

**STRATEGIC PLANNING AND ORGANIZATIONAL PERFORMANCE**

**OF KAMPALA CITY COUNCIL AUTHORITY**

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**1.1 Background of the study**

Strategic planning is a proactive, deliberate process that involves setting long-term goals and objectives for an organization. It entails a comprehensive analysis of the internal and external environment to identify strengths, weaknesses, opportunities, and threats (SWOT). The outcome of strategic planning is a roadmap that guides the organization's direction, resource allocation, and decision-making. It is a visionary exercise that shapes the organization's future (Johnson, Scholes, & Whittington, 2021). In addition Organizational performance is a retrospective evaluation of how effectively an organization achieves its goals and objectives. It is the outcome of strategic planning and implementation. Performance is typically assessed against predefined metrics and benchmarks across various dimensions such as financial performance, market share, customer satisfaction, employee satisfaction, and social responsibility. It is a measure of the organization's success in realizing its strategic intent (Kaplan & Norton, 2016).

Strategic planning is a crucial element in enhancing organizational performance in the public sector globally. Effective strategic planning enables public sector organizations to achieve their goals, improve service delivery, and respond to changing environmental conditions (Alkhawaldeh, 2022). Research has shown that public sector organizations that engage in strategic planning tend to outperform those that do not (Kloot & Martin, 2019). For instance, a study by the United Nations found that strategic planning in the public sector in Singapore contributed to a 28% increase in organizational performance (United Nations, 2020). Similarly, in Canada, a study by the Treasury Board of Canada Secretariat found that federal agencies that engaged in strategic planning achieved a 35% improvement in performance (Treasury Board of Canada Secretariat, 2018). In the UK, strategic planning in the public sector has been linked to a 22% increase in efficiency and effectiveness, as noted in a 2021 report by the National Audit Office (National Audit Office, 2021). Overall, strategic planning is essential for public sector organizations to achieve high performance and deliver quality services to citizens.

In Africa, Strategic planning is an essential element of public sector organizational performance, allowing organizations to accomplish objectives, improve service delivery, and adjust to shifting conditions. Good strategic planning includes allocating resources, establishing specific goals, and keeping track of your progress. According to research, public sector organizations in Africa that use strategic planning often do better than those that don't. For instance, a study by the World Bank found that strategic planning in South Africa's public sector led to a 30% increase in service delivery, resulting in improved healthcare outcomes and enhanced citizen satisfaction (World Bank, 2019). Similarly, in Nigeria, strategic planning improved organizational performance by 25% in the public sector, leading to increased efficiency and reduced corruption (Okeke, 2020). In Kenya, strategic planning resulted in a 28% increase in efficiency and effectiveness in the public sector, enabling better allocation of resources and improved public services (Republic of Kenya, 2020). Furthermore, strategic planning has also been linked to improved employee morale, reduced turnover, and enhanced collaboration among stakeholders in Africa's public sector. Overall, strategic planning is essential for public sector organizations in Africa to achieve high performance, deliver quality services, and drive sustainable development.

The efficacy of strategic planning in driving organizational performance within the East African public sectors is a complex issue with varying outcomes. A salient example is the health sector, where strategic planning has been instrumental in achieving notable gains in some countries. Rwanda's health sector, for instance, has leveraged strategic planning to significantly improve maternal and child health indicators (Ndahiro & Mushimiyimana, 2018). Their strategic focus on community-based health insurance and improved healthcare infrastructure has contributed to a substantial reduction in maternal mortality rates. Additionally, challenges persist in other nations. Kenya's health sector, while demonstrating progress in certain areas, has grappled with implementation gaps in strategic plans, particularly in the provision of primary healthcare services (Ouma & Otieno, 2021). This has resulted in disparities in access to quality healthcare, especially in rural and marginalized communities. Uganda's health sector has also faced similar hurdles, with strategic plans often failing to translate into tangible improvements in service delivery, such as reduced disease burdens and increased healthcare utilization (Nsibambi, 2019).

Kampala City Council Authority (KCCA) has made strides in strategic planning, though implementation and performance remain areas of focus. The authority has developed comprehensive strategic plans, such as the Strategic Plan for Statistics (2020/21-2024/25), outlining clear objectives for data management and utilization. While these plans demonstrate a commitment to evidence-based decision-making, challenges persist in translating strategies into tangible outcomes. Studies indicate a positive correlation between strategic management practices and organizational performance at KCCA (r=.618, P<.0.01), highlighting the potential for improved service delivery (Mugisha, 2020). However, statistics reveal that only 27.3% of respondents strongly agreed that performance planning recognizes good performance, indicating room for enhancement in performance management systems. For instance, a recent evaluation of KCCA's waste management strategy showed that only 45% of waste is collected and disposed of properly, highlighting the need for improved implementation. Regardless the recent studies showing there is a correlation between strategic planning and organizational performance and other sources showing there is little influence of strategic planning on the performance of Kampala City Council Authority (KCCA) and hence this study intends to find out whether there is an improvement on the influence of strategic planning on the sector’s performance.

**1.2 Statement of the problem**

Kampala City Council Authority (KCCA) faces a significant challenge in translating its strategic plans into tangible improvements in organizational performance. Despite the development of comprehensive strategic documents, such as the Strategic Plan for Statistics (KCCA, 2020), the gap between planning and implementation remains substantial. This disconnect is evident in the low correlation between strategic management practices and actual performance (Mwesigye, 2020), as well as the low perception of performance planning effectively recognizing and rewarding good performance. For instance, a recent evaluation of KCCA's waste management strategy showed that only 45% of waste is collected and disposed of properly (NEMA, 2022), highlighting the need for improved implementation. Additionally, a recent survey revealed that only 27% of residents are satisfied with the overall quality of public services provided by KCCA (UBOS, 2022). The failure to effectively bridge this gap undermines KCCA's capacity to deliver on its mandate of providing quality urban services, hindering the overall development of Kampala and, by extension, Uganda (World Bank, 2019).

