Journal of Strategic Management

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Strategic Planning and Performance of Parishes in the ACK Diocese of Nairobi

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Abstract

The main objective of this study was to ascertain the extent to which the strategic planning had influenced the organizational performance of the ACK Nairobi Diocese at parish levels. These specific research objectives guided the study: to examine the ways in which the leaders are involved in strategic planning at the parish level; to identify how the resources allocated to achieve the parish goals as per the strategic plan; to evaluate the parish structure in relation to their strategic plans; and lastly to examine the strategic fit adopted by the parishes in their environments. This study may be significant in that, more often than not the parishes have tended to operate on the premises of faith in God without adequate planning, which assists in setting up and aligning budgets and structures that would enhance their service delivery and hence performance. The study was limited to 66 parishes of the ACK Diocese of Nairobi, within Nairobi County. The study assumptions were that: the ACK Parishes in Nairobi Diocese have aligned their operations to the overall diocesan plan; and that the Vicars of ACK Parishes in Nairobi Diocese gave an over view of the general status of strategic plan implementation in relation to performance. The research design was mixed method in nature, which endeavored to evaluate the extent to which the strategic planning has influenced the performance of the ACK Nairobi Diocese at parish levels. The population of interest was all the Parishes in Nairobi Diocese boiling down to their vicars, and top leadership at the parish level. A census method was adopted targeting all the 66 parishes in 11 Archdeaconries of Nairobi ACK Diocese. The main respondents were vicars of the parishes who incorporated the relevant offices in their parishes to answer the questionnaire. The selection of respondents in this study was largely purposive in that it targeted the Vicars and other two officers in the parish executive committee. The study adopted the use of stratified sampling which will involve stratified selection of respondents depending on their positions in the church parishes and are directly responsible for planning and are involved in leadership of the church. To be able to collect data required for this research, the questionnaire was used. A pilot was done to pre- test the data collection tool for reliability. The data was analyzed using social science software, (SPSS) and the findings

were presented in form of frequency tables, pie charts and bar graphs. Findings revealed a positive and significant relationship between leader's involvement in strategy planning and parish Performance (β =.183, p=0.000), resources allocated towards strategy planning and parish Performance (β =.284, p=0.000), parish structure and parish Performance (β =.338, p=0.000), strategic fit and parish Performance (β =.120, p=0.015) and between parish culture and parish performance (β =.205 p=0.000).The study concluded that the five independent variables used in this study positively and significantly influenced that performance of the ACK parishes in the diocese of Nairobi. The study recommended based on the findings and conclusions that the managements of the ACK parishes in the dioceses of Nairobi should strive to put in place proper strategy plans so as to improve the performance of their dioceses.

Key Words: *Strategic Planning, Leaders Involvement, Resource allocation, Parish structure, Strategic fit, Performance*

1.1 Background of the Study

Strategic planning is a company's process of specifying its technique, or instructions, as well as making decisions on allocating its resources to seek this strategy (Kerzner, 2019). It may likewise encompass manage mechanisms for directing the implementation of the strategy. According to Bryson, Edwards and also Van Slyke (2018), Strategic planning is very important to an organization since it gives an orientation and details quantifiable goals. Strategic preparation is a device that is useful for directing daily decisions and additionally for evaluating progression and also transforming methods when relocating forward. Strategic preparation starts with specifying a business objective (Bryson, 2018). A mission is very important to an organization due to the fact that it manufactures as well as distills the overarching suggestion linking its sensible methods, allowing monitoring and staff members to straighten the specifics of their activities and also decisions with a clearly defined vision and also instructions. Define your strategic mission in a manner that is wide sufficient to direct both administration as well as employees, as well as slim enough to focus their initiatives. To help humankind, is too broad a mission, even for a not-for-profit. To feed the starving by connecting residence garden enthusiasts with food banks is a mission that is both basic as well as actionable (Arthur & Rensleigh, 2015).

Globally the church is the most strategic place for demonstrating how covenanting through agreements with global centers of power on issues of national concern can be done. The church has a role in implementing the sustainable development goals because it has a lot to do wither way of living (CAPA, 2018). The church in Africa has latent potential that does not require donor funding to activate: the highly qualified and skilled members of their congregations. This is a big resource that is readily mobilized, easily organized, and often works dedicatedly as their way of offering unpaid service.

Just like other business entities that are responding to the dynamic business environments, the ACK Nairobi Diocese needs a strategic plan as a roadmap to fulfill the needs of its stakeholders. Since its inception in 2002, the Diocese has witnessed a phenomenal growth from 36 parishes to 57 parishes by end of 2013. This kind of growth necessitates careful planning and hence the reason why the ACK Diocese of Nairobi has over time endeavored to develop strategic plans. The current document is the second strategic plan 2013-2024, the first having run from 2006-2010. This document was developed with the involvement of all the stakeholders who included the Diocesan Bishop, the clergy, the staff and the lay leaders, (ACK, 2014).

Church growth has two components; first, quantitative growth is born out of Great Commission and Evangelism. Second, qualitative growth means spiritual growth of the members, Jenson et, al.,1981).After inception 2002, for a few years experienced leadership and management challenges since it was a new Diocese, the new leadership had set up structures with minimal resources to enable them take off in earnest. It is during this period that most churches, within ACK Nairobi Diocese were not able to adopt the leadership, management and operational approaches that embrace the best business practices like strategic plans (ACK, 2014).

The first strategic plan was operationalized in 2006, however as a blue print, it was not embraced immediately due to lack of sensitization, (ACK, 2014). In 2010, a new bishop was elected who thereafter launched a strategic covering a period of 10 years. This study therefore has been motivated by the phenomenal numerical and infrastructural growth Diocese.

1.2 Problem Statement

Warren (1995) highlights several tenets about church growth: Only God makes the church to grow; only God can breathe new life into a valley of dry bones; only God can create waves - of revival, growth, and spiritual receptivity. This means that, the sovereignty of God is paramount to the growth of the church. The place of the leadership in church growth is to recognize how God is working in the world and join Him in partnership. To grow the church, leaders have to recognize the waves, use the right resources that are God given and the right equipment in riding the God-given waves of growth, with a balance. This is what God was saying to the Corinthian church in 1Corinthians 3:16, that they are "God's temple," and are "indwelt" by the Holy Spirit. Warren's emphasis is God's activity in using servant-leaders for the growth of: warm fellowship; discipleship for depth; worship for strength; ministerial and pastoral functions for a broadened ministry; and growing a larger church in membership. Which can only be exemplified through strategic planning as a tool to help achieve the intended objectives?

The main motivator to undertake this study in relation to performance of the parishes is pegged on the analysis of the achievements against the ACK Nairobi Diocese 2006- 2010 strategic plan. The main strategic objectives that were meant to be achieved in 2006-2010 strategic plans were: to enhance mission and evangelism through church planting and growth of membership from 60,000 to 100,000. For that strategic objective, new churches were planted and the growth in congregation shot up from 60 to 119. Looking at the second strategic objective, which was to enhance capacity development of the clergy and laity, by meeting the expectation of the congregations, which was very critical in retaining and further growing the congregation. This could be attributed to lack of planning and allocation of the necessary resources to enable them actualizes this. Then the third strategic objective was to promote a program for parish financial stability, by starting income generating activities so as to relieve the diocesan financial support to the parishes, by making the parishes self-reliant and self-sustaining. This was not achieved due to lack of forward planning and allocation of the necessary resources towards the same.

