

T.R.
ISTANBUL SABAHATTIN ZAIM UNIVERSITY
GRADUATE EDUCATION INSTITUTE
DEPARTMENT OF BUSINESS ADMINISTRATION

**THE ROLE AND CONTRIBUTIONS OF STRATEGIES
IN ENHANCING NON-GOVERNMENTAL
ORGANIZATIONS' PERFORMANCE**

MA THESIS

Salaheldeen Essam ELSARRAJ

Istanbul

October – 2025

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This study has been approved in partial fulfilment of the requirements for MA Degree
in Department Of Business Administration

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DECLARATION OF SCIENTIFIC ETHICS AND ORIGINALITY

This is to thereby certify that this thesis of MA titled “The Role and Contributions of Strategies in Enhancing Non-Governmental Organizations’ Performance” is my own work. I hereby indicate that during this thesis duration I have acted as per the academic rules and scientific ethics. The data and the information used in the thesis are as per the scientific guidelines and ethics on thesis writing pertinent to Sabahattin Zaim University. The text and the bibliography are fully reference while all the indirect and direct quotation has been written with source to maintain credibility.

Salaheldeen Essam ELSARRAJ

Istanbul, October – 2025

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Salaheldeen Essam ELSARRAJ

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ABSTRACT

THE ROLE AND CONTRIBUTIONS OF STRATEGIES IN ENHANCING NON-GOVERNMENTAL ORGANIZATIONS' PERFORMANCE

Salaheldeen Essam ELSARRAJ

Master's, Business Administration

Thesis Advisor: Asst. Prof. Dr. Nicoleta ISAC

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Background: The success and sustainability of non-governmental organizations (NGOs) are crucial for addressing societal issues such as poverty, healthcare, human rights, education, and the environment. However, with the increasing number of NGOs, it is necessary to ensure that these organizations perform optimally to achieve their goals. This is where the role and contributions of strategies come into play. Several studies have highlighted the importance of strategic planning in enhancing the performance and sustainability of NGOs. As a researcher, I will focus on studying strategies' impact on enhancing NGOs' performance and sustainability. This thesis will aim to identify effective strategies that NGOs can use to enhance their performance and analyze case studies of successful NGOs. The ultimate goal is to provide practical recommendations for NGOs to develop and implement effective strategies that align with their mission and vision. By studying the role and contributions of strategies in enhancing NGOs' performance, this thesis aims to contribute to the sustainability and success of humanitarian work worldwide.

Method: The current study adopted a positivist research philosophy and applied a quantitative cross-sectional design to examine the role of strategic practices in enhancing NGO performance. Primary data was collected through structured questionnaires distributed to 151 employees and volunteers from NGOs operating in Türkiye, Palestine, Lebanon, and other MENA countries. A convenience sampling method was used to gather diverse perspectives from across the sector. Data analysis was conducted using SPSS (v27), involving descriptive statistics, exploratory factor

analysis (EFA), reliability tests, group comparisons (T-test and ANOVA), correlation analysis, and multiple regression modeling.

Findings: The analysis identified several key strategic dimensions influencing NGO performance, including collaboration and partnerships, mission alignment, stakeholder engagement, resource allocation, and staff capacity development. The results revealed high levels of strategic effectiveness across most dimensions, with collaboration and partnerships emerging as the strongest factor. Additionally, significant correlations were found between strategic practices and perceived organizational performance.

Conclusion: From the research findings it can be concluded that effective strategic planning and implementation play a critical role in enhancing NGO performance. NGOs that prioritize strategic alignment, stakeholder engagement, and capacity building are better positioned to achieve sustainable impact and improve operational outcomes. This research highlights the need for NGOs to invest in structured, context-aware strategic processes to strengthen their long-term effectiveness.

Keywords: Strategic planning, NGO performance, organizational sustainability, stakeholder engagement, collaboration, NGOs

ÖZET

STRATEJİLERİN SİVİL TOPLUM KURULUŞLARININ PERFORMANSINI GELİŞTİRMEDEKİ ROLÜ VE KATKILARI

Salaheldeen Essam ELSARRAJ

Yüksek Lisans, İşletme

Tez Danışmanı: Dr. Öğr. Üyesi Nicoleta ISAC

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Arka plan: Sivil toplum kuruluşlarının (STK'lar) başarısı ve sürdürülebilirliği, yoksulluk, sağlık hizmetleri, insan hakları, eğitim ve çevre gibi toplumsal sorunların çözümünde kritik öneme sahiptir. Ancak STK sayısının giderek artması, bu kuruluşların hedeflerine ulaşabilmeleri için en iyi şekilde performans göstermelerini zorunlu kılmaktadır. İşte bu noktada stratejilerin rolü ve katkısı öne çıkmaktadır. Çeşitli çalışmalar, stratejik planlamanın STK'ların performansını ve sürdürülebilirliğini artırmadaki önemini vurgulamaktadır. Bu çalışmada bir araştırmacı olarak, stratejilerin STK'ların performans ve sürdürülebilirliğini artırmadaki etkilerini inceleyeceğim. Tezde, STK'ların performanslarını artırmak için kullanabilecekleri etkili stratejilerin belirlenmesi ve başarılı STK'ların vaka analizlerinin yapılması amaçlanmaktadır. Nihai hedef, STK'ların misyon ve vizyonlarıyla uyumlu etkili stratejiler geliştirmeleri ve uygulamaları için pratik öneriler sunmaktır. Stratejilerin STK performansına katkılarını inceleyerek, bu tez insani yardım çalışmalarının dünya genelinde sürdürülebilirliğine ve başarısına katkı sağlamayı amaçlamaktadır.

Yöntem: Bu çalışma, STK performansını artırmada stratejik uygulamaların rolünü incelemek amacıyla pozitivist bir araştırma felsefesi benimsemiş ve nicel, kesitsel bir araştırma tasarımı kullanmıştır. Birincil veriler, Türkiye, Filistin, Lübnan ve diğer Orta Doğu ve Kuzey Afrika (MENA) ülkelerinde faaliyet gösteren STK'larda çalışan 151 personel ve gönüllüye uygulanan yapılandırılmış anketler yoluyla toplanmıştır. Örneklem yöntemi olarak kolayda örneklem kullanılmış ve sektörden çeşitli bakış açıları elde edilmiştir. Veriler SPSS (v27) kullanılarak tanımlayıcı istatistikler, keşifsel

faktör analizi (EFA), güvenilirlik testleri, grup karşılaştırmaları (T-testi ve ANOVA), korelasyon analizi ve çoklu regresyon modellemesi ile analiz edilmiştir.

Bulgular: Analiz sonucunda, STK performansını etkileyen temel stratejik boyutlar belirlenmiştir. Bunlar; iş birliği ve ortaklıklar, misyon uyumu, paydaş katılımı, kaynak tahsisi ve personel kapasitesinin geliştirilmesidir. Sonuçlara göre stratejik etkinlik genel olarak yüksek seviyededir ve iş birliği–ortaklıklar en güçlü faktör olarak öne çıkmaktadır. Ayrıca stratejik uygulamalar ile örgütsel performans arasında anlamlı korelasyonlar tespit edilmiştir.

Sonuç: Araştırma bulgularına göre, etkili stratejik planlama ve uygulama, STK performansını artırmada hayati bir rol oynamaktadır. Stratejik uyuma, paydaş katılımına ve kapasite geliştirmeye öncelik veren STK'lar, daha sürdürülebilir bir etki yaratma ve operasyonel sonuçları iyileştirme potansiyeline sahiptir. Bu çalışma, STK'ların uzun vadeli etkinliklerini artırmak için yapılandırılmış ve bağlam odaklı stratejik süreçlere yatırım yapmaları gerektiğini vurgulamaktadır.

Anahtar Kelimeler: Stratejik planlama, STK performansı, örgütsel sürdürülebilirlik, paydaş katılımı, iş birliği, STK'lar

TABLE OF CONTENTS

THESIS APPROVAL	i
DECLARATION OF SCIENTIFIC ETHICS AND ORIGINALITY	ii
ACKNOWLEDGEMENTS.....	iii
ABSTRACT	iv
ÖZET.....	vi
TABLE OF CONTENTS.....	viii
LIST OF TABLES	xiii
LIST OF FIGURES	xiv
LIST OF ABBREVIATIONS.....	xv
CHAPTER I.....	1
INTRODUCTION.....	1
1.1. Contextual Background	1
1.2. Problem Statement.....	1
1.3. Aims and Objectives.....	1
1.4. Research Questions.....	2
1.5. Research Hypothesis.....	2
1.6. Rationale and Significance	3
1.7. Chapter Summary	3
1.8. Dissertation Structure	3
CHAPTER II	5
LITERATURE REVIEW	5
2.1. Introduction.....	5
2.2. Challenges Facing NGOs and the Need for Strategies	5
2.3. Strategic Planning as a Mechanism for NGO Effectiveness	6
2.4. Importance and Impact of Strategies on NGO Performance	7

2.5.	Theoretical and Conceptual Foundations	10
2.5.1.	Theories of Strategic Planning and Management.....	10
2.5.2.	Frameworks of Performance Measurement and Evaluation.....	11
2.5.3.	Sustainability Theories for NGOs	12
2.5.4.	Systems Theory and Adaptive Strategy Models.....	13
2.5.4.1.	Systems Perspective on NGOs.....	13
2.5.4.2.	Control, Cybernetics and Feedback.....	13
2.5.4.3.	Existence of Internal and External Process Interdependence.....	14
2.5.4.4.	Adaptive Strategy Models.....	14
2.5.4.5.	Learning and Continuous Improvement Organizations.....	14
2.5.4.6.	Both Active and Responsiveness.....	15
2.5.4.7.	Problems of Implementing Systems and Adaptive Models..	15
2.5.4.8.	Adaptive Systems Thinking in the NGOs.....	15
2.5.4.9.	NGO Sustainability and Legitimacy Implication.....	15
2.6.	The Importance of Strategies for NGOs.....	16
2.6.1.	Strategies and Organizational performance.....	17
2.6.1.1.	Responsibility and Performance Indicators.....	17
2.6.1.2.	Developing Donor Confidence and Trust among Stakeholders.....	18
2.6.1.3.	Increasing Organizational Credibility and Legitimacy.....	19
2.6.1.4.	Encouraging Organization Learning and Adaptation.....	20
2.6.1.5.	Enabling the Resource Mobilization and Allocation.....	20
2.6.1.6.	Enhancing Personnel Co-ordination and Spirits.....	21
2.6.1.7.	Achieving Long-term Sustainability.....	21
2.6.2.	Advantages of Strategic Planning.....	21

2.6.3.	Societal Benefits of Strategic Objectives	23
2.7.	Effective Strategies for Enhancing NGO Performance	25
2.7.1.	Strategy Formulation	25
2.7.2.	Strategy Implementation.....	26
2.7.3.	Strategy Evaluation and Adjustment	27
2.8.	Types of Strategies Used by NGOs	28
2.9.	Factors Influencing Strategy Selection and Implementation.....	29
2.9.1.	Internal Factors	29
2.9.1.1.	Organizational Culture and Leadership.....	29
2.9.1.2.	Human, Financial and Technological Resources.....	29
2.9.1.3.	Accountability and Governance Practices.....	30
2.9.2.	External Factors	30
2.9.2.1.	Finance Environment and Agenda of Donors.....	30
2.9.2.2.	Social, Political and Economic Conditions.....	31
2.9.2.3.	The Digitalization, the Globalization, and Climate Change.....	31
2.10.	Challenges Faced by NGOs in Strategy Development and Implementation...	31
2.11.	Case Studies of Successful NGO Strategies	37
2.12.	Future Prospects and Research areas	40
2.13.	Conclusion	43
CHAPTER III.....		45
METHODOLOGY.....		45
3.1.	Introduction.....	45
3.2.	Research Design	45
3.3.	Data Collection Method.....	45
3.4.	Sample Size and Technique.....	46