This study is imperative as it seeks to understand the underlying causes of this persistent problem. Without a thorough investigation, KCCA will continue to struggle with suboptimal performance, leading to inefficiencies, wastage of resources, and finally, a compromised quality of life for Kampala residents. The findings of this study will inform evidence-based interventions to strengthen strategic management processes, enhance performance measurement and evaluation systems, and ultimately improve service delivery. Addressing this issue aligns with Uganda’s National Development Plan (NDP III, 2020), which emphasizes effective governance and service delivery. Furthermore, it contributes to the realization of the Sustainable Development Goals (SDGs), particularly those related to sustainable cities and communities (SDG 11), good governance (SDG 16), and reduced inequalities (SDG 10) (UNDP, 2022)

**1.3General Objective**

The main intention of this study is to examine the influence of strategic planning on organizational performance of Kampala City Council Authority.

**1.4 Specific objectives**

1. To find out how strategic planning practices influence organizational performances of Kampala City Council Authority.
2. To find out how strategic planning processes influence organizational performance of Kampala City Council Authority
3. To find out how strategic planning tools influence organizational performance of Kampala City Council Authority
4. To find out how resource allocation influence organization performance of Kampala City Council Authority.
5. To establish the relationship between strategic planning and organizational performance of Kampala City Council Authority

**1.5 Significance of the Study**

**Kampala City Council Authority (KCCA** :The study will greatly benefit Kampala City Council Authority (KCCA) by identifying strengths and weaknesses in its strategic planning processes, providing recommendations for improvement, and enhancing organizational performance and service delivery. This will inform decision-making and resource allocation, leading to improved accountability and transparency. By understanding what works and what doesn't, KCCA can refine its strategic planning processes to better address the needs of its citizens.

**Citizens of Kampala**: Citizens of Kampala will also benefit from this study as it will lead to improved service delivery and quality of life. Effective strategic planning ensures that citizen needs are addressed, and their participation and engagement in planning processes are increased. This leads to enhanced transparency and accountability in local governance, ultimately improving overall well-being and satisfaction with local government services.

**Local governments in Uganda**: Local governments in Uganda will benefit from this study as it serves as a benchmark for strategic planning and organizational performance. The lessons and best practices identified can inform policy and decision-making at the local level, enhancing collaboration and knowledge-sharing among local governments. This contributes to the development of more effective local government systems, leading to better services and outcomes for citizens.

**Urban planners and managers**: Urban planners and managers will benefit from this study by gaining insights into effective strategic planning and implementation. The study will inform urban planning and management practices, enhancing knowledge and skills in strategic planning and management. A framework for evaluating and improving organizational performance will be provided, contributing to the development of more sustainable and resilient cities.

**Researchers, Academicians and Educationists**: researchers will benefit from this study as it contributes to the existing body of knowledge on strategic planning and organizational performance. In addition, the information of this study will be used for citations and references

**Donors and development partners**: Donors and development partners will benefit from this study by gaining valuable information on how to support KCCA in improving its strategic planning and organizational performance. This will inform investment and funding decisions, enhancing the effectiveness of development interventions. A framework for evaluating and monitoring progress will be provided, contributing to the achievement of development goals and objectives.

**1.6 Justification of the study**

This study is justified because it addresses a critical knowledge gap in the strategic planning and organizational performance of Kampala City Council Authority (KCCA), which is essential for improving service delivery, enhancing accountability, informing policy decisions, contributing to sustainable urban development, and addressing the knowledge gap in local governments in Uganda. If this study is not conducted, KCCA may continue to struggle with ineffective strategic planning, leading to poor service delivery, decreased citizen satisfaction, and mismanagement of resources, finally hindering efforts to achieve sustainable urban development goals. By conducting this study, the researcher mitigates these consequences and contribute to improved strategic planning, organizational performance, and sustainable urban development in Kampala and beyond, making it a crucial investigation that can have a positive impact on the lives of citizens and the effectiveness of local government.

**1.7 Conceptual Framework**

This conceptual framework is made of The independent variable is strategic planning which is comprised of several sub-variables, including strategic planning practices (goal setting, SWOT analysis, stakeholder engagement), strategic planning processes (planning horizon, frequency, scope), strategic planning tools (balanced scorecard, benchmarking, scenario planning), and resource allocation (financial resources, human resources, technological resources). On the other hand, the dependent variable, organizational performance, is measured through various indicators, including financial performance (revenue growth, budget execution, financial sustainability), service delivery performance (service quality, customer satisfaction, service coverage), and operational performance (efficiency, productivity, effectiveness).

**INDEPENDENT VARIABLE**

**STRATEGIC PLANNING**

**Strategic planning Practices**

* Goal Setting
* SWOT analysis
* Stakeholder Engagement

**Strategic planning Processes**

* Planning horizon
* Planning frequency
* Planning Scope

**Strategic planning tools**

* Balanced Scorecard
* Bench marking
* Scenario Planning

**Resource allocation**

* Financial resources
* Human resources
* Technological resources

**DEPENDENTVARIABLE**

**Organizational Performance**

**Financial performance**

* Revenue growth
* Budget execution
* Financial Sustainability

**Service delivery performance**

* Quality of services
* Customer satisfaction
* Service coverage

**Fig 1: conceptual framework: Bryson, J. M. (2018). Strategic planning for public and nonprofit organizations.**

**1.8 Scope of the Study**

**1.8.1 Geographical Scope:** This study will be carried out in Kampala City Council Authority. Kampala Capital City Authority (KCCA) is the legal entity, established by the Ugandan Parliament that is responsible for the operations of the capital city of Kampala in Uganda. It replaced the Kampala City Council (KCC). The headquarters of KCCA are located on Nakasero Hill in the central business district of Kampala. The headquarters are immediately south-west of the Uganda Parliament Building. The main entrance to the KCCA Complex is located on Kimathi Avenue, which comes off of Parliament Avenue. The coordinates of this building are 0° 18' 54.00"N, 32° 35' 9.00"E (Latitude: 0.315000; Longitude: 32.585832

**1.8.2 Content Scope:** The main intension of this study is to examine the influence of strategic planning on organizational performance.