The fourth strategic objective was to enhance development advocacy role by using the institutions within the diocese as outreach tools, equally this was not achieved except for St John's Community Centre which did well, while CITC and Maridadi were struggling, a fact that can also be attributed to poor or lack of planning thereof. And the last strategic objective was to improve internal efficiency and effectiveness, through enhanced diocesan sustainability, whereby only one was fully achieved that is the restructuring of the diocesan staff, but the

intended increased revenue base was not achieved and the intended promotion of the performance culture was not achieved as well. It is from the foregoing that the researcher saw a gap that was worth researching that revolves around holistic performance of the diocese that is pegged on its operational structures at the parish level, hence the motivation of this study.

1.3 Objectives of the Study

i.   To examine the ways in which the parish leadership is involved in the strategic planning process.
ii.   To identify how the resources are allocated for diocese projects at the parish level.
iii. To evaluate how the parishes organizational structure aid in the attainment of the performance goals of the ACK Nairobi Diocese
iv.   To determine how parishes in ACK Nairobi Diocese align their strategic fit to the strategic plan.
v.   To evaluate the cultures of ACK Nairobi Diocese parishes in relation to overall goal settings.

1.4. Research Questions

i.   In what ways is the parish leadership involved in strategic planning process of the ACK Nairobi Diocese?
ii.   How are the resources allocated at the parish level?
iii. How does the parishes' organizational structure aid in the attainment of the performance goals of the ACK Nairobi Diocese?
iv.   How do the parishes in ACK Nairobi Diocese align their strategic fit to the strategic plan?
v.   How do cultures of ACK Nairobi parishes impact on the overall goal settings of the Diocese?
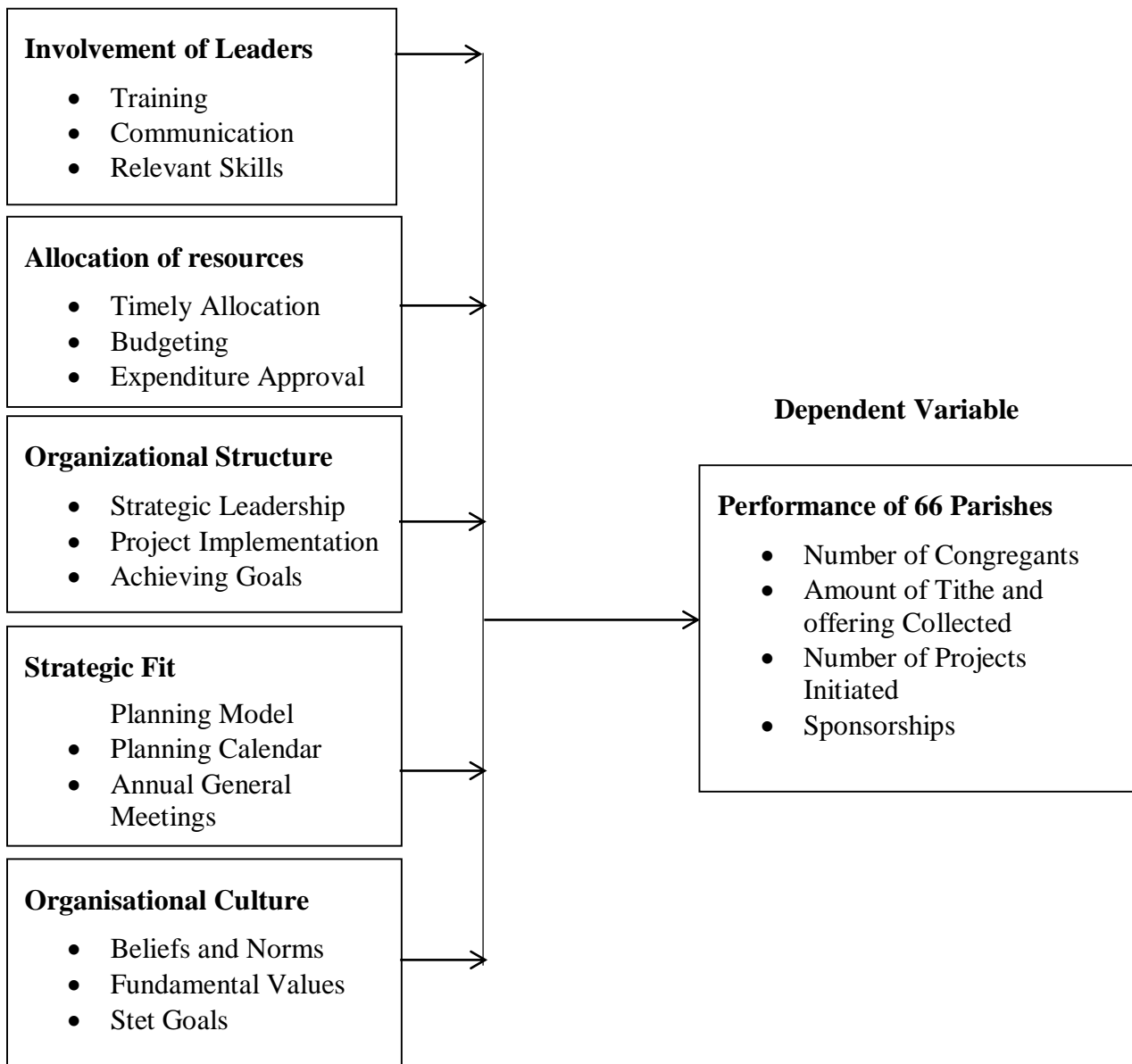
2.1 Conceptual Framework

Independent Variables

Involvement of Leaders

- Training
- Communication
- Relevant Skills

Allocation of resources

- Timely Allocation
- Budgeting
- Expenditure Approval

Dependent Variable

Organizational Structure

- Strategic Leadership
- Project Implementation
- Achieving Goals

Performance of 66 Parishes

- Number of Congregants
- Amount of Tithe and offering Collected
- Number of Projects Initiated
- Sponsorships

Strategic Fit

　　Planning Model
- Planning Calendar
- Annual General Meetings

Organisational Culture

- Beliefs and Norms
- Fundamental Values
- Stet Goals

Figure 1.0: Conceptual Framework

2.2. Theoretical Review

2.2.1. The Behavioural Theory of the Firm

The decision to classify the behavioural theory of the firm as part of an organizational economics approach to strategic management has its precedents, notably in the work of Barney& Ouchi (1986). Furthermore, the behavioural theory of the firm serves as an important block in transaction costs theory; it is also a building block in dynamic capabilities theory and evolutionary economics (Nelson & Winter, 2002). The theory emphasizes the actual process of making business decisions and provides detailed observation of the ways in which organizations make these decisions. Cyert and March (1992) present the rudiments of a behavioural theory of the firm that have proven to be relevant both to economic theory and to the theory of complex organizations. This theory however from a strategic planning perspective, does not adequately address the involvement of all team players in the strategic planning process except for those in positions. Despite that weakness, it is relevant to this study in the sense that church is a complex organization and the church committees are responsible for both spiritual and infrastructural development activities as they exercise authority and influence the implementation of these projects.