3.5. Data Analysis.....	46
3.5.1. Descriptive Statistics	46
3.5.2. Exploratory Factor Analysis (EFA).....	46
3.5.3. Reliability Test (Cronbach's Alpha).....	47
3.5.4. T-Test and ANOVA	47
3.5.5. Correlation Analysis	47
3.5.6. Regression Analysis.....	47
3.6. Research Limitation.....	47
3.7. Ethical Consideration.....	48
3.8. Chapter Summary	48
CHAPTER IV.....	49
RESULTS AND DISCUSSION.....	49
4.1. Introduction.....	49
4.2. Analysis	49
4.2.1. Demographic Analysis.....	49
4.2.2. Descriptive Statistics of Strategic Practices	50
4.2.3. Exploratory Factor Analysis (EFA).....	60
4.2.4. Reliability Analysis (Cronbach's Alpha).....	64
4.2.5. Group Differences by Demographics (T-Test and ANOVA).....	64
4.2.5.1. Gender Differences (T-Test).....	65
4.2.5.2. Age Group Differences (ANOVA + Bonferroni).....	66
4.2.5.3. Work Experience Differences (ANOVA + Bonferroni).....	67
4.2.6. Correlation between Enhancing NGOs' Performance Strategies and Performance Impact.....	69
CHAPTER V	73
CONCLUSION AND RECOMMENDATION	73

5.1. Summarized Findings	73
5.2. Conclusion	74
5.3. Recommendation	74
5.4. Future Implication	75
REFERENCES	77
APPENDICES	80
SURVEY QUESTIONNAIRE	80
RESUME	87



LIST OF TABLES

Table 4.1. Demographic Characteristics of Participants.....	49
Table 4.2. Descriptive Statistics for Items in Factor 1 (Staff Capacity and Development & Risk Management).....	50
Table 4.3. Descriptive Statistics for Items in Factor 2 (Strategic Alignment and Stakeholder Engagement, with Performance Implication).....	52
Table 4.4. Descriptive Statistics for Items in Factor 3: Mission Alignment and Resource Allocation.....	54
Table 4.5. Descriptive Statistics for Items in Factor 4 (Collaboration and Partnerships)	57
Table 4.6. Descriptive Statistics for Original Study Subscales.....	59
Table 4.7. KMO and Bartlett's Test.....	60
Table 4.8. Pattern Matrix of Rotated Factor Loadings.....	61
Table 4.9. Internal Consistency Reliability of the Four Factors and All Items.....	64
Table 4.10. Independent Samples t-Tests Comparing Mean Strategy Factor Scores by Gender.....	65
Table 4.11. One-Way ANOVAs Comparing Mean Strategy Factor Scores Across Age Group.....	66
Table 4.12. Bonferroni Post-Hoc Comparisons of Mean Sustainability of Strategies Across Age Groups.....	67
Table 4.13. One-Way ANOVAs Comparing Mean Strategy Factor Scores Across Work Experience Groups.....	68
Table 4.14. Post-Hoc Comparisons of Mean Transparency and Accountability Scores Across Work Experience Groups.....	69
Table 4.15. Multiple Regression Analysis Predicting Perceived Impact of Strategy on Performance.....	71

LIST OF FIGURES

Figure 4.1.	Relative Importance Index (RII) of Items in Factor 1: Staff Capacity and Development & Risk Management.	52
Figure 4.2.	Relative Importance Index (RII) of Items in Factor 2 (Strategic Alignment and Stakeholder Engagement, with Performance Implication).	54
Figure 4.3.	Relative Importance Index (RII) of Items in Factor 3: Mission Alignment and Resource Allocation	56
Figure 4.4.	Relative Importance Index (RII) of Items in Factor 4 (Collaboration and Partnerships).....	58
Figure 4.5.	Correlations matrix among Study Subscales. The correlations reported are Pearson correlation coefficients. ** Significant at $p \leq 0.01$	70

LIST OF ABBREVIATIONS

NGO:	Non-Governmental Organization
EFA:	Exploratory Factor Analysis
SPSS:	Statistical Package for the Social Sciences
RII:	Relative Importance Index
KMO:	Kaiser-Meyer-Olkin Measure of Sampling Adequacy
ANOVA:	Analysis of Variance
SD:	Standard Deviation
MENA:	Middle East and North Africa
N:	Number of Respondents
Df:	Degrees of Freedom
α (Alpha):	Cronbach's Alpha (measure of reliability)
PAF:	Principal Axis Factoring
M:	Mean
Sig.:	Significance Level

CHAPTER I

INTRODUCTION

1.1. Contextual Background

In our contemporary world, humanitarian organizations have assumed a greater role and responsibility than their initial purpose. Non-governmental organizations (NGOs) play a vital role in addressing various societal issues, and in some areas, they even replace governments in managing public affairs and social affairs. They represent a lifeline for us in various fields, such as education, healthcare, poverty, human rights, and environmental issues. With the increasing number of NGOs around the world, it has become necessary to review the efficiency of these organizations and the quality of their services, ensuring optimal performance to achieve their goals and make a tangible impact on people's lives and futures. Just as companies and for-profit organizations are focused on their strategies to maximize their profits and benefits, the role of strategies and their contributions to improving NGO performance has become a field of great interest to researchers, practitioners, and policymakers, with the aim of ensuring better outcomes for all NGO stakeholders.

1.2. Problem Statement

While numerous studies have highlighted the importance of strategic planning in enhancing the performance and sustainability of NGOs, there is still a need for a more comprehensive understanding of the effective strategies NGOs can implement to improve their performance, particularly in areas where humanitarian work is prevalent due to persistent and ongoing conflicts, such as the Middle East and North Africa. In addition, there is a lack of research on the factors influencing the selection and implementation of strategies, and the challenges faced by NGOs in developing and implementing strategies.

1.3. Aims and Objectives

In this thesis, we aim to examine the role of strategies and their contributions to improving the performance of NGOs. We also aim to identify effective strategies that organizations can use to improve their performance, and to provide case studies of successful strategies. At the end of the study, we aim to provide practical

recommendations to NGOs to help them develop and implement effective strategies that align with their mission and institutional vision, contributing to the sustainability of humanitarian work and positively impacting the beneficiaries of their services around the world.

1.4. Research Questions

The thesis is structured to discover the research questions outlined below:

What is the role of policies in increasing NGOs' performance?

What are the effective strategies that NGOs can use to enhance their performance?

What factors influence strategy selection and implementation for NGOs?

What strategic development and implementation challenges are experienced by NGOs?

What lessons can be learned from case studies of successful NGO strategies?

1.5. Research Hypothesis

The research has developed four primary hypotheses depending on the questions it is investigating: The first hypothesis examines whether NGOs that are more transparent and accountable to their stakeholders perform better than those that are less transparent and accountable. The second hypothesis examines whether NGOs that are more innovative and adaptable to changing circumstances perform better than those that are less innovative and adaptable. The third hypothesis examines whether NGOs that are more collaborative and engaged with other organizations perform better than those that are less collaborative and engaged. The fourth hypothesis examines whether NGOs that are more effective at communicating their work to the public perform better than those that are less effective at communicating.

1. NGOs that are more transparent and accountable to their stakeholders will perform better than those less transparent and accountable.
2. NGOs that are more innovative and adaptable to change will perform better than those less innovative and adaptable to change.
3. NGOs that are more collaborative with other organizations will perform better than less collaborative NGOs.

4. NGOs that are more effective in communicating their work to the public will perform better than NGOs that are less effective in communicating their work to the public.

1.6. Rationale and Significance

This dissertation aims to make a substantive contribution to the field of NGO management by providing a comprehensive understanding of the role of strategies and their contributions to improving NGO performance. The study will enhance this understanding by identifying effective strategies and providing practical recommendations for NGOs to enhance their performance and sustainability. Furthermore, the analysis of case studies of successful NGO strategies will provide valuable insights and lessons for organizations seeking to improve their strategic planning and implementation processes.

1.7. Chapter Summary

This study primarily aims to pave the way for broader research by providing a brief background. To achieve this goal, the chapter guides the study by presenting its background, which is detailed in the problem statement. The problem statement section provides a detailed understanding of the importance of the study and the necessity of its implementation. Therefore, the chapter proceeds to clarify the overall aim and objectives of the study, specifying the goals to be achieved. This section also formulates the research questions that the study seeks to address, accompanied by an exploration of the rationale and significance of the research. The chapter systematically identifies the needs and gaps that prompted the research, presents the theoretical and practical significance of the study, and assesses its relevance to various stakeholders.

1.8. Dissertation Structure

The study is organized into five chapters, each serving as a foundational research component. The five chapters in the present study are outlined as follows:

Chapter 1: Introduction

Chapter 1 is an introduction to the thesis, presenting the research objective, questions, and hypotheses. It provides a brief overview of the context of the study and outlines its direction. It also addresses the aims, objectives, and research questions, highlighting

gaps in the existing literature, and emphasizing the relevance of the study to relevant stakeholders.

Chapter 2: Literature Review

This chapter provides an overview of existing research on strategies for enhancing NGO performance. It covers theories, frameworks, and case studies related to strategic planning, management, performance evaluation, and sustainability. The chapter also discusses the importance of strategies for NGOs, effective strategies for performance improvement, factors influencing strategy selection and implementation, challenges faced by NGOs, and case studies of successful strategies.

Chapter 3: Method

Chapter Three focuses on the methodology and identifies the most important approaches used in this study. This chapter explains the study's philosophy, design, and methodology, providing insight into the research framework. It also delves into the details of data collection, the analysis tool used, and the sampling technique employed in the study.

Chapter 4: Analysis and Discussion

Chapter Four focuses on analysis and discussion, aiming to efficiently analyze the collected data. This chapter contributes to the significance of the research by addressing gaps using appropriate data analysis tools. In addition, it conducts a discussion based on the research findings and objectives, providing an overview to determine the extent to which the specified objectives have been achieved.

Chapter 5: Conclusion

Chapter Five is the conclusion, and seeks to provide solid conclusions drawn from the research findings. It offers recommendations for staff and institutions, and suggests paths for future research. The primary objective of this chapter is to briefly summarize the study's findings.

CHAPTER II

LITERATURE REVIEW

2.1. Introduction

Nonprofit organizations have evolved significantly from the past. They no longer see themselves as merely volunteers, and their employees no longer see themselves as doing extra work to serve the community. Both nonprofits and for-profit organizations now focus on having a strong vision and mission, building good partnerships, utilizing technology and communication tools, and finding different ways to fund their work. They also seek to improve monitoring and evaluation, transparency, and accountability to increase the effectiveness of their work.

In recent years, many NGOs have also begun using digital platforms and data analysis to reach more people and share their stories. They also work more closely with local communities and seek to influence policies to achieve greater and more sustainable impact.