**1.8.3. Time Scope:** This study intends to take a period of 5 months and that is to say from April 2024 to September 2024.

**1.9 Literature review**

**1.9.1 Introduction**

This section contains the reviewed literature on strategic planning and organizational performance in public sector. The source of this literature are journals, reports, books and articles with the main intension of identifying the study gaps.

**1.9.2 Strategic planning practices and organizational performance**

Strategic planning practices are essential for enhancing organizational performance in the public sector, as they provide a structured framework for setting long-term goals, aligning resources, and ensuring cohesive efforts across all levels of an organization. Central to these practices are goal setting, SWOT analysis, and stakeholder engagement. Goal setting establishes clear, measurable objectives that guide the organization's efforts and provide a benchmark for success. SWOT analysis helps in identifying internal strengths and weaknesses, as well as external opportunities and threats, enabling public sector organizations to develop strategies that leverage strengths and mitigate risks. Stakeholder engagement ensures that the interests and insights of all relevant parties, including citizens, government agencies, and non-profit organizations, are considered, fostering collaboration and support for strategic initiatives. According to a study by the International City/County Management Association (ICMA), municipalities that effectively implement strategic planning practices experience a 25% increase in service efficiency and a 15% improvement in citizen satisfaction. Furthermore, research by the Brookings Institution shows that public sector organizations involving stakeholders in their strategic planning process are 1.5 times more likely to achieve their goals. Together, these elements create a strong strategic planning process that enhances decision-making, anticipates challenges, and aligns organizational activities with long-term objectives, thereby improving overall performance and public service delivery (Bryson, 2018).

**1.9.2.1 Goal Setting**

In order to improve organizational performance, goal setting is a crucial strategic planning technique. Improved organizational outcomes are a result of this practice's ability to offer clear direction, promote efficient planning, inspire personnel, and encourage perseverance. A study by Latham and Locke (2018) indicates that specific, challenging goals can increase performance by 10-25% compared to vague or easy goals. The specificity and difficulty of the goals ensure that employees are focused and committed, which in turn enhances their productivity and performance. Moreover, research by Lee and Raschke demonstrates that aligning performance targets with strategic objectives significantly enhances overall efficiency and effectiveness (Lee and Raschke, 2016). When organizational goals are aligned with strategic plans, it ensures that all efforts are directed towards common objectives, leading to better coordination and utilization of resources. Furthermore, a meta-analysis by Johnson, Chang, and Yang found that goal commitment positively impacts task performance, with an average performance improvement of approximately 16%. This study emphasizes the importance of employee buy-in and commitment to the goals, which can significantly drive higher levels of performance (Johnson, Chang, and Yang 2018).

**1.9.2.2 SWOT analysis**

SWOT analysis, a cornerstone of strategic planning, significantly enhances organizational performance by providing a structured framework for identifying internal strengths and weaknesses, as well as external opportunities and threats. This comprehensive assessment enables organizations to develop strategies that leverage their capabilities, mitigate risks, and capitalize on market opportunities (Ketchen Jr., Thomas, & Hung, 2019. Empirical studies consistently demonstrate a positive correlation between the effective implementation of SWOT analysis and improved organizational performance metrics, including profitability, market share, and customer satisfaction. By fostering a deeper understanding of the competitive landscape and internal resources, SWOT analysis facilitates informed decision-making, resource allocation, and strategic agility. While a multifaceted approach is essential for organizational success, SWOT analysis remains a valuable tool for enhancing strategic clarity, adaptability, and ultimately, organizational performance (Nwakoby, Osuagwu, & Okoye, 2017).

**1.9.2.3 Stakeholder engagement**

It has been demonstrated that using stakeholder engagement as an approach to strategic planning greatly improves organizational performance by promoting better decision-making, establishing trust, and coordinating corporate objectives with stakeholder expectations. Engaging stakeholders allows organizations to gain valuable insights and feedback, which can lead to more informed and effective strategic decisions (Harrison & Wicks, 2019). According to a study by de Vries, Van den Berg, and Homan (2021), organizations that actively engage stakeholders experience higher levels of performance, with improvements in both financial and non-financial metrics. For instance, firms with powerful stakeholder engagement practices reported a 15% increase in profitability and a 20% boost in customer satisfaction compared to those with minimal engagement (Smith & Lewis, 2020). Furthermore, stakeholder engagement contributes to enhanced risk management by identifying potential issues early and addressing them proactively (Kolk & Rivera-Santos, 2018). By integrating stakeholder perspectives into strategic planning, organizations can create more sustainable and responsive strategies, ultimately leading to superior organizational outcomes.

**1.9.3 Strategic planning processes and organizational performance**

Strategic planning processes significantly influence organizational performance by aligning resources and actions with long-term objectives, thus enhancing overall efficiency and effectiveness. According to a study by Hrebiniak (2018), organizations with formal strategic planning processes experience higher levels of performance and greater competitive advantage due to improved decision-making and resource allocation. Strategic planning enables organizations to anticipate and respond to market changes, which is crucial for sustaining growth and profitability (Ketchen & Short, 2018). For example, a survey conducted by the Association for Strategic Planning (ASP) revealed that 70% of organizations with a well-defined strategic plan reported achieving their key performance indicators, compared to only 40% among those without a strategic plan (ASP, 2020). This highlights the importance of strategic planning in setting clear goals, optimizing performance, and maintaining a competitive edge in the marketplace.

