of the relationship between the study variables (Fleming & Zegwaard, 2018). The target population was composed of 140 individuals, including 20 staff and management and 120 beneficiaries of FH in Nyagatare District, Rwanda. The determination of the sample size was conducted using the Krejcie and Morgan (1970) Table, resulting in the selection of 75 respondents. Sampling techniques employed included both the census method and simple random sampling.

Data collection instruments consisted of questionnaires and an interview guide, incorporating Likert scale questions and semi-structured interviews. Pilot studies were conducted to ensure the reliability and validity of the instruments, employing Cronbach's Alpha and content validity index. Data analysis involved the use of descriptive and inferential statistics, including SPSS, Pearson correlation, and regression analysis, with results presented through graphs and figures (Eyisi, 2016). Ethical considerations encompassed principles such as confidentiality, voluntary participation, scientific integrity, avoidance of plagiarism, compliance with national laws, and safeguarding participants' personal information.

4.1 Presentation of findings

In this study, researcher further presented descriptive data based on research objectives. Thus, tables reflecting research objectives were presented in appropriately based on rating scale of agreement and disagreement were respondents have chosen the best answers on different alternatives.

4.1.1 Objective one: To establish the effect of strategy formulation on performance of nonprofit organization in Rwanda.

In this research project, researcher intended to establish the effect of strategy formulation on performance of Food for hungry in Rwanda, Nyagatare District, Gatunda Sector. The research findings reflecting this object are presented in table 4.6 where respondents have selected the best fit response

Table 4. 1 Strategy Formulation on Performance of Nonprofit Organization in Rwanda.

Statement	SA	A	D	SD	N	Mean	St.Dv
The organization has developed clear long-term objectives	53.5	36.3	10.2	0	0	1.772	1.187
The organization undertakes strategic alternative development processes	53.5	36.3	0	0	10.2	1.479	.965
The organization routinely relies on consultants in undertaking strategy development.	70.7	20.9	3.3	0	5.1	1.493	.901
The organization regularly participates in beneficiaire assessment to ensure attainment of synergy	64.7	30.7	0	0	4.7	1.646	.979
The organization has developed clear communication and engagement channels with beneficiaires	60.5	36.7	0	0	2.8	1.479	.766
Overall average						1.556	0.955

Source: (Researcher, 2023)

Research findings in Table 4.1 showed that there is clear long-term objectives of the expected level of execution of activities amongst beneficiaries'. This was strongly agreed by 53.3%, agreed by 36.3%.The mean and standard deviation for this statement is 1.772 and 1.187.The conclusion of the statement is that most respondents emphasized that the organization has developed clear long-term objectives. Research findings also revealed that the organization undertakes strategic alternative development processes. The information collected was strongly agreed by 53.5% and agreed by 36.3%. Only 10.2% of respondents were neither agreed nor disagreed. Therefore, the associated mean for this statement is 1.479 and standard deviation of 0.965. Thus, researcher argued that it is agreement that the organization undertakes strategic alternative development processes.

In this research, 70.7% of respondents strongly agreed that the organization routinely relies on consultants to undertake strategy development. This was also agreed by 20.9%. Thus, the mean is 1.493 and standard deviation of 0.901. The organization regularly participates in beneficiaries' assessment to ensure synergy as strongly agreed by 64.7% and agreed by 30.7%. The associated mean is 1.646 and standard deviation of 0.979.

The study findings revealed that the organization has developed clear communication and engagement channels with beneficiaries. This was strongly agreed by 66.5% and agreed by 20.9%. The associated mean is 1.479 and the standard deviation is 0.885. Therefore, the overall mean and standard deviation was 1.556 and 0.955 respectively which emphasizes the positive effect of strategy formulation on performance of Food for hungry in Rwanda, Nyagatare District, Gatunda Sector

4.1.2 Strategy implementation on performance of nonprofit organization in Rwanda

In this study, researcher intends to assess effect of strategy implementation on performance of nonprofit organization in Rwanda, Nyagatare District, Gatunda. Thus, the information collected from research participants are summarized in Table 4.8.