NGOs have become important actors in development, humanitarian aid, and governance areas where governments and markets often face challenges. NGOs operate in many areas, such as education, health, poverty reduction, the environment, disaster relief, and human rights. Over time, their role and influence have grown, and they are now considered key partners in providing services, promoting social change, and supporting accountability (Clarke, 1998)

2.2. Challenges Facing NGOs and the Need for Strategies

Humanitarian organizations are diverse and operate in various spheres of society, politics, and the economy. They face numerous obstacles and challenges. They are not part of government systems and are not profit-oriented, yet they still assume important responsibilities that relate to both the public and private spheres (Clark, 1998). Their hybrid identity allows them to be more receptive and adaptive in their activities, and in most cases, they exploit gaps in the market or state mechanisms. At the grassroots level, NGOs mobilize local communities in development processes and amplify the voices and interests of marginalized groups. At the international level, they participate in shaping the international development system, human rights policies, climate

change, and sustainable development policies. This multiplicity of missions makes them powerful, but it also places them under increasing pressure to prove their relevance, effectiveness, and legitimacy in an increasingly crowded and competitive industry. Despite their success, NGOs face threats and challenges that continually impact their existence and work (Clark, 1998). Financial sustainability is also a top priority, as they rely on external funding from donors. This funding is often conditional, tied to short-term projects, and subject to the political or economic success or failure of donor countries. This dependence undermines independence, reduces the capacity for innovation, and exposes organizations to the risk of straying from their mission, as they must adhere to donor agendas rather than the needs of the region. NGOs also face increasing pressures for accountability, as well as financial issues. Stakeholders, including donors, governments, and beneficiaries, expect NGOs to be transparent, perform their work efficiently, and achieve measurable results. However, the results achieved by NGOs, such as empowerment, capacity building, and policy advocacy, are not necessarily tangible and short-term, and therefore difficult to measure using traditional metrics.

2.3. Strategic Planning as a Mechanism for NGO Effectiveness

In NGOs, performance barriers persist. Performance based barriers are also still in existence. The issue is that numerous small and mid-sized NGOs cannot find and retain the best employees because they cannot match the opportunities offered in the private or state sector. The turnover of high staff destroys the continuity and learning of organisations. Capacity gaps are not minimized to the human resources but also governance structures, technical infrastructure and administrative systems (Clarke, 1998). The weakness of the boards, outdated technologies and the absence of the sufficient monitoring systems restrict the ability of the NGOs to formulate and implement viable strategies. These limitations form a chain whereby organizations are able to come up with inspirational missions and they are unable to execute them due to internal weaknesses.

The situation is further aggravated by the problem of legitimacy and trust. The NGOs have responded to the increase in scrutiny by the people and the Government by the survival of NGOs. The integrity of the industry has been questioned by even isolated incidents of corruption, mismanagement, or other malpractices involving corruption and lack of integrity. These issues have also been used by the governments to curtail

the activities of such NGOs by portraying them as foreigners or externalizing agents. In a very politicized society, the NGOs have been either relegated by punishing legislations, surveillance, or even threatened to limit their lobbying power or even offering services. The inefficiencies also occur due to the competitiveness of the sector as the organizations are not cooperating but competing over the scarce funds. These problems raise certain burning questions about the credibility and sustainability of NGOs (Bonn, 1996).

Strategies have been the solution to this as a mechanism of coping with such pressures, which NGOs must employ in an effort to enhance their effectiveness, credibility and sustainability. Strategic planning and management frameworks help organizations to provide clear missions and visions, realistic missions, allocate its limited resources effectively and put in place accountability systems. Plans make it more innovative and versatile and enable the NGO to adapt itself to the changes but maintain the perspective of the long-term objectives as well. They also increase resilience by making organizations resilient to anticipate risks, minimize vulnerabilities and stay functional in the face of a crisis. The meaning of strategies is not an administrative means but of utmost significance blueprint in introducing organizational action in conformity to either social expectations or institutional missions (Bonn, 1996).

2.4. Importance and Impact of Strategies on NGO Performance

Organizations need strategies like light in the dark. The importance of strategies lies in the fact that they make a difference between the vision and practice. They also ensure the clarity of the missions that make the organizations to be resistant to outside forces that can cause mission drift. They also enhance accountability through the fact that they have measurable goals and measures to satisfy the donors and make communities more robust with the aid of transparency. Strategies aid in improved resource exploitation through prioritizing activities that have the greatest potential impact which maximizes value in the resource limited environment. They also create credibility as they signify professionalism, vision and organizational capacity to the stakeholders. In the case of NGOs, the legitimacy of which is always under doubt, the ability to demonstrate the strategic direction becomes the determinant of staying trustful and supported (Bonn, 1996).

Studies of NGOs demonstrate a growing understanding of the importance of strategies to improve their work. Researchers have examined how strategic business management ideas are used in NGOs and how these organizations face particular challenges (Achinstein, 1965). These organizations often need to balance efficiency and equity, accountability to donors and meeting community needs, and providing short-term assistance and achieving long-term social change. Unlike businesses, NGOs focus not on profit but on social impact, sometimes creating tension between different priorities. Such balancing game makes strategic planning and implementation in NGOs a unique complicated challenge and requires a careful reset of theories, frameworks, and instruments (Bonn, 1996).

This literature review has tried to critically analyze the role and contributions of strategies to enhance performance of NGO. It is a union of theoretical knowledge, practical outcome and practical teachings to map the intellectual aspect of NGO strategies. The review evaluates how strategic management theories are implemented to nonprofit situation according to rational planning, adaptive and emergent strategies, sustainability models, and systems thinking. It also examines performance measurement and accountability schemes like the Balanced Scorecard system, Results-Based Management and Monitoring, Evaluation and Learning systems. It also assesses the manner in which the sustainability theories, like the Resource-Based View, the Stakeholder Theory and the Network Theory can be applied to influence NGO strategy. By the incorporation of these perspectives, the review will seek to provide a comprehensive stock of knowledge of the roles of strategies in achieving performance and the gaps.

The review is not concentrated on the theoretical only; it is also concerned with the practicality of NGOs. It analyzes the importance of organizational performance strategies in terms of supporting missions and actions. It identifies the types of strategies that NGOs employ such as the operation, financial, advocacy, partnership, and innovation strategies and evaluates the effectiveness of the different strategies. It goes further and examines the internal and external pressures influencing the decision and implementation of strategy instruments, such as leadership, organizational culture, interests of the donors, political and economic realities, and global forces like digitalization and climate change. The discussion of the problems faced by NGOs in their journey to formulate and execute strategies is also discussed in the review,

including resource shortages and turnover of employees, accountability demands, war-torn regions, and corruption.

In order to base these discussions on practice, the review uses case studies of NGOs which have effectively implemented strategic approaches. Some examples are the knowledge management strategies within Palestinian NGOs, the implementation strategies in Rwanda, the sustainability strategies in Kenya and capacity-building initiatives in the Pacific (Clarke, 1998). Both the use of artificial intelligence-based disaster response by Red Cross DisasterWatch system and the use of data-driven environmental advocacy by Environmental Defense Fund (EDF) are good examples of how NGOs are using strategies to innovate and adapt. These examples have been real-life lessons on how strategies could be planned and executed successfully despite the long-term problems.

These issues cover a wide range of dimensions, both in breadth and depth. The following discussion explores the theoretical and conceptual foundations of NGO strategies, drawing on management theories, performance evaluation models, and sustainability approaches. It then highlights the importance of strategic planning for NGOs, focusing on how strategies contribute to organizational growth, accountability, and social impact. The review also examines the different types of strategies used by NGOs and the internal and external factors that shape their development and implementation. Additionally, it discusses the challenges NGOs face in formulating and implementing these strategies, along with practical examples and lessons learned from successful strategic approaches. Finally, it identifies key research gaps and potential directions for future studies, particularly with regard to digitization, fragile contexts, long-term evaluation, and environmental sustainability, concluding with reflections on how strategic practices impact NGO performance and sustainability (Clark, 1998).

This literature review will become a contribution to the academic and the practical knowledge and practice by providing a critical and systematic overview of the current literature. It frames the discussion of the strategies of the NGOs in broader arguments of development, management and sustainability research, but also indicates where further studies and innovations are in dire need. Finally, the review claims that the strategies are the key to survivability, credibility, and effectiveness of NGOs and that

it is vital to learn about their role to enhance their contribution to global development and humanitarian action (Bonn, 1996).

2.5. Theoretical and Conceptual Foundations

Theoretical and conceptual foundations of strategic management within the NGOs offer the support to the understanding of how organizations in the non-profit sector design, implement, and assess strategies in order to improve performance (Bonn, 1996). Unlike profit-oriented organizations, NGOs also work under quite complicated social, political, and humanitarian conditions where the accountability to various stakeholders and scarce resources influence the strategies design. This part discusses the development of strategic planning and management theories, performance measurement and evaluation models, sustainability theories that NGOs apply, and how the non-profit sector would use systems theory and adaptive models (Achinstein, 1965).

2.5.1. Theories of Strategic Planning and Management

Strategic planning has always been related to rational and linear procedures, with the focus on systematic analysis, prediction, and allocation of resources in the long term. The initial models were based on the assumption that an organization is going to work in a comparatively stable environment, and one can formulate clear goals and anticipate the occurrence of future changes. NGOs have found themselves operating in uncertain, volatile, and resource-limited environment, however, which puts the strict model of planning into question (Achinstein, 1965).

With the time, the research of strategies developed to acknowledge emergent and adaptive strategies. Emergent strategy emphasizes that not every strategic move can be attributed to a planned strategic thinking over a long period of time; instead, strategies can be formed by trends of behaviour, learning and adjusting. In the case of NGOs, this is especially crucial since the external environments such as the interests of donors, political scenarios, and local requirements can evolve without warning (Smerichevskiy, 2017). Adaptive strategy also helps the NGOs to be responsive and at the same time be in tandem with the mission.

The strategic management models in the NGO sector are indeed different compared to strategic management models in the corporate sector. Whereas corporations are profit oriented NGOs are concerned with impact on the society, advocacy and fulfillment of

their missions (Smerichevskiy, 2017). This results in the increased focus on stakeholder engagement, responsibility, and legitimacy. In addition, in many cases, NGOs have to juggle between different, even competing, goals, including the desire to satisfy the donor needs, as well as fulfill the needs of the community. This industry is hence the combination of the managerial tools and the values-based approaches in strategic management (Achinstein, 1965).

The sustainable NGO model that was developed by one of the most powerful sources on this debate is one of them. It is a theorization model of NGOs as entrepreneurial organizations, embracing sustainable outcomes and sustainable organizations (Bonn, 1996). It brings out the fact that the stakeholder networks, strategic alliance, and entrepreneurial management are key pillars in achieving organizational sustainability and the impact on society. The model can continue to be applied since NGOs must not merely pursue short-term results but also strive to establish a strong internal structural and relationship that would see them survive in the long term (Smerichevskiy, 2017).

2.5.2. Frameworks of Performance Measurement and Evaluation

Conventional methods of measuring performance based only on financial measure is limited to mission-driven organizations. Improperly, NGOs need to embrace models that embrace social, developmental and capacity building outputs (Hensher, 2005). The Balanced Scorecard is one of the tools that have been embraced. Initially created to be applied in the context of the private sector, it has been modified to evaluate the NGO performance in several areas such as financial sustainability, internal processes, stakeholder engagement, and learning and innovation (Hensher, 2005). It is attractive as it offers the holistic picture of the performance beyond the financial indicators. In the case of NGOs, the tool aids in integrating operational activities with strategic goals and being accountable to donors and communities (Achinstein, 1965). Another popular framework is Results-Based Management (RBM). By focusing on results and effects and not on input and output, RBM is particularly applicable to the NGOs that have to explain their intervention to a donor and beneficiaries (Bonn, 1996). RBM connects organizational planning and quantifiable outcomes, establishing a process of continuous planning, monitoring and reporting. It makes sure that the strategies are always aimed at attaining a meaningful change.

Frameworks of monitoring, evaluation and learning (MEL) have also become well-known. MEL systems have the understanding that the purpose of performance measurement should not just offer accountability but also organizational learning. Implementation of feedback loops enables the NGOs to rationalize their achievements and shortcomings and change their strategies, which enhance future interventions. The connection between accountability and performance outcomes is essential regarding the legitimacy in the sense that NGOs have nothing to show to the stakeholders regarding the fact that their activities are producing practical outcomes, which can be measured (Hensher, 2005).