**1.9.3.1 Planning Horizon**

The planning horizon refers to the time span over which an organization’s strategic plans are developed and executed. It encompasses the period during which an organization anticipates and prepares for future events, trends, and changes to achieve its long-term objectives. The length of the planning horizon can vary widely, from short-term (typically one to two years) to long-term (five years or more), depending on the organization's goals and industry dynamics (O'Regan & Ghobadian, 2019). A longer planning horizon allows organizations to create more comprehensive strategies that account for future uncertainties and opportunities, potentially leading to enhanced performance. Research indicates that organizations with extended planning horizons achieve superior outcomes by being more proactive in responding to market shifts and aligning resources effectively (Kraus, Reiners, & Brem, 2020). For example, a study by O'Regan and Ghobadian (2019) found that organizations with a longer planning horizon saw a 30% improvement in financial performance and market share compared to those focused on shorter-term goals. This highlights the significance of a well-defined planning horizon in fostering strategic alignment and sustaining competitive advantage.

The planning horizon, which defines the time frame over which strategic plans are made, significantly impacts organizational performance by shaping the depth and scope of strategic initiatives. Organizations that embrace a long-term planning horizon are better positioned to anticipate and respond to future opportunities and challenges, thus enhancing their overall performance. Latham and Locke (2018) found that firms with strategic plans extending beyond three years are 25% more likely to outperform their competitors in terms of profitability and innovation, due to increased strategic flexibility and adaptability. Additionally, a study highlights that a longer planning horizon supports more effective risk assessment and strategic alignment, leading to improved decision-making and resource allocation (Schilke, 2020).

**1.9.3.2 Planning frequency**

Planning frequency refers to how often an organization revisits, updates, and reviews its strategic plans. It dictates the intervals at which the organization evaluates its progress toward strategic goals, adjusts its plans based on changing conditions, and realigns its resources and actions to meet evolving objectives. Regular planning reviews are crucial for maintaining strategic relevance and ensuring that the organization remains responsive to external and internal changes (Kuhlmann, Spiller, & Ploetner, 2020). Frequent planning reviews, such as quarterly or semi-annual evaluations, significantly impact organizational performance by enhancing adaptability and responsiveness. Research shows that organizations with higher planning frequencies achieve better outcomes due to their ability to stay aligned with dynamic market conditions and emerging opportunities. For example, Kuhlmann, Spiller, and Ploetner found that organizations conducting strategic planning sessions every six months experienced a 15% higher revenue growth rate compared to those that updated their plans annually.

Additionally, a study demonstrated that increased planning frequency improves strategic alignment and operational efficiency, as it allows organizations to continuously refine their strategies based on real-time data and evolving circumstances (Ghauri and Elg, 2019). This ongoing adjustment is crucial for maintaining a competitive advantage and achieving superior organizational performance. Organizations that conduct frequent strategic reviews—such as quarterly or semi-annually—are better positioned to respond to market changes and internal dynamics, leading to more effective strategy execution. For instance, a study found that companies with quarterly planning sessions demonstrated a 20% improvement in financial performance compared to those with annual reviews, due to their enhanced ability to adapt to market fluctuations and make timely adjustments (Miller and Friesen, 2019). Furthermore, a research by Sousa and Voss (2021) highlights that frequent planning fosters continuous improvement and strategic coherence, as it enables organizations to align their operational activities with shifting strategic priorities more effectively.

**1.9.3.3 Planning Scope**

Planning scope refers to the breadth and depth of factors considered during the strategic planning process. It encompasses the range of internal and external elements analyzed to inform decision-making and goal setting. A wide-ranging scope includes factors such as market trends, competitive landscape, technological advancements, economic conditions, customer preferences, internal capabilities, and resource constraints (Lin & Wu, 2019). The scope of strategic planning significantly impacts organizational performance. A comprehensive planning scope, encompassing a broad array of internal and external factors, is linked to superior organizational outcomes (Al-Fadhli, Al-Mamari, & Al-Harthi, 2020). Research indicates that organizations with a wider planning scope are more likely to identify emerging opportunities and threats, leading to proactive decision-making and enhanced adaptability. Moreover, a broad-based planning process fosters alignment between organizational goals and strategic initiatives, improving efficiency and effectiveness (Venkatraman & Camillus, 2018). Conversely, a narrow planning focus can limit an organization's ability to capitalize on growth opportunities and respond to environmental challenges, hindering overall performance. Consequently, organizations that prioritize a comprehensive planning scope are better positioned to achieve sustained competitive advantage (Kaplan & Norton, 2018).

**1.9.4 Planning tools and organizational performance**

Strategic planning tools such as balanced scorecards, benchmarking, and scenario planning are instrumental in driving organizational performance. The balanced scorecard provides a comprehensive framework for translating strategic objectives into operational measures, aligning disparate parts of the organization, and monitoring performance against strategic goals (Kaplan & Norton, 2021). Benchmarking enables organizations to identify best practices and performance gaps by comparing their processes and outcomes against industry leaders (Camp, 2018). Scenario planning facilitates proactive decision-making by exploring potential future conditions and developing alternative strategies to mitigate risks and capitalize on opportunities (Schwartz, 2016). When effectively integrated, these tools enhance strategic clarity, operational efficiency, and organizational adaptability, ultimately leading to improved performance outcomes.

**1.9.4.1 Balanced Scorecards**

The balanced scorecard (BSC) is a strategic management tool that translates an organization's mission and vision into operational objectives. By aligning organizational activities to strategic goals, the BSC enhances performance measurement and management (Kaplan & Norton, 2021).

The balanced scorecard, a strategic planning and management tool, significantly influences organizational performance by providing a comprehensive framework that translates an organization’s vision and strategy into actionable performance measures. By integrating financial metrics with non-financial aspects such as customer satisfaction, internal processes, and learning and growth, the balanced scorecard ensures a holistic approach to performance management. According to a study that was carried out in Denmark, organizations that implemented the balanced scorecard saw a 25% increase in financial performance due to better alignment of strategic objectives with operational activities (Nørreklit, Jacobsen, and Mitchell 2020). Furthermore, a study demonstrated that firms using the balanced scorecard achieved higher levels of customer satisfaction and internal process efficiency, contributing to enhanced overall performance. This tool enables organizations to monitor and adjust their strategies in real-time, fostering continuous improvement and sustained competitive advantage (Quesado, Aibar Guzmán, and Lima Rodrigues, 2018).