2.2.2 Resource-Based Theory

Resource based theory advanced by Barney (1991), argues that Human Resource Management (HRM) as an area of study is best grounded theoretically in a resource-based view of the firm. This view focuses on how resources and competencies internal to the firm can be a source of sustained competitive advantage. Thus, it is arguably an appropriate conceptual framework for understanding recruitment effects at a macro or organizational level of analysis. According to the resource-based view, the resources of a firm can lead to competitive advantage when they create value for customers by lowering costs, providing something of unique value for them, or some combination of the two (Porter, 1985). This is relevant to the study in that the church deals with different strategic pillars that needs to be looked into like the children, youth, mothers, men and the general congregation, all their needs be it spiritual or developmental matters need to be taken into consideration. This theory however it has some limitations to the extent that it addresses the resource from competitive advantage perspective, not providing the ways by which these resources can be generated for the purposes of development. The researcher views people as a great resource for any organization including the church. The way the church recruits staff, is based on faith and calling which is hard to measure. The clergy are at different levels in their academic qualifications which may translate different results

2.2.3. Contingency Theory

Contingency theory suggests that management principles and practices are dependent on situational appropriateness. Luthans (1976) notes that "the traditional approaches to management were not necessarily wrong, but today they are no longer adequate. The needed breakthrough for management theory and practice can be found in a contingency approach." Different situations are unique and require a managerial response that is based on specific considerations and variables. The appropriate use of a management concept or theory is thus contingent or dependent on a set of variables that allow the user to fit the theory to the situation and particular problems. It also allows for management theory to be applied to an intercultural context where customs and culture must be taken into consideration (Shetty, 1974). This theory

was deemed fit for the current study in that, it informs the variable on structure of the parish. Contingency Theory, talks about the structure which adequately addresses the third research objective how the structure of the parishes contribute to the attainment of the diocesan strategic goals. The church in the current setting is undergoing a lot of changes in the environment, the dynamics are immense and as such this theory cannot sufficiently sustain the growth of the modern church as some of the traditional management practices have been overtaken by events and more so technology. However this theory is relevant to this study since it addresses research objective five which talks about organizational culture

2.2.4. Agency Theory

Agency theory, in the sense that the term is used here, is an approach that involves the application of game theory to the analysis of a particular class of interactions, viz., "situations in which one individual (the agent) acts on behalf of another (the principal) and is supposed to advance the principal's goals (Milgrom & Roberts, 1992). As Noreen (1988) puts it, "agency theory can be used to provide a series of instructive parables that illustrate the adverse consequences on social and economic systems of unconstrained opportunistic behavior" and can therefore be used as a way of building the case for ethical conduct in business relations. According to this perspective, individuals are capable of acting opportunistically, but are also capable of exhibiting restraint. The extent to which they do either is very much dependent upon circumstance, institutional context, and background culture. Agency Theory endeavors to address the fourth strategic objective on parishes strategic fit in relation to the overall strategic plan of the ACK Nairobi Diocese. This theory is not sufficiently adequate to address the issue that is brought about by the strategic planning process; it tends to delineate other stakeholders who exist side by side with the modern organizations. It gives a lot of power to the agent, not putting into consideration the environment under which the organization operates and the elements thereof. In this regard the agents should include all stakeholders who derive some satisfaction from the institution in question. This is in particular important for the church for itself addresses herself to the needs of all.

2.3. Empirical Review

2.3.1. Leaders and Stakeholders Involvement

Ochunga (2016) studied the influence of leader's engagement on performance of community development projects implemented by plan international in Homa Bay. Quantitative data was analyzed using frequencies, percentages and cross-tabulation and chi-square p-value significance test. It was established that there was a weak but significant negative association between passive participation among stakeholders on and sustainability of community development projects. It was also established that there was a moderate significant positive correlation between interactive participation among stakeholders on sustainability of community development projects. A moderate significant positive correlation between the influences of functional participation among stakeholders on sustainability of community development projects was established. There was a moderate significant positive correlation between the influences of optimum participation among stakeholders on sustainability of community development projects.

King'ori (2014) studied the influence of stakeholders' involvement in completion of development projects: a case of Korogocho slums, Nairobi County, Kenya. On project

identification, 76 per cent of the respondents agreed that participation in project identification influenced project completion. Furthermore, the strong positive correlation of 0.714 between participation in planning and project completion confirmed that an increase in the stakeholders' involvement in the planning phase had a positive influence in its completeness. Chi-test results confirmed that there was a significant relationship between stakeholders' involvement in planning phase and the completion of development projects. On project execution, correlation findings showed a positive correlation of 0.575 with project completion to imply that an increase in stakeholders' involvement during execution phase increased the chances of completing the development project. On participation in project monitoring, correlation test showed a positive correlation of 0.799 with project completion to imply the positive effect on monitoring on project completion.

2.3.2 Resource Allocation

Kiundu (2015) investigated the factors that influence the performance of church based projects in Kenya: A case study of selected churches in Mvita constituency, Mombasa County, Kenya. The study aimed at examining how resources allocation influence the performance of a church based projects. The study used purposive sampling technique to access people with specific knowledge, experience, skills and responsibility in the management of church affairs. The analysis involved a sample of 90 (100 percent) respondents that was involved in the process of data collection. The response rate was 80 (88.9 %) respondents who filled and returned the questionnaire. The findings of the study indicated that availability and utilization resources influence performance of church based projects to a great proportion. The study further indicated that, resources are very important in a project and the utilization and availability determines the success of the project. The study concluded that, Church managers and other sectors should encourage the use of feedback as a way of regulating church projects and mobilize resources for effective completion of church projects.

Lemarleni, Ochieng, Gakobo and Mwaura (2017) set up a study to determine the effects of resource allocation on strategy implementation at Kenya Police Service in Nairobi County. The main objective of the study was to assess the effects of resource allocation on strategy implementation at Kenya police service by adopting a descriptive research design. The study targeted a population of fifty-six police officers of the rank of OCPDs and OCSs all working in thirteen police divisions and forty-three police stations within Nairobi County, they were used because they occupy strategic position at the operational level, they are the key implementers of strategic plan of the service at divisions and stations respectively and therefore best placed to give detailed account of effects of resource allocation in relation to strategy implementation. The findings of the study indicated that there existed both positive and significant correlations between the predictor and dependent variables.

2.3.3 Organizational Structure

Wu, Hao, Kasper and Muehlbacher (2012) in a study assessed how organizational structure influence performance through learning and innovation in Austria and China. The purpose of the study was to investigate the relationship between organizational structure and performance, especially through organizational learning and innovation, based on evidence from Austria and China. Based on the literature and hypothesis, a theoretical, conceptual and structural equation model was set up through a questionnaire survey and sample of about 90 Austrian and 71 Chinese samples. Partial least squares were used in the analysis and the results were tested by

bootstrap method. The findings of the study indicated that, organizational structure had more effects on organizational learning than on innovation, organizational learning had an indirect effect on performance through innovation, except the direct effect of structure on performance.

In Nigeria, Nwonu, Awurum and Okoli (2017) examined the effect of organizational structure on performance of selected manufacturing companies in Enugu state Nigeria. The aim of the study was to examine the effect of organizational structure on the performance of selected manufacturing companies in Enugu State, Nigeria with a focus on pharmaceutical manufacturing firms. The study adopted a Survey design using a sample size of 297 respondents and relaying on both primary and secondary data. The findings of the study revealed that structure significantly affects organizational performance. The study further indicated that Organizational structure was being used by various firms as a control mechanism to affect employee work outcomes, to ensure that the required tasks are performed effectively and efficiently, and to assist the attainment of organizational goals and objectives. The study concluded that organizational structure in pharmaceutical manufacturing firms affects performance except in its growth objective.