2.5.3. Sustainability Theories for NGOs

It is possible to note that sustainability in the non-governmental organisations is not solely financial but also the long term relevance, its resilience and its impact on the society. Numerous theoretical methods provide an idea of how NGOs can become sustainable (Peng, 2022). According to Resource-Based View (RBV) the long-term performance of an organization is founded on the internal resources and capabilities of the organization. The human knowledge, institutional knowledge, the community trust, and networks are such resources in case of NGOs. NGOs cannot rely on the competitive advantage relying on the market compared to the private firms, in this case, they must rely on intangible resources, such as reputation and credibility, to survive in the long-term (Peng, 2022).

This implies that the NGOs are operating in a web of relationships with the donors, beneficiaries, staff, volunteers, and local communities, which Stakeholder Theory underscores. These different interests must be balanced with each other in order to become sustainable. The legitimacy, the urgency and the power of different groups of people have influenced the strategic priorities. Strategies which are effective therefore entail inclusion, consultation regularly so that the organizational undertakings are in sync with the anticipations of the stakeholders (Hensher, 2005).

Network Theory suggests that partnerships and collaborations are of value in influencing scale (Hensher, 2005). In the majority of situations, NGOs fail to achieve their objectives individually but they are dependent on the alliance with the governments, other NGOs, international agencies and the private sector. Networks allow NGOs to create pooling of resources, sharing of knowledge and making

advocacy. This theory focuses on the importance of group effort in guaranteeing the positive outcome of sustainable development (Peng, 2022).

Adaptive Strategy Frameworks recognize the unstable environments in which NGOs are operating. These are the frameworks which focus on the flexibility, organizational learning and scenario planning. NGOs are recommended not only to work out strategies but to change them all the time based on the external shocks such as political instability, withdrawal of donors or humanitarian crisis. The organizations can be made to adapt to the uncertain conditions by using adaptive structures to help them build resilience and remain relevant (Peng, 2022).

2.5.4. Systems Theory and Adaptive Strategy Models

2.5.4.1. Systems Perspective on NGOs

The systems theory is a holistic approach to the understanding of NGOs as open systems that are in a continual interaction with the environment. The inputs that NGOs absorb include financial assets, personnel skill, volunteer service and community trust and convert it to outputs that include training workshops, advocacy campaigns, and direct service delivery. The outputs produce results like better community health or increased educational opportunities which in turn go back into the organization as recognition, funding or criticism by stakeholders. This is a cyclic feedback loop that keeps NGOs constantly learning and adapting, otherwise, they can lose touch with their people and their donors (Dooley, 1997).

2.5.4.2. Control, Cybernetics and Feedback

Systems theory highlights the importance of monitoring and feedback in maintaining the vitality and effectiveness of organizations. Just as living organisms maintain balance to survive, NGOs also need to adapt their work to external factors, such as donor expectations, government regulations, and public opinion. When an NGO has a good feedback system in place—for example, through regular meetings with donors and stakeholders—it can update its financial plans and decisions to maintain its strength and sustainability. However, if an NGO ignores changes in its environment, it may ultimately fail (Hensher, 2005).

2.5.4.3. Existence of Internal and External Process Interdependence

System thinking brings out the space of external forces and internal structures. The staffing decisions, governance, or even technology integration decisions cannot be made in the vacuum but have to consider the demands of the donors, regulatory provisions, and the needs of the community. As an example, the digital monitoring system enhances internal transparency, but has an external purpose of convincing the donors that the resources are utilized efficiently. Even an alteration in national policy can similarly redefine the programmatic priorities of an NGO, showing how the very slight adjustment to external circumstances can affect organization legitimacy (Clarke, 1998).

2.5.4.4. Adaptive Strategy Models

Adaptive models build upon systems theory by conceptualizing NGOs as learning organizations that can work well in an uncertain environment. Strategies are viewed as living documents that change with the context and not predetermined plans that are rooted in the past (Steen, 2020). An example of this is an NGO providing rural medical care that can change its strategy in the middle of this process to overcome cultural resistance through community leaders. Not only does such flexibility improve the success of the project, it also fosters the trust of the stakeholders because it is responsive (Brinkerhoff, 2007).

2.5.4.5. Learning and Continuous Improvement Organizations

Adaptive frameworks place a strong emphasis on continuous learning within organizations. In NGOs, learning can occur at various levels. Single-loop learning involves making minor adjustments to procedures without changing the core objectives. However, deeper learning requires moving from a traditional top-down approach to more participatory approaches, where everyone in the organization contributes their ideas and feedback. This can sometimes challenge old ways of thinking. Triple-loop learning goes further, helping organizations rethink their entire mission—for example, shifting their focus from simply providing services to also engaging in advocacy work (Teegen, 2004). By maintaining learning processes and feedback, NGOs can continue to grow and adapt in a rapidly changing environment.

2.5.4.6. Both Active and Responsiveness

Adaptive models encourage being proactive in keeping up with a new environment. Long-term plans do not always work in fragile states or crisis situations and NGOs are forced to change mechanisms of delivery, redistribute staff, or even redefine goals. This flexibility is an indicator of resilience and not frailty in that NGOs are able to keep providing value to stakeholders amid external turbulence (Latif, 2017).

2.5.4.7. Problems of Implementing Systems and Adaptive Models

In spite of their merits, systems and adaptive models have difficulties. They usually demand considerable expenditure on data systems, training and participatory mechanisms- which smaller NGOs might not have. Compliance structures imposed by donors can also decrease flexibility and organizational cultures that are not easily changed can inhibit learning. Therefore, these models may offer a way to resilience, but they need an institutional commitment in order to transcend practical constraints (Bonn, 1996).

2.5.4.8. Adaptive Systems Thinking in the NGOs

Real-life examples demonstrate how these models can be applied in practice. In Kenya, health NGOs are using monitoring and evaluation systems that incorporate community feedback to help reduce maternal mortality (Gatimu, 2021). In Palestine, some NGOs facing funding instability have implemented adaptive budgeting methods, allowing them to adjust their resources when donor conditions change (Morrar, 2020). These examples demonstrate that adaptive systems and models are useful approaches for NGOs to manage uncertainty and complexity in their work.

2.5.4.9. NGO Sustainability and Legitimacy Implication

Finally, systems and adaptive approaches prioritize the idea that sustainability would not be where it will accept any funding without limits but rather it would develop resilience. By embedding feedback, using digital monitoring tools, and changing constantly, NGOs have a higher chance of remaining legitimate and trustworthy. Accountability systems make the donors feel confident, participatory systems make the community strong, cultures of learning motivate the staff to be innovative. The

above factors show that systems and adaptive strategies are not some abstract theories but practical requirements of NGOs that operate in uncertain environments (Peng et al., 2021)

2.6. The Importance of Strategies for NGOs

The mechanisms of operations rely on strategies that enable the formation and maintenance of NGOs functioning in the long term. Contrary to profit-making organizations where the main measure of success is financial efforts, NGOs are organizations that are created to solve urgent social, humanitarian and environmental challenges (Teegen, 2004). They have to juggle between mission-driven goals and realities of operations in complicated political, economic and cultural contexts and are responsible towards an extensive group of stakeholders. In this respect, strategies serve as the guiding structures that introduce a sense of purpose, enable the effective use of limited resources, and enable the NGOs to work effectively in rather unpredictable and dynamic environments (Hensher, 2005). Their importance goes way beyond the organizational performance. NGOs also act through strategies on how they will facilitate national objectives, which may include poverty alleviation, education, human rights advocacy, and the environment. Simply put, strategies can be both managerial and social transformation mechanisms (Doh & Teegen, 2004).

There are three general ways to comprehend the significance of strategies. To begin with, strategies are critical to organizational performance as they ensure that the mission and vision of the organization are linked to the operational practice, enhance the accountability, and increase the trust of the donors and other stakeholders. Second, strategic planning offers NGOs some definite benefits, such as effective allocation of resources, mitigation of risks, credibility as an organization, sustainability, and the culture of continuous learning. Third, strategies do not only have value at the organizational level but also to the societal goals in that the NGOs play significant roles in solving poverty, inequality, human rights abuses, and environmental disasters (Hensher, 2005). All of these dimensions prove the necessity of strategies to NGOs and how they influence the internal operations and external effects of the impact of the organization (Brinkerhoff, 2007).

2.6.1. Strategies and Organizational performance.

The fact that strategic planning in NGOs is able to give a straight forward connection between the mission and vision of the organization and activities that are carried out on the day to day operations of the organization is one of the most important contributions of strategic planning in the organizations. Most of the NGOs have ambitious mandates and focus on eliminating deep-seated issues in society like poverty, marginalization, gender inequality and environmental degradation. These are good objectives, but they tend to be general and abstract. Organizations which do not have a plan on how to put these high-level aspirations into action are likely to get disjointed in their operations. Employees are likely to find themselves pursuing short term donor funded initiatives that fulfill short term needs but do not resonate with the long term mission of the organization (Brinkerhoff, 2007).

An effective strategy is a guide that provides the alignment of intent and action. An example here is having an NGO that aims at enhancing access to education find proposals by donors that only aim at supply of school supplies. Although this can be effective in the short-term, not much is done with regard to the more systemic problems like teacher shortages or old-fashioned curricula. A strategic framework would also make the NGO align the projects funded by the donors with its overall mission so that it would be possible to invest the funds in the way that would lead to the long-term effect. In this meaning, strategies are a safeguard against mission drift, which is when the organizations lose the original ideals of foundations under the influence of the external forces (Peng et al., 2022). A consistent strategy will keep the NGOs on track even in the period of political insecurity, economic decline or unexpected deficits as organizations strive to achieve sustainable change.

2.6.1.1. Responsibility and Performance Indicators

Accountability is also enhanced with strategic clarity, which is one of the expectations of NGOs by donors, governments, and communities. Strategies define the priorities within an organization, formulate specific organizational goals, and also create benchmarks by which the progress may be assessed. To employees and volunteers this clarity gives a sense of ownership and direction in the jobs. Understanding the way that the input of individuals leads to the greater mission of the organization would

boost motivation and coordination, as well as reduce redundancy and Increased duplication of efforts.

Lack of proper strategy sees accountability being fragmented or superficial. Employees can prioritize short-term outputs and not outcomes, and effectively, leaders will not be able to determine performance in a meaningful manner. Indicators such as the number of workshops held together do not give much information on whether the initiative has indeed enhanced knowledge or behavior of the community. A strategic framework would however, incorporate monitoring and evaluation (M&E) mechanisms in the running of the operations making sure that performance is measured on performance basis and not activity basis. These systems also enable the NGOs to produce credible data in order to show a success story, areas of improvement, and to justify funding requests (Brinkerhoff et al., 2007).

The inward facing aspect of accountability also exists. Strategies lay down internal checks and balances, which help define roles and duties to ensure that no single person and department is in control of decision making. Underperformance can be identified and addressed before it threatens the entire organization when these performances are linked to agreed-upon performance targets and these targets are monitored in a systematic manner (Peng et al., 2022). In this respect, strategies will create a culture of transparency and continuous improvement, which would increase organizational credibility.

2.6.1.2. Developing Donor Confidence and Trust among Stakeholders

Institutional and individual donors are becoming more and more demanding evidence that their input yields quantifiable outcomes. They do not simply care about good intentions but also show efficiency and effectiveness. A clear plan also sends a message of professionalism and vision, which is that the donors are confident that the resources will be misused and that they will be utilized in accordance with accepted priorities. It is an indication that it can continue with programs even after the grant has expired (Brinkerhoff et al., 2007).

Indicatively, donors that fund programs on HIV/AIDS usually demand recipient organizations to demonstrate how their programs are in line with national health strategies and long-term capacity building. A strong strategy by an NGO can manifest such alignment, which will ensure continuity. Conversely, those organizations that are

not strategic focused might seem opportunistic or unreliable, which will bring a loss of trust in the donors in the long term.