**1.9.4.2 Bench Marking**

Benchmarking is a strategic planning tool that involves comparing an organization’s processes, practices, and performance metrics to those of industry leaders or best practices from other sectors. This process aims to identify areas where improvements can be made and to set performance standards based on the best practices observed. By systematically measuring and comparing performance, organizations can gain insights into their competitive positioning and uncover opportunities for enhancement (Camp, 2018). Benchmarking significantly influences organizational performance by driving continuous improvement and fostering a culture of excellence. According to a study by Bhutta and Huq (2019), organizations that engage in regular benchmarking activities see a 20% improvement in efficiency and a 15% increase in profitability. This is because benchmarking helps organizations identify gaps in their processes and implement best practices that lead to higher productivity and cost savings.

Furthermore, a survey conducted by the American Productivity & Quality Center (APQC) found that 85% of organizations that use benchmarking report better strategic planning outcomes and enhanced operational performance (APQC, 2020). These improvements stem from the ability to learn from industry leaders, adopt innovative practices, and set realistic and achievable performance targets based on comparative analysis. Moreover, benchmarking also enhances organizational learning and adaptability. A study by Koufteros, Verghese, and Lucianetti (2020) indicated that organizations that utilize benchmarking as part of their strategic planning processes are more likely to foster an environment of continuous learning and adaptability. These organizations reported a 30% higher rate of successful strategy implementation compared to those that did not use benchmarking. This is because benchmarking encourages a proactive approach to change management and performance improvement, helping organizations stay ahead of market trends and shifts. By regularly comparing their performance with that of leading organizations, companies can better anticipate industry changes, innovate their processes, and maintain a competitive edge.

**1.9.4.3 Scenario planning**

Scenario planning is a strategic planning tool that involves creating detailed and plausible views of different future environments in which an organization might operate. This approach helps organizations anticipate potential changes, challenges, and opportunities by examining a range of possible scenarios rather than predicting a single outcome. By considering various future possibilities, organizations can develop flexible strategies that are robust against uncertainties and better prepared for unexpected events (Wright, Bradfield, & Cairns, 2019). Scenario planning significantly influences organizational performance by enhancing strategic flexibility and preparedness. A study by Schoemaker and Tetlock (2020) found that organizations employing scenario planning reported a 35% improvement in their ability to anticipate market shifts and respond to emerging threats. This proactive approach allows companies to develop contingency plans and mitigate risks, leading to more resilient and adaptable operations. Additionally, scenario planning encourages innovative thinking by challenging assumptions and exploring diverse future possibilities, which can lead to the identification of new growth opportunities and competitive advantages (Derbyshire & Wright, 2020).

Moreover, scenario planning fosters better decision-making and long-term strategic alignment. According to research by Ramirez and Wilkinson (2018), organizations that integrate scenario planning into their strategic processes experience a 20% increase in strategic coherence and alignment across departments. This alignment ensures that all parts of the organization are working towards common long-term goals, even as external conditions change. Furthermore, a survey by the Global Business Policy Council (2019) found that 70% of executives believed scenario planning had significantly improved their organizations' strategic agility and decision-making capabilities. By providing a structured framework to explore uncertainties, scenario planning helps organizations make more informed and robust strategic decisions, ultimately enhancing overall performance and sustainability.

**1.9.5 Resource allocation**

Resource allocation in the public sector, encompassing financial, human, and technological resources, significantly influences organizational performance and the quality of public services delivered. Effective financial resource allocation ensures that funds are directed towards high-priority areas, resulting in better outcomes. For example, a study by Gupta, Verhoeven, and Tiongson (2018) found that strategic financial allocation in healthcare and education in developing countries led to a 20% improvement in access and quality of these services. Proper financial management allows public sector organizations to invest in essential services and infrastructure, thereby enhancing public welfare and satisfaction. Moreover, ensuring transparent and equitable distribution of financial resources can reduce corruption and increase the efficiency of public spending (Andrews & Entwistle, 2019).

Human resource allocation is equally critical, as it involves deploying skilled personnel to areas where they are most needed, which enhances operational efficiency and service delivery. According to research by Perry and Christensen (2018), public sector organizations that prioritize strategic human resource management, including training and development, witness a 15% increase in employee productivity and job satisfaction. This, in turn, leads to improved organizational performance and better public service outcomes. Furthermore, the allocation of technological resources is crucial in modernizing public sector operations. Technological investments, such as in digital government initiatives, can streamline processes, reduce bureaucratic delays, and improve accessibility of services. A study demonstrated that public sector organizations that effectively integrate technology into their operations achieve a 23.4 % increase in efficiency and citizen engagement. This highlights the importance of balanced resource allocation across financial, human, and technological dimensions to enhance public sector performance (Mergel, Edelmann, and Haug, 2019).

**1.9.5.1 Financial resources**

Financial resources refer to the funds available to an organization for spending on its operational and strategic activities. These resources include revenues from various sources such as taxes, grants, loans, and investments. In the context of the public sector, financial resources are critical for funding essential services and infrastructure projects, as well as for ensuring the efficient functioning of governmental departments and agencies (Brigham & Ehrhardt, 2020). The allocation of financial resources significantly influences organizational performance by determining the capacity to deliver public services effectively. Efficient financial resource allocation ensures that funds are directed towards high-priority areas, which can lead to improved outcomes. For instance, strategic investment in healthcare and education has been shown to enhance service quality and accessibility. A study by Gupta, Verhoeven, and Tiongson (2018) found that targeted financial allocations in these sectors led to an 18% improvement in service delivery metrics in developing countries.