2.3.4 Strategic Fit

Tareq and Ahmad (2019) carried out a study on the Impact of Strategic Fit on the Marketing Performance of the Industrial Corporations in Jordan. The study aimed at identifying the impact of strategic fit on the marketing performance of the industrial corporations in Jordan. The population of the study consisted of all the Jordanian industrial corporations that were listed on Amman Stock Exchange. A random sample of 54 companies out of 63 companies was done by using a simple random sampling method. The study findings revealed that strategic fit had a statistically significant positive impact on the marketing performance of the Jordanian industrial corporations.

Gachau (2018) conducted a study on strategic fit components and influence on organization performance: A case of Retirement Benefits Authority in Kenya pensions sector. The purpose of the study was to determine the strategic fit components of retirement benefits authority and influence on performance in Kenya pension sector. The study sought to determine influence of political, economic, socio-cultural and technological factors on performance of retirement benefits authority. The study was aimed at assessing how strategically aligned the Retirement Benefits Authority being the Kenya pension sector regulator, supervisor, promoter and a sector player was in spearheading mobilization of pension savings to be used to fund capital-intensive projects enhancing realization of Kenya Vision 2030 while at the same time improving quality of life for all Kenyans.

Otieno (2016) examined Strategy evaluation and control in churches in Nairobi. The study aimed at investigating whether churches in Nairobi evaluate and control their strategies and to understand the challenges they face as they do so. A descriptive research design was employed by the study. The target population for the study was all the 2500 registered churches in Nairobi. Primary data was collected by way of a questionnaire which was administered to fifty churches picked at random out of which thirty gave their responses. Data was analyzed using descriptive statistics like means modes and median. The study findings indicated that most churches in Nairobi had some form of strategy in place even though most of these strategies were very rudimentary. Most of them also had rudimentary ways of evaluating and controlling their strategies while a number did not evaluate their strategies at all.

2.3.5 Organization Culture

According to Driskill (2018), organizational culture is the set of assumptions that members of an organization subscribe to. The assumptions are mainly beliefs and values. Beliefs focus on reality and they come from experience while values are about ideals that are desirable and worth striving for. It is the specific assortment of principles that are shared by everyone in the organization. This in turn controls the way these people intermingle with each other and with outsiders. The sharing of these beliefs and values create a business culture (Azhar, 2013). Robbins (2012) views organizational culture as a homogeneous discernment of the organization based on outstanding uniqueness separating one organization from the other.

Shahzad, Luqman, Khan and Shabbir (2012) researched on the impact of organizational culture on organizational performance. The purpose of the study was to define and measure organizational culture and its impact on the organizational performance, through an analysis of existing empirical studies and models link with the organizational culture and performance. The study reviewed the existing literature to be able to draw main themes of the study. From the reviewed literature, the study indicated that if employee are committed and having the same norms and value as per organizations have, can increase the performance toward achieving the overall organization goals. Balance Scorecard was suggested tool to measure the performance in the performance management system. The study indicated further that the complete knowledge and awareness of organizational culture helps to improve the ability to examine the behavior of organization which assists to manage and lead. The study concluded that, organizational culture has a positive impact on the employee's job performance. Researches shows that every individual in the organization has different culture and he/she first try to adjust him with the norms and values of the organization. The adoption of culture of the organization is helpful for the employees to done their work efficiently and effetely.

Zakari, Poku and Owusu-Ansah (2013) conducted a study to establish the relationship between organizational culture and organizational performance. The study employed descriptive research design with the universal banks in Ghana as the unit of analysis. The organizational culture traits and performance measures were examined at organizational level by aggregating the results of individuals in the banks. Organizational culture was measured using the Culture Traits as identified by Denison including Mission, Involvement, Adaptability and Consistency on a five-point Likert scale. The findings of the study pointed out that though there were significant differences among the banks in terms of the Organizational Culture Traits, there were no significant differences among them with regards to Performance.

3.0 Research Design and Methodology

The study used mixed method research design. This is because the study involved the use of both qualitative data and quantitative data. The population of interest was all the Parishes in Nairobi Diocese, mainly the vicars and plus the lay who in the executive leadership level for each parish. The study targeted 66 Vicars and 132 Officers giving a total target population of 198. The researcher administered the questionnaires to the vicars of every parish for filling and who in return also gave to two officers at parish executive level. For this study, all the parishes in the diocese of Nairobi were targeted since the target population was small and manageable hence making it a census. Census is the use the entire population as the sample. The researcher used social science software known as SPSS in analyzing the quantitative data. In addition, the researcher used content analysis technique to analyze the qualitative data collected using the

interview guides. The findings were presented in form of frequency tables, pie charts and bar graphs since the research was descriptive in nature.

4.0 Findings and Discussions

This section present the results of the study

4.5 Descriptive Statistics

Table 1 presents the descriptive results for the leader involvement variable.

Table 1: Descriptive Statistics on Leaders Involvement

Statement	SD %	D %	Ne %	A %	SA %	M	SD
In our parish, all leaders are involved in the strategic planning process.	1.40	7.60	4.80	69.70	16.60	3.92	0.80
In our church, the leaders who are involved in the strategic planning process under go initial training.	8.30	11.00	13.10	51.00	16.60	3.57	1.14
In our church , the church who are involved in strategic plan process have the capacity to communicate to the members	2.80	6.90	12.40	40.70	37.20	4.03	1.01
In our parish, the cost of implementation strategy is initiated when generating departmental budgets.	5.50	6.90	4.80	56.60	26.20	3.91	1.04
Our parish identifies members with relevant skills to serve in committees that deal with strategic planning.	6.20	5.50	9.70	55.90	22.80	3.83	1.04
Our parish has embraced the use of information technology to track all cash movements.	6.20	9.00	6.20	50.30	28.30	3.86	1.12
Average						**3.85**	**1.03**

NB: *SD=Strongly Disagree; D= Disagree Ne= Neutral; A= Agree; SA= Strongly Agree; M= Mean; SD= Standard Deviation.*

Results in Table 1 show that 85.00% (68.70%+16.30%) of the respondents agreed that in their parish, all leaders are involved in the strategic planning process. This means that in the ACK Diocese of Nairobi leaders are normally involved in matters of strategic planning processes and this enhances the strategic performance of the diocese. The findings are supported by the interviewed respondents who indicated that;

''...in our diocese of Nairobi, the leaders/stakeholders are involved by the Diocesan Bishop first, showing the need by casting the vision and the mission of the Diocese. The Diocese is well structured and the information flows without serious challenges; the standing committee of our synod understands the importance of a road mark. In our diocese strategic planning committee is always constituted by the standing committee of synod which involves all the Archdeacons, vicars, curates in data collection. To reach the laity in the departments, four groups are normally formed; the stakeholders are consulted in the initial stage until the information required is obtained. This consultation is based on need''.