The stakeholders are not only limited to donors but also to partner organizations, government agencies and the communities where the services are being offered. When such actors observe that an NGO has a consistent plan to follow and not an ad hoc decision-making approach, trust is built. The communities prefer engaging themselves with organizations that have consistency and commitment over the long term and governments tend to be more willing to collaborate with NGOs that have the ability to strategize and align their strategies with the national development priorities. In this respect, strategies not only serve as management tools, but also as a tool of credibility to various stakeholders.

2.6.1.3. Increasing Organizational Credibility and Legitimacy

Credibility is NGOs' most valuable asset, as their existence depends on public trust and a sense of legitimacy. Unlike private companies that generate income from the market, NGOs rely primarily on external funding and donations. This dependence makes them more vulnerable to accusations of inefficiency or corruption. Strategic planning helps mitigate these risks by promoting accountability and transparency. When an NGO clearly defines its goals and reports its progress in an organized and consistent manner, stakeholders can better assess how well it is achieving its mission.

As an example, an NGO operating in the field of disaster relief may increase its credibility by releasing a strategy annually, which contains plans of the interventions that will be performed, the results that will be achieved, and the indicators of performance. In case the actual performance is consistent with these promises, it builds trust between both donors and beneficiaries. On the other hand, lack of strategy complicates the process of keeping the organization accountable and there is room to doubt and mistrust. To the worst, lack of credibility may result into regulatory crackdowns, loss of funding or reputational damage which may be very hard to recover (Clarke, 1998). Strategies are thus internal directives as well as external reference to legitimacy. Unexpectedly, through professionalism, foresight, and accountability NGOs become stronger in an ever competitive and scrutinized industry.

2.6.1.4. Encouraging Organization Learning and Adaptation

Strategies help in promoting organizational learning. This is another crucial contribution strategies make. NGOs tend to work within dynamic and uncertain surroundings in which the needs, resources, and the political situation are changing at a very fast rate. A plan with systematic feedback loops enables organizations to look back on their performance, draw lessons and re-tune. This makes strategies dynamic instead of being fixed documents that remain unchanged.

As an example, an NGO advocating agricultural sustainability can first aim at the introduction of new types of crops. Monitoring and community feedback can help it find out that farmers are interested in accessing markets more than in crop innovation. The strategic framework with a focus on learning enables an organization to flex and it re-focuses its effort on the supply-chain interventions. This allows the NGO to increase its impact and, at the same time, increase its relevance and legitimacy in the community (Steen & Nauta, 2020).

By including adaptation mechanisms in their strategic planning, NGOs can avoid stagnation and increase their resilience to external challenges. Adaptability and learning are critical in fragile contexts and during crises, where rigid plans can quickly fail or cause unintended problems.

2.6.1.5. Enabling the Resource Mobilization and Allocation

The NGO sector is always faced with limited resources and the competition to access donor funds is hard. Strategies assist organizations in maximizing the use of the little resources available because of efficient allocation. Strategies will eliminate frivolous duplication through prioritization of areas and aligning the areas with the mission and vision thereby making sure that the funds are channeled towards those initiatives that have the greatest potential to make impact (Hensher, 2005).

For example, an NGO working on child nutrition might face a dilemma, should it expand its nutrition programs or invest in parent education? Using a strategic framework allows the organization to make evidence-based decisions, choosing the option that best supports its long-term goals and leads to sustainable change. In this way, strategies also act as filters, helping NGOs reject projects or funding opportunities that don't align with their mission. This kind of focus and discipline improves efficiency and credibility with stakeholders.

2.6.1.6. Enhancing Personnel Co-ordination and Spirits

NGOs have their strength in staff and volunteers, and it is the clarity of purpose that greatly impacts their performance. Strategies offer this vision because they stipulate the direction the organization should take, and the role of individuals in the organization. When employees perceive how their efforts can be used to achieve larger purposes, then they work harder and they get involved. Strategic clarity also helps in the reduction of internal conflicts because it establishes clear expectations and minimizes overlaps to responsibilities (Latif & Williams, 2017).

In addition, strategies offer a guideline on capacity building as well as professional development. In the case of future directions being evident, employees can learn the skills and competencies needed to assist them. This boosts morale and decreases the turnover, which has been a thorn in the flesh of the NGO sector. Lastly, strategic planning helps the organization to stay steady as it creates a unified, highly motivated workforce that is driven by the mission.

2.6.1.7. Achieving Long-term Sustainability

Lastly, strategies play a key role in influencing the sustainability of NGOs in the long term. Sustainability is not limited to financial stability but also encompasses the capacity of the organization to be relevant, legitimate and powerful in the long run. The strategic planning incorporates the aspect of sustainability, balancing between the short term service provision and the capacity building projects, advocacy, and collaboration that ensures change in the long run (Brinkerhoff et al., 2007).

Considering this, an NGO, which incorporates the idea of environmental sustainability in its policy, is not only able to meet the demands of the present-day community, but also establish itself as a visionary actor, which can make its contribution to such global agendas as the Sustainable Development Goals. This makes it more attractive to donors, governments and other international partners thus strengthening its future.

2.6.2. Advantages of Strategic Planning

Besides the overall value of the strategies to the development of the performance, the very act of strategic planning provides NGOs with a set of peculiar advantages which are particularly relevant in the environment in which they are operating. One of the best advantages is the efficient allocation of resources (Brinkerhoff et al., 2007). The

NGOs tend to operate in the state of insufficiency of resources in which the financial, human, and technological resources are limited. Strategic planning provides organizations a chance to concentrate on those activities with the greatest potential and thus, the resources they have are not excessively allocated or wasted in duplication. The strategic planning will remove inefficiencies and assist in utilizing the resources to the maximum by isolating the core priorities and match the resources to those priorities (Bonn, 1996). To provide an example, an NGO that works on the education issue can target schools in isolated areas to educate teachers rather than spreading the resources in too many areas where the influence is diluted. Such rigorous approach will ensure that every dollar, man-hour, or unit of technology are directed to the activities that will be maximally helpful in supporting mission and vision (Brinkerhoff et al., 2007).

The other advantage is in reduced risks and flexibility of the organization. The activity of the NGOs is generally linked with the political instability, the changes of interest in the donors, and the rapid changes of the demands of the population. Strategic planning helps organizations to remain accommodative in case there is uncertainty, avoid contingency plans, and foresee the risks (Frantz, 1987). The case in point is that an NGO which relies on one donor would diversify its funding sources as a strategic measure to its activity, and therefore it would not be affected by the sudden loss of fund. Continuing on the same, NGOs working in the conflict-prone areas can create emergency solutions to evacuate the personnel or restructure the program. Uncertainty planning will ensure that the NGOs are resilient and are able to proceed with their activities despite the occurrence of the external shocks. Such flexibility is a must in the humanitarian and development world where any crisis such as natural disaster, spread of diseases, and so on can occur in any given time (Bonn, 1996). The strategic planning enhances the organizational credibility and sustainability too. The stakeholders like the donors, governments and even communities are likely to view the NGOs as legitimate and reliable actors with the strategic plans. Routine is intentional, disciplined and professional because of the existence of a well-constructed strategy hence formulating a reputation. Credibility has improved the relationship in the long run, and has contributed to improved partnerships, trust of more donors, and the availability of resources (Brinkerhoff et al., 2007). It is worth noting that strategic planning also contributes to institutionalization the process of embedding the systems, policies and

practices that persist even when individual leaders or short term projects are over. This offers stability to the organization in case of employee turnover, the change of leadership, or lack of finances. In this respect, strategies are not only short-term but also long term in nature to the existence of organizations (Frantz, 1987).

More so, strategic planning creates the culture of learning and improvement. Strategies encourage self-reflection on how the NGOs have performed, examine the achievements and setbacks and make conclusions on future action through formulation of a measurable objective and integration of monitoring and evaluation systems (Frantz, 1987). It is a recycling process of review and alignment, which makes organizations up-to-date and it works in a changing environment. It promotes innovativeness in that it focuses on what works or what does not work so that the NGOs can even better interventions over time. This learning environment is a must in such an environment where needs and contexts evolve rapidly to be relevant and reputable (Brinkerhoff et al., 2007).

All these added together, the advantages of strategic planning which include efficiency of resources, reduction of risks, credibility, sustainability and organizational learning denotes the invaluable role of strategic planning in management of NGOs. These benefits do not only boost the internal operations, but also improve the organizational capabilities in initiating change to the society (Frantz, 1987).

2.6.3. Societal Benefits of Strategic Objectives

To a great degree, the further value of strategies is connected with the contribution to the societal objectives. NGOs do not focus on goals but are formed aiming at addressing serious social, economic, political and environmental problems. Their intervention plans render them meaningful, effective and aligned with the global developmental priorities such as the Sustainable Development Goals (SDGs) (Steen & Nauta, 2020).

A good example of how the strategies can assist the NGOs to contribute to the societal goals can be the reduction of poverty. The NGOs are prone to building a pronged strategy which entails short run service provision and long term capacity building. One such program is the food distribution programs that may be integrated with the livelihood training or microfinance program (Frantz, 1987). A twofold approach of such kind targets both the symptoms and structural causes of poverty, which leads to

more sustainable outcomes. Without strategic frameworks, NGOs may end up in the limitation of providing short time relief rather than long term transformation. The use of strategies has the advantage of enhancing the long-term impact of poverty reduction programs through the integration of immediate interventions with structural interventions (Steen & Nauta, 2020).

Education is another field where the NGOs contribute to strategic planning. The NGOs play a significant role in the increase in access to education and quality education in particular, to the marginalized population (Steen & Nauta, 2020). The strategic approaches help them to devise particular programs to certain impediments such as gender, poor infrastructure, or lack of teachers. They also ensure that they are aligned with the national policies in education and international systems like SDGs hence not merely availing what can be required on the ground but also contributing to the systemic transformation. One of the NGOs, in education, can work on the example of strategic targeting of the education of rural girls; it will bring its efforts in line with the national policy on gender equality and international commitments (Brinkerhoff et al., 2007). Such congruence brings effectiveness and legitimacy.

Human rights advocacy also comes in handy with regard to strategic approaches. The political opposition, difficulties in the legislation and shortage of resources may follow the NGOs operating in this sphere. Strategies help them to identify the points of entry in the policies, form alliances and develop specific campaigns to continue advocacy (Frantz, 1987). One such scenario would be that a human rights NGO would seek to organize its actions in a logical sequence by starting with the sensitization of the people, establishment of partnership with other civil society members and lastly contacting policymakers. It is the organized form that increases the likelihood of achievement of policy outcome. The strategies also help the human right NGOs to leverage partnerships, which provides them with additional voices and broader sphere of influence (Brinkerhoff et al., 2007).

Environmental protection is one more important sphere that cannot afford to be without strategies. To have to address complex scientific debates, scandals in politics and even social resistance to reforms, environmental NGOs have to be satisfied. The strategic thinking will help them focus on what they can attain which may be the incorporation of renewable energy, conservation or creation of awareness about climate change. The collaboration with governments, businesses and communities also occurs via strategies

and in making environmental programs scalable and sustainable (Peng et al., 2022). As an example, a conservation NGO may be tactically inventive in engaging the communities in the management of forests by advocacy of the policies in the policies of stronger force on the national level. This form of multi-level intervention strategy renders local and systemic based interventions to be effective (Brinkerhoff et al., 2007).

Along with the sector specific contributions, the NGOs can be made power brokers in the governance and policy with the aid of strategies. Evidence-based advocacy can have an impact on policy agendas and mass mobilization and institutional change by NGOs. Strategic advocacy, which keeps governments and corporations accountable and also ensure that the marginalized voices are incorporated in the decisions reached, makes them more effective as watchdogs. Indicatively, NGOs have played a significant role in the campaigns to end debts and climate justice and treaties on human rights around the world. These successes were possible because of the strategic approaches of combining both grassroots mobilization and international advocacy, policy analysis, and building coalitions (Steen & Nauta, 2020).