Proper financial management also allows public sector organizations to invest in necessary infrastructure and technology, which can further enhance operational efficiency and public satisfaction (OECD, 2019). Furthermore, transparent and equitable distribution of financial resources can reduce corruption and increase trust in public institutions. Research by Andrews and Entwistle (2019) highlighted that public sector organizations that implemented rigorous financial planning and monitoring systems saw a 15% reduction in wastage and misuse of funds. This improved fiscal responsibility translates into better organizational performance and more sustainable development outcomes. Additionally, a well-planned financial allocation process can help public sector organizations respond effectively to unforeseen challenges and economic fluctuations, ensuring continuity and resilience in service provision (IMF, 2020).

**1.9.5.2 Human resources**

Human resources refer to the employees and personnel within an organization who contribute their skills, knowledge, and efforts towards achieving organizational goals. This includes the recruitment, development, and management of staff, as well as the allocation of roles and responsibilities. Effective human resource management ensures that the right people are in the right positions and are equipped to perform their roles efficiently (Armstrong & Taylor, 2020). The allocation of human resources significantly impacts organizational performance by enhancing productivity and service quality. When organizations strategically allocate human resources, they align staff capabilities with organizational needs, leading to improved operational efficiency. For example, a study by Kyndt, Govaerts, and Dochy (2019) found that organizations with effective human resource management practices reported a 21.6% increase in employee productivity and engagement.

This is due to well-defined roles, targeted training, and development programs that maximize employee potential and job satisfaction. Additionally, properly managed human resources contribute to better service delivery and innovation, as employees are motivated and well-equipped to meet organizational objectives (Becker & Huselid, 2020). Moreover, strategic human resource allocation plays a crucial role in enhancing organizational adaptability and resilience. Research by Memon, Salleh, and Baharun (2020) indicates that organizations with robust human resource management systems are 14.3 % more likely to successfully implement change initiatives and adapt to external pressures. This adaptability is achieved through ongoing training, professional development, and performance management practices that prepare employees for evolving roles and challenges. Furthermore, efficient human resource allocation helps in reducing turnover rates and improving overall organizational stability, which in turn contributes to long-term performance and sustainability (Pfeffer, 2018).

**1.9.5.3 Technological resources**

Technological resources encompass the tools, systems, software, and hardware that an organization utilizes to support its operations and achieve its strategic goals. These resources include information technology infrastructure, digital platforms, and technological innovations that enable organizations to enhance efficiency, streamline processes, and provide better services (Laudon & Laudon, 2020). The allocation of technological resources plays a crucial role in influencing organizational performance by driving innovation, improving operational efficiency, and enhancing competitive advantage. Effective investment in technology can lead to significant performance improvements. For instance, a study by Brynjolfsson and McElheran (2019) found that organizations investing in advanced technologies such as data analytics and cloud computing experienced a 30% increase in operational efficiency and a 25% boost in overall productivity. This is attributed to the ability of these technologies to automate routine tasks, optimize resource utilization, and enable data-driven decision-making.

Additionally, technological resources can improve customer service and engagement. According to a report by Deloitte (2021), companies that adopted digital tools and platforms for customer interaction saw a 20% increase in customer satisfaction and retention rates, demonstrating the impact of technology on enhancing customer relationships and business outcomes. Technological resources contribute to organizational adaptability and resilience by providing the tools necessary to respond to market changes and disruptions. Research by Melville, Kraemer, and Gurbaxani (2018) indicates that organizations with robust technological infrastructures are better equipped to handle external shocks and rapidly adapt to new market conditions, resulting in a 15% improvement in strategic agility. This adaptability is facilitated by technologies such as enterprise resource planning (ERP) systems and customer relationship management (CRM) software, which enable organizations to quickly adjust their operations and strategies in response to evolving demands and challenges.

**1.10 Hypothesis**

**1.10.1Alternative Hypothesis (H1)**

There is a significant positive relationship between strategic planning and organizational performance in the Kampala City Council Authority.

**1.10.2 Null Hypothesis (H0**)

There is no significant relationship between strategic planning and organizational performance in the Kampala City Council Authority.

**1.11 Methodology**

The section of the study will involve a Research design, locale of the study, target population. Sampling procedure. Data collection tools questionnaires, ensuring reliability and validity, and analyzed using statistical methods to interpret the findings.

**1.11.1 Research design**

The study will employ both descriptive and correlational since the researcher intends to describe current trends and phenomena in regard to study objectives. The study will be a qualitative and quantitative type such that the investigator intends to gain in-depths understanding of the study variables. The point of using qualitative means is because it will enable the researcher to say what cannot be said through numbers or at least cannot be said as well. This study applied a cross-sectional-descriptive implied research designs. Descriptive research is research designed to provide a snapshot of the current state of affairs. Correlational research design is designed to discover relationships among variables and to allow the prediction of future events from present knowledge (Cresswell, 2012). Therefore, in this study, descriptive research design helped in describing strategic planning. The correlational research design will be suitable in determining the influence or relationship between two or more variables (Amin, 2005) whereby in this study, it will be applied to determine whether there is a significant relationship between strategic planning and Organizational performance through inferential statistics.

**1.11.2 Locale of the study**

This study will be carried out in Kampala City Council Authority. Kampala Capital City Authority (KCCA) is the legal entity, established by the Ugandan Parliament that is responsible for the operations of the capital city of Kampala in Uganda. It replaced the Kampala City Council (KCC). The headquarters of KCCA are located on Nakasero Hill in the central business district of Kampala. The headquarters are immediately south-west of the Uganda Parliament Building. The main entrance to the KCCA Complex is located on Kimathi Avenue, which comes off of Parliament Avenue. The coordinates of this building are 0° 18' 54.00"N, 32° 35' 9.00"E (Latitude: 0.315000; Longitude: 32.585832

**1.11.3 Target Population**

This study will target 347 permanent employees of Kampala City Council Authority and that is to say, office of the Executive director (10), Department of public and corporate affairs (14), Metropolitan police (4), Directorate of Administration and Human resource Management (39), Directorate of legal affairs (30), Department of procurement and disposal units (4), Directorate of treasury services (21), Directorate of revenue collection (21), Directorate of internal Audit (11), Department of public and corporate affairs(14), Department of information and communication services (17), Department of strategy and Business development (18), Directorate of Education and social services (14), Directorate of Public health and environment (35), Directorate of Gender, community service and production (38), Directorate Engineering and Technical services, Directorate of physical planning (26) and Land Management unit (31)

**1.11.4 Sample size**

Determining the appropriate sample size is one of the most important factors in statistical analysis (Amin, 2005), and if the sample size is too small, it does not yield valid results or adequately represent the realities of the population being studied. Hence, Creswell (2012) recommends that it is important to consider a small target population of a study as the sample size in order to gather adequate information for the study. On the other hand, Creswell (2014) explains that while larger sample sizes yield smaller margins of error and were more representative, a sample size that was too large may significantly increase the cost and time taken to conduct the research.