The results had a mean of 3.90 and standard deviation of 0.81. The results also show that majority (68.00%) of the respondents agreed that in their church, the leaders who are involved in the strategic planning process under go initial training, while 19.10% disagreed. The results had a mean of 3.57 and standard deviation of 1.13. In addition, the results show that 77.50% of the respondents agreed with the fact that in their parish, the churches who are involved in strategic plan process have the capacity to communicate to the members, 9.50% disagreed with the statement. The results had a mean of 4.02 and a standard deviation of 1.01.

Further, the results indicate that majority (83.00%) of the respondents agreed that in their parish, the cost of implementation strategy is initiated when generating departmental budgets, while 12.20% others disagreed with the statement. The results had a mean of 3.92 and a standard deviation of 1.04. The study in addition show that 78.20% of the respondents agreed that their parishes identifies members with relevant skills to serve in committees that deal with strategic planning. The results had a mean of 3.82 and standard deviation of 1.06. Finally, the results revealed that majority (78.90%) of the respondents agreed that their parishes had embraced the use of information technology to track all cash movements. The results had a mean of 3.86 and standard deviation of 1.11. In general, the average mean and standard deviations for the results were 3.85 and 1.03 respectively, implying that respondents agreed with most of the statements; however, their responses were spread about the mean. The findings are supported by the response obtained from the interviewed respondents which asserted that;

''...in our diocese clergy are consistent in attending meeting; however the Christian leaders in our dioceses are normally attending to their usual obligation which results into reduction in absenteeism cases. There are delays particularly to those who have particular roles to play to the process like moderation of four groups and they have appointments to attend to. Sometimes there is meeting inconsistency but the team is always aware of the fact that it is unavoidable.''

Those who were interviewed were unanimous about strategic planning practices that it is very applicable in the Diocese. They were also unanimous about enhancing the performance. The results are in support of the findings of Payne and Calton, (2017) which indicated that the involvement of the key leaders/stakeholders in one place will enhance the overall strategic briefing and consequently the project design. All leaders/stakeholders will interact during the strategic planning and sustainable construction study, which should help to develop strong

working relationships, effective communication, understanding and mutual consensus between the various stakeholders.

Table 2: Descriptive Statistics on Resources Allocation

Statement	SD %	D %	Ne %	A %	SA %	Mean	SD
In our parish the budgets are anchored on the strategic plan.	4.80	6.90	11.00	55.90	21.40	3.82	1.00
In our parish financial planning is anchored on strategic plan.	3.40	8.30	9.70	57.90	20.70	3.84	0.96
In our church there systems and structure for approval of expenditures.	2.80	8.30	7.60	54.50	26.90	3.94	0.96
In our church the finance meets monthly to review the income and expenditure.	4.80	6.20	9.00	51.00	29.00	3.93	1.03
Our church projects are never pegged on the sources of funding available.	6.20	7.60	5.50	49.70	31.00	3.92	1.11
Our church projects are prioritized and planned well in advance.	4.80	6.90	9.00	51.00	28.30	3.91	1.04
Average						**3.89**	**1.02**

NB: *SD=Strongly Disagree; D= Disagree Ne= Neutral; A= Agree; SA= Strongly Agree; SD=Standard Deviation.*

Results in Table 2 show that 77.60% (56.50%+21.10%) of the respondents agreed that in their parish the budgets are anchored on the strategic plan, 11.60% of the respondents disagreed with the statement. The results had a mean of 3.82 and standard deviation of 1.00. The results also show that majority (78.90%) of the respondents agreed that in their parish financial planning is anchored on strategic plan, while 11.60% disagreed. The results had a mean of 3.84 and standard deviation of 0.96. This implies that resource allocation is key to strategic planning; proper strategic planning enhances performance of parishes in the diocese of Nairobi. The findings were supported by the responses from the interviewees which indicated that;

'' ...in our Anglican Church Diocese of Nairobi there is first major departments called Kenya Anglican Men's Association, Mothers Union (MU), the children's' and teen's ministry and the Kenya Anglican Youth Association (KAYO). All these groups in our diocese have been allocated offices in the Diocesan Headquarters and each department has a full time worker who coordinates the work of the department in the Diocese''.

In addition, the results show that 81.60% of the respondents agreed with the fact in their church there were systems and structure for approval of expenditures, 10.90% disagreed with the statement. The results had a mean of 3.95 and a standard deviation of 0.96. Further, the results indicate that majority (79.60%) of the respondents agreed that in their church the finance department meets monthly to review the income and expenditure of the church, while 11.60% others disagreed with the statement. The results had a mean of 3.93 and a standard deviation of 1.04. Similarly, the results show that 81.00% of the respondents agreed that their church projects are never pegged on the sources of funding available. The results had a mean of 3.93 and standard deviation of 1.10. Finally, the results revealed that majority (79.60%) of the respondents agreed that their church projects are prioritized and planned well in advance. The results had a mean of 3.91 and standard deviation of 1.03. In general, the average mean and standard deviations for the results were 3.90 and 1.02 respectively, implying that the respondents agreed with most of the statements; however, their responses were spread about the mean. The results concur with the findings of Keegan, Ringhofer and Huemann (2018) which indicated that, resource allocation in project management is concerned with creating a plan which can help achieve future goals. There are many resources which have to be allocated when managing a project, beginning from budget to equipment and tools, to data and the project's plan.

In addition the researcher asked the interviewees to indicate what they thought about the allocation of resources and if it was the best way to do it. All the interviewed were unanimous in agreement on the method of allocating resources to parishes remain the best. They indicated that; …''*the formula of allocating resources is on the parish financial strength which is known by 10% remittances to the head office''*. The interviewed supported as the best to formula to avoid burdening. All the interviewed indicated that; ''…*the resources allocation within our Diocese, enhances financial performance of all the parishes in our diocese.''*

Table 3: Descriptive Statistics on Organizational Structure

Statement	SD %	D %	Ne %	A %	SA %	M	SD
In our church we are aware of the current church strategies.	5.50	6.90	11.70	49.00	26.90	3.85	1.07
In Our church we the members are aware of all projects being implemented.	5.50	7.60	9.00	46.90	31.00	3.90	1.09
Our church there are specific committees charged with responsibilities of overseeing the implementation of various church projects, like putting a new sanctuary.	4.10	4.10	6.90	49.70	35.20	4.08	0.98
Our church the executive departmental leaders are charged with the responsibilities of achieving departmental goals.	2.80	5.50	4.10	55.20	32.40	4.09	0.91
Our church leaders offer strategic guide towards achievements of church goals	4.80	4.10	9.00	49.70	32.40	4.01	1.01
Average						**3.98**	**1.01**

NB: *SD=Strongly Disagree; D= Disagree Ne= Neutral; A= Agree; SA= Strongly Agree; M= Mean; SD= Standard Deviation.*

Results in Table 3 show that 77.60% (49.70%+26.50%) of the respondents agreed that in their church they were aware of the current church strategies, 12.20% of the respondents disagreed with the statement. The results had a mean of 3.85 and standard deviation of 1.06. The results also show that majority (78.20%) of the respondents agreed that in their church the members were aware of all projects being implemented, while 12.90% disagreed. The results had a mean of 3.90 and standard deviation of 1.09. In addition, the results show that 84.40% of the respondents agreed with the fact in their church there were specific committees charged with responsibilities of overseeing the implementation of various church projects, like putting a new sanctuary, 8.90% disagreed with the statement. The results had a mean of 34.07 and a standard deviation of 0.99.