Table 4. 2 Strategy Implementation on Performance of Nonprofit Organization in Rwanda

Statement	SA	A	D	SD	N	Mean	St.Dv
The organisation has developed clear rules and procedures to guide internal operations	62.8	34.9	0	0	2.3	1.442	.727
The organisation has developed clear and attainable short-term objectives	51.6	44.2	0	0	4.2	1.609	.862
The organization has put in place clear structures to enhance leadership support in firm operations	76.7	18.6	1.9	0	2.8	1.335	.771
The organisation has put in place mechanisms for resource allocation	53.0	36.3	0	0	10.7	1.791	1.207
The organisation has developed shared norms and values to support the attainment of firm objectives	78.1	18.6	1.4	0	1.9	1.288	.677
Overall average						1.485	0.813

Source: (Reseach, 2023)

In table 4.2, 62.8% of respondents showed that the organisation has developed clear rules and procedures to guide internal operations. This was also agreed by 34.9% of surveyed respondents at the mean of 1.442 and standard deviation of 0.727. The study also indicated agreement that the institution has developed clear and attainable short-term objectives, 51.6% of respondents strongly agreed that the organisation has developed clear and attainable short-term objectives. This was also agreed by 44.2% at the mean of 1.609 and standard deviation of 0.862

The study findings also showed that the organization has put in place clear structures to enhance leadership support in firm operations as strongly agreed by 53% and also agreed by 36.3 of respondents at the mean of 1.791 and the standard deviation of 1.207.

The study findings also revealed that the organisation has put in place mechanisms for resource allocation as strongly agreed by 78.1 and agreed by 18.6% at the mean of 1.288 and standard deviation of 0.677. Thus, the summary results indicated that respondents were in agreement that strategy implementation has been institutionalized within the organisation as noted by the overall mean of 1.485 and standard deviation of 0.813.

4.1.3 Strategy control on performance of nonprofit organization in Rwanda.

In this research, researcher intended to assess the effect of strategy control on performance of nonprofit organization in Rwanda. The information collected from research participants are indicated in the table 4.8 below.

Table 4. 3 Strategy Control on Performance of Nonprofit Organisation in Rwanda

Statement	SA	A	D	SD	N	Mean	St.Dv
The organization has developed monitoring systems to support the review of organisation operations	77.2	18.6	1.4	0	2.8	1.325	.764
The organization has developed clear strategic plans for monitoring service operations	70.7	27.0	0	0	2.3	1.363	.716
The organization continuously reviews projects outcomes to guide future operations	51.6	36.3	0	0	11.8	1.845	1.260
The organization constantly identifies new performance measures and standards to guide firm activities	68.8	20.9	7.4	0	2.8	1.470	.858
Overall Average						1.501	.899

Source: (Primary Data, 2023)

Research findings in Table 4.3 showed that 77.2% from surveyed respondents strongly agreed that the organization has developed monitoring systems to support the review of organisation operations. This was also agreed by 18.6% at the mean of 1.325 and standard deviation of 0.764. This means that the organization constantly identifies new performance measures and standards to guide athletic activities

Research findings showed that organization has developed clear strategic plans for monitoring service operations as indicated by 70.7% of respondents who strongly agreed and 27.0% of respondents who agreed. This was confirmed at the mean of 1.363 and the standard deviation of 0.716.

The study findings also showed that the organization continuously reviews projects outcomes to guide future operations as strongly agreed by 51.6% and agreed by 36.3% at the mean of 1.845 and standard deviation of 1.260.

The study findings also showed that the organization constantly identifies new performance measures and standards to guide firm activities. This was strongly agreed by 68.8% and agreed by 20.9% at the mean of 1.470 and standard deviation of 0.858. As conclusion, based on research findings showed that strategy evaluation and monitoring was effected within the Food for hungry NGOs as per 1.501 mean and 0.899 standard deviation..

4.2 The Regression Analysis

The researcher further sought to establish the contribution of each of the independent variable (strategic management).

4.2.1 Model Summary

In this study, the model summary adjusted R squared is the coefficient of determination which shows us the in dependent variable due to the change in independent variable.

Table 4. 4 Model Summary

Model	R	R square	Adjusted Square	St. Error of estimate
1	.884	.749	.658	.140
a. Predictor: (constant), formulation, implementation and strategic control				

Based on the findings, the value of adjusted R square was .658 which means that there was variation of 65.8 confidence intervals. In this study, R is the correlation coefficient and shows the relationship between the study variables. Therefore, the study findings revealed that there was a strong positive relationship between the study variables as shown by .884.

4.2.2 Analysis of variance

To assess if the regression model was good fit for the collected data, the use of ANOVA was important as it intended to determine whether the variation in independent variable explain the observed variance in the outcome.