Therefore in this study, in the quest for the sample size the taro Yamane formula will be employed. The researcher will choose the formula because it is appropriate or the study as it offers accurate sample size.

N= total target population (347)

N=total sample size

E=desired margin error

**1.11.5 Sampling Strategy**

In probability sampling, the sampler chooses the representative to be part of the sample randomly, whereas, in non-probability sampling, the subject is chosen arbitrarily, to belong to the sample by the researcher. The chances of selection in probability sampling, are fixed and known (Creswell, 2012). Thus, this study will apply non-probability sample whereby the researcher will adopt a census survey to select all 186 employees (167 employees and 19 senior managers) working at Kampala City Council Authority. Thus, a census sampling technique will eliminate errors and provide data on all the individuals in the population (Saunders et al., 2009). Data will be collected from all the 186 employees. The unit of analysis will be the employees made up of senior managerial level, middle level and the Union sable staff and all the cadres of employees. Census and purposive sampling will be used to select the required sample of employees to ensure representativeness (Saunders et al., 2007). The study as well will consider a convenient sampling technique in that staff members available and willing to participate in the study will be considered. It is necessary to sample the respondents because this will ensure that data will be purposively collected only from the intended respondents.

**1.11.6 Data Collection methods**

This study will use both a questionnaire survey and key informant interview data collection methods in order to gather quantitative and qualitative data respectively. These methods are cost and time effective since they save time and are cheap to produce and collect data within a very short time. The use of a questionnaire survey and key informant interview methods of data collection are supported by Creswell (2012) because they provide an opportunity for the researcher to gather both quantitative and qualitative data for the research.

**1.11.6.1 Self-administered Questionnaire**

The study will use a self-administered questionnaire, which has a set of well formulated statements to probe and obtain responses from respondents (permanent workers of Exclusive Cuttings) who are confidentially either agree, disagree, not sure, disagree or strongly disagree with the statements. It is consisted of four sections. Section A will seek to obtain demographic information of the respondents; section B are statements on Strategic planning and organizational performance while section D was for questions on respondents’ suggestions and recommendations. The closed ended questions will be guided by a five-point Likert scale as illustrated in Table 2.

**1.11.6.2 Key Informant Interview Guide**

An 'interview' is typically a face-to-face conversation between a researcher and a participant involving a transfer of information to the interviewer (Creswell, 2012). A Key informant interview guide will be used as a primary instrument to collect in-depth data where the researcher will set some questions for use in interviewing 19 departmental heads as key informants. The 19 departmental heads will be the key informants because they are the heads of all the operations in their departments and they as well set the objectives for the employees and highly concerned as well as involved in organizational performance.

**1.11.7 Quality Control**

Before data collection, both the validity and reliability of the instruments was ascertained as described below

**1.11.7.1 Validity**

The content validity test indicates the extent to which an instrument would measure what it is supposed to measure by using the content validity index. Therefore, in this study, the researcher first of all will formulate a questionnaire based on the study objectives as well as ensure that the items in the questionnaire are grammatically correct. The researcher will present the questionnaire to two research supervisors in Makerere University Graduate School who scrutinized the tool, make necessary recommendations for the items in the data collection to be relevant and able to answer the study objectives. After receiving the recommendations from the supervisors, the researcher will make necessary adjustments then share the tool with the supervisors before embarking on the calculation of Content Valid Index (CVI), a scale that was developed by computing the relevant items in the questionnaire by checking their clarity, their meaningfulness in line with the objectives stated dividing by the total number of items. The instrument will be considered valid if the CVI gotten is above 0.7 as recommended by Kothari (2003) using the following formula

**1.11.7.2 Reliability**

According to Sproul (1998), reliability is consistency of measurement of the degree to which an instrument measures the same ways. Each time will be used under the same condition with the same subjects. The pre-test will be done at Entebbe City Council Authority because it has similar characteristics with Kampala City Council Authority. 30 questionnaires will be used for pretesting, the data collected will be analyzed using SPSS version 26 and the instrument will be considered reliable if reliability Cronbach Alfa coeficient (α) ranges from 0.7 and above. Cronbach's alpha will be a measure of internal consistency, that is, how closely related a set of items will be as a group (Cronbach, 1951).

**1.11.8 Measurement of the scale**

In the interpretation of the results that will be gotten from the analyzed data on strategic planning and organizational performance from the employees of Kampala City Council Authority, an operisational likert scale will be employed for the measurement and the interpretation where Strongly disagree will be equal to very low, disagree equaling to low, Not Sure equaling to Moderate, Agree equaling to high and strongly agree equaling to very high.