Similarly, the results show that 87.10% of the respondents agreed that in their church the executive departmental leaders are charged with the responsibilities of achieving departmental goals. The results had a mean of 4.09 and standard deviation of 0.91. Finally, the results revealed that majority (81.70%) of the respondents agreed that their church leaders offer strategic guide towards achievements of church goals. The results had a mean of 4.00 and standard deviation of 1.01. In general, the average mean and standard deviations for the results

were 3.98 and 1.01 respectively, implying that the respondents agreed with most of the statements; however, their responses were varied. The results are in agreement with the findings of Wolf (2012) which asserted that organizational structure does not only shape the competence of the organization, but also the processes that shape performance. Clemmer (2013) also concluded that the performance of an organization is influenced by the structure adopted by that organization.

In addition, the interviewees were asked to indicate if church leaders within the diocese of Nairobi play their role accordingly in as far as strategic planning is concerned and they responded that;

''...our Diocese of Nairobi has a strategic planning committee (SPC) at the Diocesan level. The parishes in our diocese uses the same patterns, vision, mission and strategic pillars customize them for the parish. Our leaders report on the progress of their assignment; most parishes in our diocese anchor their strategic plan with that of diocese.''

Table 4: Descriptive Statistics on Strategic Fit

Statement	SD %	D %	Ne %	A %	SA %	M	SD
Our parish has in place a suitable strategic planning model that it uses in scanning the environment in which it operates.	4.10	6.90	9.70	50.30	29.00	3.93	1.02
Our strategic planning model, addresses both spiritual and corporate needs of church.	4.80	6.90	8.30	53.10	26.90	3.90	1.03
Our church has a specific project(s) planning calendar.	3.40	7.60	11.00	49.70	28.30	3.92	1.00
In our church the long term agendas are discussed during the annual general meetings.	4.10	5.50	8.30	47.60	34.50	4.03	1.01
In our church leaders who execute policies are appraised on need basis, the current environmental dynamics.	9.00	8.30	7.60	48.30	26.90	3.76	1.20
Average						**3.91**	**1.05**

NB: *SD=Strongly Disagree; D= Disagree Ne= Neutral; A= Agree; SA= Strongly Agree; M= Mean; SD= Standard Deviation*

Results in Table 4 show that 79.60% (51.00%+28.60%) of the respondents agreed that their parish has in place a suitable strategic planning model that it uses in scanning the environment in which it operates, 10.90% of the respondents disagreed with the statement. The results had a mean of 3.93 and standard deviation of 1.01. The results also show that majority (79.60%) of the respondents agreed that their strategic planning model, addresses both spiritual and

corporate needs of church, while 11.60% disagreed. The results had a mean of 3.90 and standard deviation of 1.03. In addition, the results show that 77.60% of the respondents agreed with the fact their churches had specific projects planning calendar, 11.60% disagreed with the statement. The results had a mean of 3.90 and a standard deviation of 1.01.

Similarly, the results show that 82.30% of the respondents agreed that in their church the long term agendas are discussed during the annual general meetings. The results had a mean of 4.03 and standard deviation of 1.01. Finally, the results revealed that majority (75.50%) of the respondents agreed that in their churches leaders who execute policies are appraised on need basis, the current environmental dynamics. The results had a mean of 3.77 and standard deviation of 1.19. In general, the average mean and standard deviations for the results were 3.91 and 1.05 respectively, implying that the respondents agreed with most of the statements; however, their responses were varied. The results are in agreement with the findings of Tamayo-Torres, Gutiérrez-Gutiérrez, Llorens-Montes and Martínez-López (2016) which pointed out that, Strategy is the direction and scope of an organization over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations.

Further the researcher asked the interviewees to indicate whether aligning projects of the parish to strategic plans of the diocese helps in improving performance of the parish or not. The interviewees indicated that; ''…*as a result of aligning the projects of the diocese to strategic fit, our diocesan has investment and building committee which advises appropriately. No one can really go very far by pulling to a different direction.*''

Table 5: Descriptive Statistics on Organizational Culture

Statement	SD %	D %	Ne %	A %	SA %	M	SD
Our church has its own distinct culture and management style which includes the dominant values, beliefs and norms which have been developed over time	4.80	6.20	9.00	53.80	26.20	3.90	1.02
All our church members share some common fundamental ideas or guiding concepts around which values are built.	4.80	6.20	8.30	51.70	29.00	3.94	1.03
Our church has set goals that are aimed at increasing its overall performance over a given period of time.	4.80	4.10	11.70	53.80	25.50	3.91	0.99
Our church set goals are geared towards implementing projects in a given time frame.	3.40	5.50	10.30	49.70	31.00	3.99	0.98
In our church, most of the goals are set based on the need and availability of resources.	6.90	9.70	11.00	46.90	25.50	3.74	1.15
Average						**3.90**	**1.03**

NB: *SD=Strongly Disagree; D= Disagree Ne= Neutral; A= Agree; SA= Strongly Agree; M= Mean; SD= Standard Deviation*

In Table 5 show that 80.30% (54.40%+25.90%) of the respondents agreed that their churches had their own distinct culture and management style which includes the dominant values, beliefs and norms which have been developed over time, 10.90% of the respondents disagreed with the statement. The results had a mean of 3.90 and standard deviation of 1.01. The interviewees were asked to indicate some of the cultures existing in their diocese and they indicated that; *''...in our diocese clergy meet monthly each month except December and January months, Archdeaconries also meet monthly, the clergy and the spouses meet in joint fellowship four times a year, the synod passed for retreats with clergy every two years and international visit every four year for capacity building and exposure.''*

The results also show that majority (81.00%) of the respondents agreed that all their church members share some common fundamental ideas or guiding concepts around which values are built, while 10.90% disagreed. The results had a mean of 3.94 and standard deviation of 1.02. In addition the interviewees were asked to indicate if the diocesan culture is important in as far as strategic planning is concerned and they responded as follows;

''...as a diocesan financial management norm, all monies are banked intact, departments have bank accounts and the mandatory for running these accounts is any three to sign. The process

of budgeting is all encompassing and allocation is done jointly with diocesan Board of Finance approving.''

In addition, the results show that 79.60% of the respondents agreed with the fact their churches had set goals that were aimed at increasing their overall performance over a given period of time, 8.90% disagreed with the statement. The results had a mean of 3.91 and a standard deviation of 0.98.

Similarly, the results show that 81.00% of the respondents agreed that their churches set goals are geared towards implementing projects in a given time frame. The results had a mean of 4.00 and standard deviation of 0.97. Finally, the results revealed that majority (72.20%) of the respondents agreed that in their churches most of the goals are set based on the need and availability of resources. The results had a mean of 3.75 and standard deviation of 1.15. In general, the average mean and standard deviations for the results were 3.90 and 1.03 respectively, implying that the respondents agreed with most of the statements; however, their responses were varied. The interviewees were asked also to indicate the incentives for motivation, supervision, and value systems in their Diocese and they indicated that;

''...our Diocese has incentives for motivation; the clergy are given insurance cover for themselves and their families, book grant, motor vehicle insurance cover, clergy and spouse retreats, Christmas and Easter gift and afford transport allowances .The Bishop allows clergy to study with partial financial support, the structure makes the clergy to be like managers, who guide and mentors them learn. The Diocese value system is guided by the core values names Righteousness, Integrity, Accountability, Transparency, Compassion, Care, Fruit, Passion, Communication and Team work.''