Table 4. 5 ANOVA

Model		Sum of squares	Df	Mean Square	F	Sig.
1	Regression	.645	4	.645	10.02	.000
	Residual	10.739	9	.017		
	Total	10.982	11			
a. Dependent variable: peformance						
b. Independent variable: strategic management practices						

Findings generated through ANOVA established the significance of regression model from which f-significance value of p-value < 0.001 was established implying that the model was less than 0.001 of beneficiaries (sustainability of giving wrong prediction. Hence, the regression model has a confidence level of 95%.

4.2.3 Regression Coefficients

The regression model was used to establish relationship between the study variables such as dependent and independent variable Therefore, coefficients in regression model is presented in table 4.6.

Table 4. 6 Coefficients of Regression Model

Model		Unstandardized coefficients		Standardized coefficient	t	Sig.
		B	St. Error	Beta		
1	(constant)	.764	.124		1.937	.000
	Formulation	.893	.057	.417	1.874	.002
	Implementation	.862	.058	.309	3.812	.000
	Control	.641	.0525	.493	.361	.001

Source: (Researcher, 2023)

4.6 Discussions of Research Findings

The study findings showed that strategic management practice led to the performance of nonprofit organisation in Rwanda as indicated by the overall mean of 1.556 and standard deviation of 0.955. These findings reflect the study conducted the nonprofit organisation sector plays a key role in promoting societal development locally. However, the sector has

witnessed deprived performance and attainment of project goals. Evidence has shown that almost all nonprofit organisation in Rwanda have failed to meet their estimated timelines, quality and budgetary estimates in project execution. The current research sought to determine if strategic management practices influence the performance of nonprofit organization in Rwanda. The responses showed that nonprofit organisation had achieved better program implementation, efficiency in executing projects, developing sustainable partnerships, better service delivery, quality in project execution and fostering financial sustainability. The participants agreed that nonprofit organisation have integrated organization mission and vision in their strategic formulation. The study also exhibited that strategic formulation is vital to meeting the firm goals and objectives and reducing internal costs to the firm. The results also showed the organization had developed clear feedback systems which improve learning and organisation capabilities. The participants also agreed that the target setting is key to reconfiguring and building new firm capabilities. The findings demonstrated that communication positively influences organizational outcomes. Khoshtaria (2018) demonstrated that establishing a comprehensive strategic plan strategies is possible through the 66 identification of key goals and integrating communication systems to promote interdepartmental communication. Similarly, Azahari, Mustafa and Yusoff (2017) established a strong positive relationship between strategic planning and improved financial management. The respondents concurred that the organisation continuously monitors the environment for threats and opportunities to improve the attainment of firm objectives.

5.1 Conclusion

The findings of the study revealed that strategic management practices have a positive and significant relationship with performance non profit in Rwanda. The study established that on aggregate, strategy formulation, strategy implementation, strategy control, can contribute to 88.4% of the non profit organization performance in Rwanda. The first objective reviewed effect of strategic formulation on organization outcomes and results showed a positive and significant effect on non profit organisation performance. The study found that having a clear mission statement, vision and values statement, and robust performance review is vital to organization performance. The second objective assessed effect of strategic implementation with findings showing that strategic implementation has a positive and significant influence on organization performance.. The third objective reviewed effect of strategy control on organization performance, and the research concluded that there is no significant influence on nonprofit performance in Rwanda. Based on the results the longterm objectives establishment, reliance of consultants in strategy development, participation of internal beneficiaries and communication of strategies to beneficiaries undertaken within non profit organisation as part of strategic management practices did not significantly impact the performance of the organizations.

5.3 Recommendations

Based on the research findings, it is recommended that the Rwandan government implement targeted socioeconomic support programs and improve access to mental health resources for individuals with lower income levels. Gisenyi District Hospital should integrate comprehensive and affordable mental health services, while patients should actively engage with available services and adhere to treatment plans. Health workers should receive specialized training for empathetic care, and families should foster supportive environments and open discussions about mental health to reduce stigma.

5.3 Acknowledgement

The study recommends that nonprofit organizations establish clear policies to guide strategic decision-making, emphasizing the evaluation of available strategic options. To enhance strategy implementation, the development of a robust organizational structure, an improved organizational culture, and strengthened management support are suggested. Moreover, the study proposes that improved fundraising and resource allocation can enhance strategy execution and overall performance. To ensure effective evaluation and monitoring, the study advocates for the continuous review of global best practices, along with the development of comprehensive manuals and plans to guide monitoring and evaluation activities for the achievement of organizational objectives..

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