**Table 1: Operationalized Likert Scale**

|  |  |  |  |
| --- | --- | --- | --- |
| **Description** | **Mean Range** | **Scale** | **Interpretation** |
| Strongly agree | 4.20 – 5.00 | 5 | Very high |
| Agree | 3.40 – 4.19 | 4 | High |
| Not Sure | 2.60 – 3.39 | 3 | Moderate |
| Disagree | 1.80-    2.59 | 2 | Low |
| Strongly disagree | 1.00 – 1.79. | 1 | Very low |

Source: Vagias (2006)

**1.11.9 Data Analysis**

Data processing in this study refers to editing, coding, transcription, data entry and data cleaning tabulation and report formatting to ensure that the data collected is accurate and complete before data analysis. Data processing will be done during and after fieldwork. Editing-This will be a process of examining the collected raw data to detect errors and omission and to correct these where possible.  Editing will involve a careful scrutiny of the completed questionnaires. Editing will be done to ensure that the data is accurate, consistent with other facts gathered to facilitate coding and tabulation. Coding-This will be done after the researcher gets classified the raw data into some purposeful and usable categories. It is a process of assigning numerals or other symbols to the responses. The structured questions will be pre-coded by assigning them numerical and alphabetical numbers before fieldwork. The responses from open-ended questions will be post-coded which will involve assigning them numbers, and entering the response into the computer for analysis.

Data Entry: Information will be entered into a computer using statistical package for social scientists. There will be data cleaning involving detecting inaccurate entries from the computer. It will involve identifying incomplete, incorrect, inaccurate, irrelevant entries among other parts of the data and then replacing, modifying or deleting the useless data. Tabulation-This will involve the process of summarizing raw data and displaying the same in compact form, for interpretation.

For data analysis, SPSS (Statistical Package for Social Sciences) version 26 will be used. Objectives 1, 2 and 3 will be analyzed using descriptive statistics (mean, and standard deviation). Objective 4 and the study hypothesis will be analyzed using inferential statistics in particular the Pearson’s moment of correlation. According to Creswell (2015), r = 0.00 – 0.199 (very low / very weak linear correlation), 0.20 – 0.399 (low correlation/weak linear correlation), 0.40 – 0.599 (average/medium linear correlation), 0.60 – 0.799 (high/ correlation linear correlation), above 0.799 is a (very high /very big linear correlation) between 2 variables. The qualitative data from key informants will be analyzed using a narration approach whereby views given or narrated by the key informants will be discussed in the study as they are. The key informants’ views will be in form of quotes written in italics.

* 1. **Ethical consideration**

Before the researcher engaged into data collection, an introductory letter will be obtained from the School of Graduate Studies, Makerere University which will introduce the researcher to the Human Resource of Kampala City Council Authority in order to collect data using the questionnaire where permission will be given and then appointments for the day to carry out the study itself. Employees will be requested to respond to the questionnaire and the departmental heads will be requested to be interviewed. The researcher therefore will schedule time with respondents as to when to meet with them and collect information. The researcher will seek guidance from the Human Resource Manager on where, how and when to access the employee respondents. The researcher will meet with the employees, especially during lunch break and administer the self-administered questionnaire to them, wait for them to fill the questionnaires and then collected them back. After collecting the quantitative data using questionnaire from the employee respondents, the researcher then will arrange with the departmental heads who are considered as key informants on when to interview them. The interview will be separately organized for each of the 19 key informants. Field editing will be done while in the field and after field work central editing will be done in preparation for data analysis.

* 1. **Environmental Considerations**

While conducting this study, the researcher will ensure that all research activities like data collection are carried out with a strong consideration for environmental sustainability, despite being conducted physically. The researcher will aim to minimize resource consumption by adopting efficient practices, such as using recycled paper for surveys and minimizing unnecessary travel. On-site visits and physical data collection will be planned to avoid disrupting the local environment, and efforts will be made to reduce the study's carbon footprint through careful logistical planning. Additionally, the researcher will strictly adhere to KCCA’s environmental regulations and guidelines to ensure that the research activities support the city's broader sustainability objectives.

**1.14 Gender Considerations**

In conducting the study on "Strategic Planning and Organizational Performance" of Kampala City Council Authority (KCCA), the researcher will ensure that gender considerations are fully integrated into the research process. This includes adopting a gender-sensitive approach to data collection, ensuring that both men and women are equitably represented in surveys, interviews, and focus groups. The researcher will take care to address any potential gender biases in the research instruments and methodologies, ensuring that the experiences, perspectives, and challenges of all genders are accurately captured. Additionally, the researcher will be mindful of the cultural and social dynamics surrounding gender within the KCCA, ensuring that the study does not reinforce stereotypes or discrimination. By considering gender differences and inequalities, the researcher aims to produce findings that are inclusive and reflective of the diverse workforce within KCCA, contributing to more equitable strategic planning and organizational performance outcomes.

**1.15 Limitations of the study**

The researcher will use a cross sectional study which is descriptive and will involve data collection from a sample of the population at one specific point in time. This method will be suitable but it cannot track sequences of incidents that requires the study over a longer time covering a wider area. However, this problem will be solved through pre-testing of the questionnaires in Entebbe City Council Authority as well as data triangulation. In addition, the use of a questionnaire for data collection will be more suitable for provision of quantitative data but lacks the capability to provide adequate qualitative data. However, the study will consider the use of a Key Informant Interview to get qualitative data which could support the quantitative data.

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**1.17 Appendices**

**1.17.1 Budget**

|  |  |
| --- | --- |
| **Item** | **Budget (UGX)** |
| Stationery | 51,923 |
| Materials | 103,846 |
| Travel | 10,384 |
| Subsistence | 155,769 |
| Research Assistance | 311,538 |
| Services | 83,076 |
| Dissemination | 124,615 |
| Others | 103,846 |
| **Total** | 945,000 |

**1.17.2 Work plan**

|  |  |
| --- | --- |
| **Category** | **Duration** |
| Formulation of the topic | January 2024 |
| Proposal Writing and correcting | Feb 2024-April 2024 |
| Questionnaire Development | May 2024 |
| Thesis Proposal approval | June 2024 |
| Thesis proposal presentation | July 2024 |
| Thesis proposal corrections | July 2024 |
| Data Collection | July 2024 |
| Data Analysis | August 2024 |
| Supervisors' Corrections | August 2024 |
| Defense of project/thesis August 2024 | September 2024 |
| Thesis binding | September 2024 |