The results are in agreement with the findings of Feldman (2019) which asserted that organizations can only meet their goals if they make their culture work in harmony with their management coordination. By putting in place appropriate culture, an organization can allow the workers have control over their own work and this will no doubt make them work well. Therefore, organizational performance is dependent upon the culture of the organization, since it is a clear indicator of the survival of the business.

Table 6: Descriptive Statistics on Performance

Statement	SD %	D %	Ne %	A %	SA %	M	SD
The number of congregants in our parish has increased over the years	6.20	7.60	8.30	50.30	27.60	3.86	1.10
The retention of employees in our parish is very high.	6.20	7.60	9.70	47.60	29.00	3.86	1.11
Of all the dioceses, our organization is the most innovative and most vibrant in terms of tithe and offering Collection	7.60	4.10	6.90	46.20	35.20	3.97	1.13
We are able to accomplish the set goals and objectives and this has improved the performance of our parish	6.20	4.80	9.00	57.90	22.10	3.85	1.02
In our parish the number of needy children sponsored by various churches have increased in the past five years	6.20	7.60	9.00	47.60	29.70	3.87	1.11
Average						**3.88**	**1.10**

NB: *SD=Strongly Disagree; D= Disagree Ne= Neutral; A= Agree; SA= Strongly Agree; M= Mean; SD= Standard Deviation*

Results in Table 6 show that 80.30% (50.30%+27.90%) of the respondents agreed that the number of congregants in their parishes has increased over the years, 13.60% of the respondents disagreed with the statement. The results had a mean of 3.86 and standard deviation of 1.10. The results also show that majority (76.90%) of the respondents agreed that the retention of employees in their parishes were very high, while 13.60% disagreed. The results had a mean of 3.86 and standard deviation of 1.11. In addition, the results show that 81.60% of the respondents agreed with the fact that of all the parishes, their various parishes were the most innovative and most vibrant in terms of tithe and offering Collection, 11.60% disagreed with the statement. The results had a mean of 3.97 and a standard deviation of 1.12. The interviewees indicated that;

''...there are indicators of the Diocese of the Diocese doing fairly well; the Strategic plan in our diocese improves performance of parishes and performance of individuals which is used for staff appraisal. Now we have ICT full time staff in the diocese. The birth of Adonai and Dalale Christian buy land and Adonai offers insurance service.''

Similarly, the results show that 80.30% of the respondents agreed that they were able to accomplish the set goals and objectives and this improved the performance of their parish. The results had a mean of 3.85 and standard deviation of 1.02. Finally, the results revealed that majority (77.50%) of the respondents agreed that in their parishes the number of needy children

sponsored by various churches had increased in the previous five years. The results had a mean of 3.88 and standard deviation of 1.11.

Further the interviewees were asked to indicate if strategic planning in their diocese would result into an efficient and effective decision making policies that would lead to organization performance or not and they indicated that; ''….*Strategic plan results in efficient and effective Diocese in delivering, in reporting reviews everyday gets involved at the personal level, there is residue experience and people reposition and strategize and we move ahead.*

In general, the average mean and standard deviations for the results were 3.89 and 1.09 respectively, implying that the respondents agreed with most of the statements; however, their responses were varied. The results are in agreement with the findings of Jensen & Stevens (1981) which indicated that church growth is balanced increase in quantity, quality, and organizational complexity of a local church. It is growth by prayer, worship, purpose, analysis and diagnosis and prioritizing, planning and programming for evangelism, discipleship, fellowship among members, holistic and holistic stewardship in a local congregation, diocese or presbytery.

The interviewees were asked to indicate the extent to which they thought the applicable strategic planning practices in their diocese would results into an improvement in performance of their parishes and they responded as follows; *''... achieving to strategies will address the Christians needs in a better way. The evaluation are done is regularly at Archdeaconry meeting, clergy meeting, standing committee meeting and also in strategic planning committee meeting, for reviews.''*

Finally, the researcher asked the interviewees to indicate how the Diocese asses evaluation of the strategic plan and they indicated that; ''…*all parishes do annual general meetings in the first four months of every year, by law. It is a requirement for the books of accounts to be audited by a qualified external auditor.''*

Table 7: Performance of ACK diocese of Nairobi (2013-2018)

Year	Surplus (Ksh)
2013	13,432,955
2014	15,772,521
2015	22,164,133
2016	24,024,684
2017	26,810,542
2018	30,777131

The results in Table 7 show that the diocese had been recording consistent increase in financial performance in a period of six years. This implies that the strategic plans the diocese have in place have been effective. The performance were further represented using trend line as shown in Figure 2
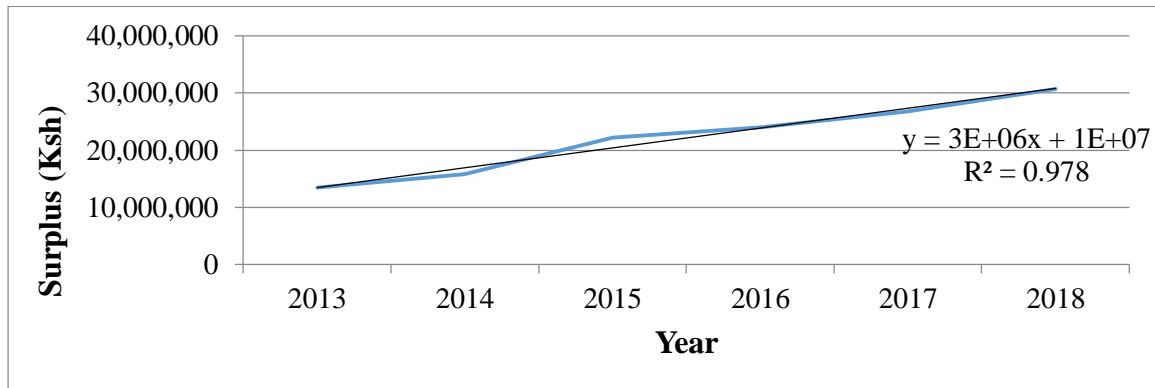
Figure 2: Financial Performance of ACK diocese of Nairobi

Table 8: Multiple Correlation Matrix

		Perform ance	Leaders Involveme nt	Resource s Allocatio n	Church Structur e	Strate gic Fit	Organizat ional Culture
Performance	Pearson Correlation	1.000					
	Sig. (2-tailed)						
Leaders Involvement	Pearson Correlation	.730**	1.000				
	Sig. (2-tailed)	0.000					
Resources Allocation	Pearson Correlation	.780**	.549**	1.000			
	Sig. (2-tailed)	0.000	0.000				
Church Structure	Pearson Correlation	.822**	.596**	.649**	1.000		
	Sig. (2-tailed)	0.000	0.000	0.000			
Strategic Fit	Pearson Correlation	.767**	.620**	.636**	.643**	1.000	
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		
Organization al Culture	Pearson Correlation	.819**	.647**	.658**	.717**	.765**	1.000
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	

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

The results in Table 8 revealed that leaders involvement in strategy planning and parish Performance are positively and significantly associated (r=0.730, p=0.000). The table further indicated that amount of resources allocated to strategy planning and parish Performance are positively and significantly associated (r=0.780, p=0.000). In addition, results showed that church structure and parish Performance were positively and significantly associated (r=0.822, p=0.000). Similarly, correlation results show that strategic fit and parish Performance were positively and significantly associated (r=0.767, p=0.000). Finally, the correlation results show that parish culture and parish Performance were positively and significantly associated (r=0.819, p=0.000). The correlation results imply that an improvement in leaders' involvement, resources allocation, parish structure, strategic fit and parish culture leads to better parish Performance. The correlation results are consistent with the findings of Podmore (2005) which indicated that in many places, particularly throughout the Global South, the churches of the Anglican Communion are known for their vibrant faith in God and transformational presence within their communities.