2.7. Effective Strategies for Enhancing NGO Performance

Strategies must not only be developed but also implemented all through the organizational process, in order to ensure that the NGOs are relevant and effective in switching the current environments. Strategy gives guidance but its true worth is in its implementation and its constant revision (Steen & Nauta, 2020). This section will discuss the development and application of strategies by NGOs by exploring formulation, implementation, evaluation and adjustment, and types of strategies that are employed by NGOs so as to improve their performance and legitimacy (Peng et al., 2022).

2.7.1. Strategy Formulation

The formulation stage defines where the rest of the strategic activities will rest on. The first requirement is mission and vision clarity because it will make sure that the identity of an NGO is clear and communicated within and outside the organization. A well defined mission will clarify the purpose of the organization as the vision will project its long term goals. In the absence of this clarity, NGOs will fall prey to mission drift, particularly when they are influenced by the pressure of its donors. Environmental

scanning offers NGOs with the information that they need to tie strategies to reality (Brinkerhoff et al., 2007). Through models like SWOT, NGOs are able to calculate the internal strengths, weaknesses and through PEST, they are able to analyze the extrinsic forces like changes in government policies, economic turmoil, social transformation and technological revolution. The POST approach enables NGOs to embark on the practice of integrating technology and people-centered views in their strategies, which is becoming crucial in the digitalized context of development. These instruments ensure that the NGOs do not act in response to problems and challenges but prepare to foresee them. The stakeholder engagement is very key in the participatory and contextual strategies. In contrast to a private company, NGOs do not have an opportunity to follow only the choice of shareholders but have to consider the representatives of various groups such as donors, beneficiaries, staff, and communities. Integrated formulation, one that takes into account the views of the stakeholders, leads to greater legitimacy as well as the minimization of strategic misfit. Applying SMART objectives offers a systematic methodology in transforming vision into attainable goals so that the strategies would be viable, quantifiable and doable (Steen & Nauta, 2020).

2.7.2. Strategy Implementation

The laid down strategies are useless unless they are put in use. In order to make it effective, mobilization and resources stewardship are required (Tawse, 2021). To be credible, NGOs must be diversified in terms of finances, should not be dependent upon a single donor and must adopt open finances. Beside the monetary investments, human capital is of significant importance (Frantz, 1987). The strategies shall be implemented on the ground through recruitment, training and motivating the staffs and volunteers. The scheme of governance and transparency is credible implementation (Tawse, 2021). Through good governance practices such as active board through participation in decision making, the NGOs will be in position to avert mismanagement, enhance accountability as well as build trust among the stakeholders. The donors and beneficiaries no longer have an option but a request through financial reporting and program outcomes (Peng et al., 2022). Capacity building and staff development imply implementation success. It is a strong workforce which possesses adequate technical knowledge, cultural consciousness and administration strength that would make or break programs. As the organizations continue training, developing skills, and

learning, NGOs are left a skilled and motivated workforce capable of adapting to the new challenges that arise (Steen & Nauta, 2020).

Partnership building is another implementation strategy that is required. Collaboration with the governments causes the legitimacy, visibility with the non-governmental players of the business sector offers the prospects of innovative advances and financing, and collaboration with other NGOs facilitates solidarity and resources. The networks increase the effects by means of non-duplication and avenues of collective action. Strategic communication and advocacy completes the process of implementation. NGOs ought to be in a position to interact with external and internal teams of the stakeholders. Open communication means being credible to the donors and governments and advocacy converts organizational work to systemic power, that is, NGOs not only offer direct services but also change the policies and legally influence the social norms. Strategic evaluation and adjustment entails the evaluation of the efficiency of the strategy that an organization is using to achieve its goals.

2.7.3. Strategy Evaluation and Adjustment

Comparison and correction of strategies used in an organization is meant to establish the performance of the strategy in meeting the organizational goals. What applies to NGOs is that evaluation is not only the fact that it meets with the requirements of the donor but it is a learning and an accountability. Monitoring and Evaluation (M&E) systems help an organization to monitor and evaluate its progress, and present the results through comparing the actual outcome to the intended one. Such systems transcend reporting where properly designed to make one believe what works and what does not (Steen & Nauta, 2020). Learning culture is essential to the existence of NGOs. Companies whose evaluation is taken as a learning process, and not a liability are better placed to transform the strategies depending on the changing situations. Incorporation of reflective activity, staff feedback, and failure and success analysis are just some of the means to create an environment, within which the continuous improvement can be attained.

Adaptive management enables the NGOs to perceive strategies as dynamic rather than being static. The situations of operation are unpredictable, i.e. political instability, so the strategies should be flexible (Tawse & Tabesh, 2021). The adaptive management systems will ensure that the NGOs can make adjustments in the middle of the road,

however, they will not renounce the initial mission. The feedback integration is the culmination of a strategy plan, the implementation as well as the outcomes. The NGOs that establish a feedback mechanism between beneficiaries and the stakeholders will get an insight that would make them more responsible and reliable. The participation evaluations, community consultations, and web-based feedback systems keep the strategies in touch with the realities of lives of the people to whom it is planned to provide the services (Tawse & Tabesh, 2021).

2.8. Types of Strategies Used by NGOs

NGOs can use various approaches to enhance their organizational performance, based on their mission, size, and situation. The operations strategies compliment service and program delivery. These are the diversification of services so as to meet a variety of needs of a community, the creation of a strong M&E system to measure progress and standardization of project management strategies to enhance efficiency. Monetary policies revolve around resource stabilization (Yang, 2010). Financial vulnerability can be mitigated through diversification of donor bases, establishment of endowment funds as well as social enterprise experimentation. An additional boost of accountability systems will promote more trust in the donors and allow them to provide long-term aid (Tawse & Tabesh, 2021).

The advocacy strategies help NGOs shift towards the systemic influence, instead of service delivery. Some of the common tactics are campaign, coalition-building, and evidence-based lobbying (Peng et al., 2022). Advocacy can be effective in making sure that the interests of the marginalized groups are heard during policy discourse and that the systemic obstacles to development are tackled. The strategies of partnership and collaboration enable NGOs to increase their influence. Collaboration with governments adds legitimacy and accessibility to resources, collaboration with businesses may enhance innovation and efficiency, and collaboration with other peer NGOs may enhance duplication and also increase reach. The strategy of innovation becomes more and more significant in recent years. Efficiency and outreach are promoted by technological innovation that can be in the form of digital platforms used to raise funds, AI-based program evaluation tools, or community feedback mobile apps. The internal adaptability is enhanced through organizational innovation where there is an experimentation of new forms of governance or even community-led models (Tawse & Tabesh, 2021).

2.9. Factors Influencing Strategy Selection and Implementation

The effectiveness of NGOs in the process of designing and implementing effective strategies is a combination of external and internal factors. These are organizational factors that will influence organizational decisions, whether the implementation was viable or not, performance, and sustainability. The internal forces of the institution that influence the way strategies are developed and implemented include the leadership, culture, resources and governance (Peng et al., 2022). There are external pressure on NGOs by external forces such as donor agenda, political and economic environment and world trends which influence priorities and methods of operation. These influences are important to understand by the NGOs in order to formulate resilient and adaptive strategies (Latif & Williams, 2017).

2.9.1. Internal Factors

2.9.1.1. Organizational Culture and Leadership

In NGOs, strategy based on strategy selection and implementation revolves around leadership. Good leaders define future, generate passionate commitment and focus staff and volunteers to shared goals (Latif & Williams, 2017). Transformational leadership styles lead to innovation, flexibility and teamwork whereas transactional leadership styles focus on obedience and order. Leadership is also a factor that defines how much organizations engage in participatory decision making, stakeholders, and accountability culture (Peng et al., 2022). The values, norms and traditions that shape up organization culture determine the way in which strategies are received and implemented. Learning, openness and collaboration cultures produce a better environment in which strategies have a higher probability of success. On the other hand, inflexible or hierarchical cultures may impede innovation and flexibility which restricts the organization to react to external demands (Latif & Williams, 2017).

2.9.1.2. Human, Financial and Technological Resources

A strategic capacity is heavily dependent on resources. The skills, motivation and commitment of staff and the volunteers form part of the human resources in the NGOs. Personnel that is well trained and engaged has the probability to enhance the chances of strategies being effectively implemented. Monetary resources bring about stability so that they allow long-term planning as opposed to short-term project-based reactions. The lack of resources, conversely, limits the choice of strategy and often compels

NGOs to pursue donor-agenda instead of the needs of the community (Nazeri, 2022). NGO performance is becoming increasingly centralized on technological resources and in this case digital tools. Technology facilitates decision-making based on information, monitoring and assessments, communication and mobilization of resources. The NGOs that have access to high-technological tools are in better positions to operate on innovative strategies and respond fast to any change that may happen in the environment (Yang, 2010).

2.9.1.3. Accountability and Governance Practices

Good strategy implementation is based on strong governance structures. Boards of directors, advisory committees and executive teams are the structures that define the process of making and implementation strategies. Established governance functions and duties ensure that strategies are implemented in line with mission and vision and with regard to the legal and ethical guidelines. Accountability measures include monitoring systems, transparent reporting and auditing which builds up stakeholder confidence and support. They also provide internal checks and balances, and the realization of the strategies is conducted with integrity and efficiency (Nazeri, 2022). This undermining of credibility, loss of donor tranquility as well as poor accountability actions may risk the long-term sustainability of NGOs.

2.9.2. External Factors

2.9.2.1. Finance Environment and Agenda of Donors.

The role of donors in the formulation of the NGOs strategies is also significant because they are likely to be the lifeboat financial support of the activities by Latif and Williams (2022). However, the priorities of donors are not always harmonized with the needs of the community and missions of an organization. Most of the time, NGOs have to balance their strategic visions and the requirements of funding bodies. Imposed agendas can smother innovations and force NGOs to undertake short-term projects as opposed to long-term projects due to the imposed agendas by donors. In the meantime, they can provide scaling and collaboration opportunities and sustainability through the congruency with the priorities of the donors. The ability to negotiate and independence of NGOs against the pressure of donors is essential to be efficient and to keep up with their agenda (Yang, 2010).

2.9.2.2. Social, Political and Economic Conditions

The political, social and economic environment at large affects the plans of the NGOs significantly. The NGOs may be obstructed in their advocacy efforts during politically volatile conditions, the staff members may be intimidated or have issues gaining access to communities that (Latif & Williams, 2017). The programs are built and executed depending on social aspects like cultural expectations, community expectations and demographic trends. Economic conditions also directly affect the needs of beneficiaries and mobilization of resources that the NGOs will be capable of doing, such as inflation, unemployment, and inequality. The strategies should be localized to reflect the local realities and they should be also flexible to be able to adjust to any abrupt alteration in the political or economic conditions (Zhang, 2023).

2.9.2.3. The Digitalization, the Globalization, and Climate Change

The NGOs have been subjected to both opportunities and challenges that the globalization has brought about. It has established possibilities of working internationally, sharing of knowledge and financing (Doh & Teegen, 2004). However, it has also introduced increased competition to the NGOs in terms of visibility and resources as well as strategic differentiation has also become more important. Climate change is the other external force that has been driving NGO strategies. This has compelled most organizations to include the element of environmental sustainability in their missions despite their core business being in the environmental industry (Clarke, 1998). The crises associated with climate such as floods or droughts also stipulate the quick adjustment of the interventions that have to be introduced by the NGOs as a reaction to the urgent needs. The other aspect, in which digitalization is impacting the strategy, is the way of communication and advocacy of NGOs and service provision. The new opportunities to interact have emerged through social media, data analytics and online fundraising websites, yet they need funding opportunities in digital capabilities and capabilities. With the successful implementation of the digitalization strategy, NGOs will be able to expand their reach and improve their accountability and, moreover, their performance (Zhang, 2023).