4.2 Regression Analysis

Table 9: Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.929[a]	.862	.858	.21764

a. Predictors: (Constant), Organizational Culture, Leaders Involvement, Resources Allocation, Church Structure, Strategic Fit

The model fitness results in Table 9 show that leaders' involvement, resources allocation, parish structure, strategic fit and parish culture were found to be satisfactory variables in explaining Parish Performance. This is supported by coefficient of determination also known as the R square of 0.862. This means that leaders' involvement, resources allocation, parish structure, strategic fit and parish culture explain 86.2% of the variations in the dependent variable, which in this case is the parish performance. In statistics, significance testing the p-value indicates the level of relation of the independent variable to the dependent variable. The results are consistent with the findings of KNBS (2009) which indicated that the ACK church has grown over a period spanning 175 years with an estimated membership of six (6) million spread in 32 dioceses across Kenya and linked to 70 million Anglican Communion globally. The church forms 15% of all Kenyans whose population stood at 40 million according to the 2009 national population census.

Table 10: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	41.887	5	8.377	176.856	.000[b]
1	Residual	6.679	141	.047		
	Total	48.565	146			

a. Dependent Variable: Organizational Performance
b. Predictors: (Constant), Organizational Culture, Leaders' Involvement, Resources Allocation, Church Structure, Strategic Fit

The ANOVA results in Table 10 show that the general model was statistically significant. Further, the outcomes suggest that the independent variables were good indicators of Parish Performance. This was supported by an F statistic of 176.856 and the reported p value (0.000) which was less than the conventional probability of 0.05 significance level.

Table 11: Multiple Regression Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	-.571	.153		-3.743	.000
	Leaders' Involvement	.183	.042	.190	4.370	.000
	Resources Allocation	.284	.050	.256	5.635	.000
1	Church Structure	.338	.052	.314	6.456	.000
	Strategic Fit	.120	.049	.127	2.456	.015
	Organizational Culture	.205	.057	.205	3.615	.000

a. Dependent Variable: Organizational Performance

The optimal model was therefore;

$$Y = -0.571 + 0.183X_1 + 0.284X_2 + 0.338X_3 + 0.120X_4 + 0.205X_5$$

Where:

Y = Organizational Performance

X_1 = Leaders involvement

X_2 = Resources Allocation

X_3 = Organizational Structure

X_4 = Strategic Fit

X_5 = Organizational Culture

Regression of coefficients results in Table 11 shows that leaders involvement in strategy planning and parish Performance were positively and significant related (β =.183, p=0.000). The results further indicated that resources allocated towards strategy planning and parish Performance were positively and significantly related (β =.284, p=0.000). The results in addition indicated that parish structure and parish Performance were positively and

significantly related (β =.338, p=0.000). Similarly, the results indicated that conforming to strategic fit and parish Performance were positively and significantly related (β =.120, p=0.015).

Finally, the regression results showed that parish culture and parish performance were positively and significantly related (β =.205 p=0.000). The regression coefficient results imply that an improvement in leaders' involvement, resources allocation, parish structure, strategic fit and parish culture leads to an improvement in Parish Performance. The regression results are consistent with those of Porter (1985) which pointed out that, over time the concept and practice of strategic planning has been embraced worldwide and across private and public sectors because of its perceived contribution to organizational effectiveness and to fast track performance. Strategic planning is arguably important ingredient in the conduct of strategic management.

5.0 Conclusions

Based on the findings of the study, the study concludes that in the ACK diocese of Nairobi, the cost of implementation strategy is initiated when generating departmental budgets. The study also concludes that leaders' involvement in strategy planning positively and significantly influences the performance of parishes in the ACK diocese of Nairobi. The study further concludes that an improvement in leadership and stakeholders in a parish in strategy planning leads into an improvement in the performance of the parishes found in the ACK diocese of Nairobi. Based on the findings, it suffices to conclude that in the ACK diocese of Nairobi churches' projects are never pegged on the sources of funding available. The study also concludes that resources allocation towards strategy planning positively and significantly influences the performance of parishes in the ACK diocese of Nairobi. The study further concludes that an improvement in resources allocation in a parish in strategy planning leads into an improvement in the performance of the parishes found in the ACK diocese of Nairobi.

Based on the findings, the study concludes that in the ACK diocese of Nairobi churches have specific committees charged with responsibilities of overseeing the implementation of various church projects, like putting a new sanctuary. The study also concludes that organizational structure positively and significantly influences the performance of parishes in the ACK diocese of Nairobi. The study further concludes that an improvement in structure in a parish in as far as strategy planning is concerned, leads into an improvement in the performance of the parishes found in the ACK diocese of Nairobi. Based on the findings, the study concludes that in the ACK diocese of Nairobi leaders who execute policies are appraised on need basis, the current environmental dynamics. The study also concludes that strategic fit positively and significantly influences the performance of parishes in the ACK diocese of Nairobi. The study further concludes that an improvement in strategic fit of a parish in strategy planning, leads into an improvement in the performance of the parishes found in the ACK diocese of Nairobi.

Finally, based on the findings the study concludes that in the ACK diocese of Nairobi churches have set goals that are aimed at increasing its overall performance over a given period of time. The study also concludes that organizational culture positively and significantly influences the performance of parishes in the ACK diocese of Nairobi. The study further concludes that an improvement in parish culture on strategy planning, results into an improvement in the performance of the parishes found in the ACK diocese of Nairobi.

6.0 Recommendations

Based on the findings and conclusions the study recommends that there is need for the leaders and all the stakeholders in a parish to be involved in strategy planning since involvement in strategy planning have been found to impact positively on the performance of a parish and that of the entire diocese. The study also recommends that before leaders are involved in any strategy planning exercise or process, they should undergo initial training on then basics relating to the process of strategy planning. The study in addition recommends that resources should be allocated strategically and equitably for the realization of the strategy planning. The ACK parishes within the diocese of Nairobi should ensure their budgets are done in accordance with the strategic plan of the parish or that of the diocese. The study in addition recommends to the diocese of Nairobi that, there is need for a clear structure and system in each and every parish for approval of expenditures if they need to realize better performance.

The study further recommends to the management of the ACK diocese of Nairobi that, they should strive to ensure that there are specific committees charged with responsibilities of overseeing the implementation of various church projects, like putting a new sanctuary in every parish as one way of enhancing parish performance and the performance of the diocese. The study also recommends that church leaders in the diocese of Nairobi should offer strategic guide towards achievements of church goals.

Based on the findings of the study, it is recommended to the management of the diocese of Nairobi that they should ensure to encourage their parishes to have in place a suitable strategic planning model that they use in scanning the environment in which they operates. Finally the study recommends that each and every church in the diocese of Nairobi should have their own distinct culture and management style which includes the dominant values, beliefs and norms which have been developed over time. This is because parish culture has been found to have positive and significant relationship with parish performance.

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