2.10. Challenges Faced by NGOs in Strategy Development and Implementation

NGOs are always faced with a lot of limitations that hinder the development and implementation of effective strategies, hence making it a difficult process. Despite the

necessity of strategies to maintain performance and sustainability in the long term, NGOs are faced with a sequence of similar challenges that disrupt their planning, adaptation, and delivery of the results. Such challenges are resource scarcity and donor dependency, staff retention and organization capacity, accountability and transparency pressure, complex and conflict-filled environment, and ethical risks including corruption (Hensher, 2005). These challenges are crucial in understanding the best strategies that become realistic and can counteract challenges and increase effectiveness. Resource scarcity and dependence on donors is one of the most notable problems facing NGOs. NGOs usually have short-term, as well as intermittent financial resources, hence it is challenging to have long-term strategic planning. Organizations that are heavily dependent on short-term donor funding are only limited to specific projects which may not allow them to invest in institutional development, innovation and contingency planning (Clarke, 1998). This dependence on outside capital also leaves NGOs in a weakened situation since donor pressures or economic recession can severely cut down the flow of finances. Dependency by the donors usually leads to policies being developed by outside forces other than the real needs of the people served. This imposes the burden on the organizations autonomy and financial viability, and, therefore, forcing NGOs to trade-offs in their missions to achieve donor requirements (Achinstein, 1965).

One of the major challenges facing NGOs is the difficulty of developing and implementing effective strategies. The environment in which they operate is complex, politically sensitive, and often resource-limited (Hensher, 2005). Despite the importance of planning, adapting, and achieving results, many NGOs face significant constraints that impact their performance. These constraints include persistent funding shortfalls, heavy dependence on donors, difficulty retaining qualified staff, and limited organizational capacity. In addition, NGOs face increasing demands for accountability and transparency, and many operate in unstable or conflict-affected areas, increasing risks, such as corruption. All of these factors make it difficult for NGOs to translate their visions into practical action and explain why strategic planning and implementation remain such a challenging task (Achinstein, 1965).

Resource scarcity and donor dependence are among the biggest and most common challenges facing NGO strategies. Unlike for-profit businesses that generate their own income, NGOs rely heavily on external grants, donations, and short-term project

contracts (Doh & Teege, 2004). These funding sources are often unstable, limited in duration, and tied to specific projects rather than long-term organizational growth. As a result, NGOs often operate in "survival mode," where managers focus on securing the next round of funding rather than planning for the future. This dependence also undermines the organization's independence because donors may reject or discourage strategies that do not align with their own interests (Hensher, 2005). Furthermore, donor priorities can shift due to political or economic changes, disrupting ongoing programs and threatening the continuity of the NGO's mission. This situation limits flexibility and can cause "mission drift," where organizations stray from their original goals to meet external demands. Due to limited financial resources, NGOs struggle to invest in innovation, infrastructure, and emergency planning, making them reactive rather than proactive. Ultimately, this financial weakness undermines their ability to implement and scale effective strategies (Hensher, 2005).

Closely related to the problem of resources is the issue of retention of personnel, acquisition of skills, and capacity of the company. Qualified professionals constitute a crucial component of an effective strategy-making and execution, and NGOs cannot rival the corporate world in terms of wage rates, benefits, and career advancement (Frantz, 1987). This increases the rate of turnover thus resulting in poor institutional memory, project continuity or reduced organizational learning. Experienced staff with a feel of the situation, background, and culture of an organization is invaluable, but the turnover rate does not permit NGOs to think in the long term. At the same time, a number of NGOs possess acute skill gaps that are caused by project management, financial planning, monitoring and evaluation, and digital technologies. Organizations will not have the capacity to formulate complicated strategies, or they are not able to assess their performance without these competencies (Hensher, 2005). The organizational capacity weakness is also not limited to the human resource but also to poor governance, poor administrative systems and poor technical infrastructure. Board directors may not be clear in their oversight, their management systems may be too inefficient and their technological systems may not be efficient enough to comply with the current communication or reporting (Frantz, 1987). All these inadequacies in capacity suggest that strategy implementation becomes affected even at the institutional level where the strategy could have been properly planned.

Another major challenge facing NGOs is the increasing pressure to maintain accountability and transparency. NGOs are expected to use their resources responsibly, maintain integrity, and achieve measurable results (Hensher, 2005). Governments, communities, and donors all demand clear evidence of their performance through audits, reports, and performance indicators. However, meeting these accountability standards often requires sophisticated monitoring and reporting systems, which are expensive to build and maintain. Large international NGOs may be able to afford such systems, but smaller local organizations typically lack the financial and technical resources to do so.

This imbalance can marginalize smaller NGOs, even though they are often closer to communities and better understand their needs. The focus on measurable results can also shift priorities, encouraging NGOs to report easily quantifiable results—such as the number of workshops or participants—rather than deeper, long-term impacts such as empowerment, capacity building, and systemic change.

Moreover, accountability often flows upward to donors rather than downward to communities, creating an imbalance. Beneficiaries are rarely involved in program design or evaluation, while donors remain deeply involved. This disconnect weakens local accountability and legitimacy and can lead to strategies that do not fully address communities' real needs. Therefore, while accountability is important, in practice it can distort NGO priorities and limit their ability to adopt transformative, community-centered approaches (Achinstein, 1965).

The strategies development and implementation is also quite challenging because of the environments, in which NGOs are operating. It is not a secret that there are many organizations that have to work under conditions of political instability, the bad economy or even the war. Such situations demand constant adjustment and at the same time, undermine stability to make long-term plans. Political instability involves the aspect of uncertainty and government has at times imposed restrictive laws, has engaged in harassment or even closure of NGOs that are perceived to be a threat. The advocacy strategies will particularly be constrained in the authoritarian environment where the governments tend to limit the space of the civil society and oppression. (Latif & Williams, 2017) also state that there is economic instability. The factors of inflation, unemployment and growing inequalities widen the demands of the people and at the same time reduce resources to address them. In that case, there is a great demand and

low resources in the NGOs making it difficult to prioritize or provide a strategic focus. Worse still are conflict-related environments. The armed conflict, humanitarian crisis, and the massive displacement of people challenge the NGOs with the emergency response model whereby the long-term strategic goals are lost to the short-term survival needs. Natural disasters or unexpected outbreak of violence can interrupt the well-calculated plans and under the ever-present threat of security or safety are the employees. These unstable environments predetermine that NGOs are going to seek resiliency and flexibility as strategic principles, but the instability of such environments is likely to delay the process of institutionalization of such competencies (Clarke, 1998).

Another essential challenge is staff retention, skills growth and overall organizational competency. The attraction and retention of competent professionals is a problem that NGOs usually struggle to overcome as they are extremely poor at compensating them competitively and developing them as in the case of the private sector. The turnover rates kill the institutional memory and cripple the incidence of strategic initiatives. Along with it, many NGOs lack skills in such spheres; project management, monitoring and evaluation, digital technologies, financial planning. These constraints reduce the competence of the organization regarding the development of refined strategies, their implementation, and their performance to a high degree. The causes of the organizational capacity gaps do not only lie in the human resources, but the lack of an effective system of governance, the administration structure and technical infrastructure needed in the implementation of the strategy (Achinstein, 1965).

The NGOs are also faced with great challenges with the issues of accountability and transparency. As more people take an interest in the nonprofit sector, NGOs will be likely to have to prove their performance, financial integrity, and transparency in their activities. Governments and beneficiaries and donors need to know that the funds are being spent efficiently and the deliverables they promise are being achieved (Peng et al., 2022). This expectation normally comes with massive financial expenditure in terms of monitoring, reporting and auditing systems that can consume a lot of time and resources. The smaller NGOs in particular find it even harder to be in a position to meet these demands since they lack the technical know-how or economic power to develop elaborate accountability mechanisms. At the same time, the agendas towards a measurable output can make NGOs gravitate towards producing outputs, which are

easy to measure, rather than more important but less tangible, like empowerment or social change (Achinstein, 1965).

The environments in which the NGOs are operated are also difficult to the creation and adoption of strategies. The environment that most of the NGOs operate in is highly unstable politically, economic, or conflict-ridden and in which the risks are high and the conditions rapidly evolve. These environments demand a capacity to adjust on a frequent basis, but they as well limit the strategizing of the long-term plans (Brinkerhoff et al., 2007). A barrier to the advocacy work can be political interference, legal restriction, or aggressiveness directed to the civil society that may even kill the members of the NGO. Other issues that are not predictable and which sometimes happen in a humanitarian setting like an armed conflict, natural disasters, or even mass migration are immediate responses that may disrupt an organization in its strategic direction. It takes flexibility and resilience to work in such dynamic and complex environments, yet the unstable character of such environments is probable to confer against the viability and the long-term sustainability of the strategic endeavors (Peng et al., 2022).

The implementation of the NGO strategy is also problematic due to the issues of corruption and ethical risks. NGOs are not opposed to the rule, and like any other organization, these entities are not free of misconduct, resource abuse, and unethics. In such a situation where unethical conduct has become the order of the day, it is unsurprising that NGOs will be asked to make a bribe or they are either politically compromised or in this scandal by the local elites. Frauds, favors, or misuse of finances could also be an opportunity of poor governing systems and misplaced controls in the internal environment (Frantz, 1987). Such a risk will not only damage the image of the organization, but it will also jeopardize the ties with the donors and communities. Lack of ethical action is easily followed by loss of trust, threats of finances and even the legitimacy the NGOs are founded on. This is why we must re-define the strategies that assume active defensive mechanisms against unethical behavior and openness, but it is not an easy job due to a deficiency of resources and demands the contributions of (Latif & Williams, 2017).

All this leads to the realization of the reason why the terrain is not favorable to the NGOs in their strategy making and execution (Tawse & Tabesh, 2021). The scarcity of resources and dependency on donors lower the level of autonomy, whereas staff

turnover and the impossibility of the capacity adversely impact the performance of the organization. The pressure of accountability and transparency is costly and misdirected, whereas conflict-prone and unstable environments eliminate long-term planning. Credibility and sustainability are also at risk because of ethical risks and corruption. Yet, in spite of the odds, NGOs will need to figure out another means to fit and enhance their strategies by being able to remain viable and legitimate stakeholders in the development and humanitarian processes (Frantz, 1987).

2.11. Case Studies of Successful NGO Strategies

Case studies are helpful in the context of understanding how NGOs have implemented strategies under various circumstances to surmount challenges and have made sustainable impacts. They show that theoretical models and frameworks are significant, but sometimes it depends on context-specific changes, new ideas and great organizational commitment (Latif & Williams, 2017). This part discusses some of the chosen cases across the regions, and each case identifies distinct strategic practices that resulted in the effectiveness of the organization. These are the knowledge management strategies in Palestine, implementation strategies in Rwanda, sustainability strategies in Kenya, capacity building in Pacific NGOs, strategic planning in Nairobi, and new uses of technology in humanitarian and environmental activism (Frantz, 1987). The example of knowledge management strategies in Palestinian NGOs is the example of the possibility of their organizational performance improvement by internal learning systems greatly (Achinstein, 1965). The NGOs in Palestine have a limited number of resources, political instability, and agendas promoted by donors, which may be a limiting factor in their operations. Through the use of knowledge management practices, the organizations could codify institutional knowledge, exchange experiences within the teams, and enhance decision-making procedures. These measures had included the creation of databases of best practices, cross-organisational learning, and integration of knowledge-sharing in day to day operations. The improved results were efficiency, better project results and better financial sustainability. It is shown in the case that knowledge, when managed in a systematic way, is a strategic asset that can cause it to be more responsible, establish resiliency, and not be so dependent on the external technical know-how. The NGOs in Rwanda community development project have been successful in ways agreed upon by implementation strategies. One good example is Faith Victory Association particularly in its Gikuriro

project which was aimed at community empowerment, capacity building and participatory development. The organization has also not forced externally developed programs since it consulted local communities during all stages of planning and implementation. This approach improved ownership besides interventions that were culturally relevant and sustainable. The capacity was established in the long-term using such strategies as the engagement of the community leaders, the establishment of networks of volunteers and the incorporation of the local surveillance systems. The Rwandan case raises the significance of participatory implementation strategies that involve beneficiaries as active participants but not passive beneficiaries of aid (Achinstein, 1965).

The research conducted on Kenyan NGOs demonstrates that to be relevant and effective in the long term, NGOs should have a plan of sustainability. The NGOs in Nairobi international had many financial problems and different donor support. To cope with it, they developed the strategies that focus on the development of superior relationships with donors and hi-tech funding and investing in the open reporting systems. The result of such actions was trust and the acquisition of stable funding sources on the part of the donors. The second area that the NGOs focused on to achieve institutional sustainability was developing upon the governance structures and professionalizing the management practices.

The other element of sustainability practice in Kenya was to develop more relationships with government bodies to facilitate policy alignment and local legitimacy. These strategies minimized donor dependency and boosted the resilience of vulnerable funding climate, which is an example of how sustainability can be ensured through the use of financial innovation and institutional strengthening (Latif & Williams, 2017).

Another angle is given by capacity building and sustainability strategies in the Pacific NGOs. In Pacific region, organizations were challenged by special factors because of geographical isolation, lack of technical know-how and reliance of foreign aid. Several NGOs which were overemphasized on capacity building in terms of training, development of leadership and learning of the organizations could sustain their programs with time (Achinstein, 1965). Capacity development was not given the importance it merits by the donors who consider it a secondary activity to the delivery of the programs. Nonetheless, NGOs who incorporated capacity building in their plans

were more stable in the organization and could withstand changes in funding. Such experiences highlight that the investments in people, skills and structures of governance are equally significant as programmatic interventions in providing sustainable results.

In Nairobi, NGOs have demonstrated that planning can greatly enhance performance and effectiveness in the long run (Latif & Williams, 2017). A lot of organizations started to include structured planning process such as environmental scanning, stakeholder analysis, and measurable goal setting. Through systematic planning tools, NGOs could coordinate their operations with the priorities of the donors as well as their needs, thereby minimizing the chances of fragmentation. The outcomes consisted of better project outcomes, increased confidence of the donors and increased capability to recruit talented employees. This Nairobi case proves that strategic planning is not a bureaucratic but a dynamic process that enables credibility, sustainability, and performance in the NGO industry (Frantz, 1987).

The other feature of successful strategies as observed in the modern NGOs is innovation. The case of Red Cross DisasterWatch project shows that technology has the potential to change the humanitarian response. The application of artificial intelligence and real-time data gathering allowed anticipating disasters, tracking and reacting to disasters more quickly using the program. This helped the humanitarian actors to participate in the allocation of resources with more effectiveness and quicker response to the affected populations. Similarly in that context, the Environmental Defense Fund applied data-driven advocacy to the environments protection. The assistance of big data analytics, EDF would be able to demonstrate the economic and social components of environmental degradation and demonstrate the change in policy more persuasively. The examples suggest that innovation is not merely concerned with the delivery of programs, but also on how the NGOs can agree with, express and affect the policy of the masses (Frantz, 1987). This enhancement of the evidence-based decision-making and flexible management with the introduction of digital instruments and data analytics into the strategic processes may be regarded as more comprehensive. By summing it up, these case studies demonstrate that there is no fixed set of effective strategies by NGOs, but rather are conditional by the circumstances, resources, and organizational vision. They show how knowledge management has the potential to transform efficiency, participatory tactics can enhance community ownership,

sustainability is possible through financial and institutional innovation, capacity building can enhance resilience, strategic planning can enhance coordination and innovation can reuse impact. By such diverse experience, the rest of the regions with NGOs can study and adapt the same practices and can be stronger in responding to complicated problems and offering viable change (Steen & Nauta, 2020).

2.12. Future Prospects and Research areas

Future trends in NGO strategies focus on introducing new technologies, improving accountability systems, and addressing ever-increasing global challenges. NGOs' application of strategic planning and management tools has advanced significantly, but there are still research gaps and practical limitations that need to be addressed. Understanding these gaps can provide guidance on how to conduct academic research and prepare NGOs to develop new and sustainable approaches.

The prospects of the future include the application of artificial intelligence and digital tools in the reconstruction of the NGO strategies (Steen & Nauta, 2020). Nowadays digitalization is not an option, but a condition to organizations that aspire to be relevant in a very dynamic environment. Artificial intelligence can be used to enhance observation of a project, predict humanitarian calamities, and resource allocation, and online platforms can promote fundraising, advocacy, and exchange of knowledge. Little is however known on the ways in which NGOs can incorporate these technologies in strategic systems. Another aspect that Little knows is how smaller NGOs of less technical capacity can utilize digital tools without perpetrating the digital divide.

There is a need to conduct further research to find out responsible practices in implementing AI and these ethical concerns like data privacy and inclusivity. The use of new technologies, building of better accountability systems, and the necessity to respond to most urgent and complicated issues facing the world are becoming the leading directions in which NGO strategies are going in the future. Although NGOs have come a long way in embracing the strategic planning and management tools, both studies and practices have significant gaps that need to be addressed. The knowledge of these gaps does not only give an academic scholarship direction but also empowers NGOs to create more creative, innovative, and sustainable strategies. Five of the most important areas of interest in the future that discuss the topic of the role of artificial

intelligence and digital tools, enhancing accountability and transparency, approaches to fragile and conflict-afflicted countries, the value of longitudinal research, and the incorporation of environmental sustainability in NGO strategies are discussed in the following discussion (Hensher, 2005).

The other significant direction is to enhance accountability and transparency systems. The other way that the NGOs are being indirectly pressured is in their performance, not only to their donors but also to the communities they are serving. Current accountability systems mostly focus on reporting to donors, often giving less attention to the role and voice of local communities. In the future, NGOs need to develop new accountability models that not only meet donor requirements but also empower and include the communities they serve. The innovative low cost accountability mechanisms need to be examined to determine new processes that can be applied to organizations of different size and resource base. This includes participatory monitoring systems that ensure that there is a voice of the beneficiaries in the evaluation and formulation of programs (Steen & Nauta, 2020). The other research gap is the strategies required by the NGOs at the fragile and conflict-ridden regions. The dangers associated with them are strange such as political instability, insecurity and bad governance systems. This is because such environments are notorious to support normal strategic planning practices since they assume some form of stability which does not exist. They must be highly adaptive in the fragile world of NGOs and adapt to the necessity to address the crisis, simultaneously building resilience on the long-term level. The problem is in the necessity to possess greater empirical data on the effectiveness of the different mechanisms, including co-operation with local actors, community-based protection systems, and responsive funding systems which would enable the NGOs to redistribute the resources promptly (Hensher, 2005).

There is a growing need for long-term research that examines how strategies perform over time. Most existing studies on NGO strategies focus on short-term outcomes and measure only immediate results, without elucidating how these strategies evolve or change over the long term. Longitudinal studies can track the effects of strategic decisions over several years, helping to identify strategies that best support sustainability, resilience, and the achievement of an organization's mission (Hensher, 2005). Such research also provides a deeper understanding of how internal and external factors interact over time to influence NGO performance (Steen & Nauta, 2020).

Lastly, there is the need to make environmental sustainability part of NGO approaches more an urgent area of development. Human activities like climate change and environmental degradation influence the activities of NGOs in all sectors, be it health, education, and livelihoods. The strategies in the future should not only focus on the environmental problems but have the sustainability principles incorporated in the organizational governance framework, operations and alliances. NGOs that fail to put environmental sustainability into consideration risk compromising long term results of their programs. Research is required to find viable structures that would help the NGOs (with or without being environmentally centered) to incorporate sustainability in their missions without messing up their missions (Dooley, 1997)

.Digitalization is no longer an option among NGOs; it has turned into a survival requirement and one that is relevant in an environment that changes at a very high rate. Digital technologies are transforming almost every area of NGO strategy, such as fundraising and service, and monitoring, evaluation, and advocacy. The use of artificial intelligence can revolutionize the organization and presentation of the programs by NGOs. It is possible to predict humanitarian disasters, e.g. food and disease outbreaks, and mobilize NGO resources before a crisis becomes critical. Project monitoring can also be improved with the help of machine learning tools as inefficiencies can be identified and real-time changes can be made to improve the results (Dooley, 1997).

Digital solutions enable NGOs to achieve their goals via online fundraising, online trainings and forums of sharing knowledge. The social media and digital communication tools enable better advocacy, which enables NGOs to have a platform to raise marginalized voices and seek global attention to local problems. In the case of knowledge management, institutional memory could be maintained and learning be practiced across projects and geographies through the use of digital repositories and collaborative platforms (Hensher, 2005).

There is a lack of studies on how NGOs can incorporate AI and digital tools in their strategies despite these opportunities. A lot of the available evidence is disorganized, with case studies demonstrating promise but not being generalized. The other area of research gap relates to small and resource-strained NGOs that in many cases do not have the technical knowledge and financial capabilities to implement the new advanced technologies. Otherwise, digitalization can only intensify the current disparities, leaving smaller NGOs alone while bigger organizations increase their

power. The adoption of AI has responsible practices that require further research to unearth the issues of inclusivity, accessibility, and data ethics. The data protection, privacy, and digital rights issues are also pressing matters that need to be addressed as soon as possible so that the adoption of technologies can improve NGO legitimacy and trust instead of harming it. The most chronic issue of NGOs is accountability (Dooley, 1997). Upward accountability was very a major concern in the past, where donors, governments and international agencies were in line of report. Even though this has enhanced financial transparency, in some cases it has led to diminished accountability of downward to the community being served. The beneficiaries usually have very little chances of engaging in the design or assessment of the program and hence, their voices are not represented in the strategic decision-making (Hensher, 2005).

2.13. Conclusion

The studies reviewed in this chapter demonstrate that strategy is a key component of NGO effectiveness, long-term sustainability, and survival. Without clear and effective strategies, NGOs cannot translate their mission into action, utilize their limited resources efficiently, or build trust with donors and local communities. Combining strategic planning, performance evaluation, sustainability frameworks, and systems thinking can strengthen internal governance and improve NGOs' overall contribution to society.

Studies from various regions also confirms that adjusting strategies such as improving knowledge management, adopting participatory approaches, focusing on sustainability, building capacity, and encouraging innovation can significantly enhance NGO performance (Achinstein, 1965). The key lesson is that strategy is not just about improving performance, it also includes maintaining legitimacy and accountability. NGOs operate under constant pressure, with limited financial resources, shifting donor priorities, and increasing scrutiny from governments and beneficiaries. Strategy helps balance these challenges, allowing organizations to maintain transparency and focus on the mission simultaneously. The increasing use of digital tools, artificial intelligence, and data-driven approaches is also changing the way NGOs operate, making them faster, more visible, and more effective in responding to crises (Hensher, 2005). However, despite these positive developments, important research gaps remain. NGOs still face challenges such as weak accountability systems, operating in fragile and conflict-affected areas, and ensuring

environmental sustainability in their programs (Achinstein, 1965). Another gap is the lack of long-term studies examining how strategies evolve over time and how they support ongoing organizational resilience. Addressing these gaps will open new opportunities for learning and innovation, ensuring that strategies remain practical and effective in an ever-changing environment.



CHAPTER III

METHODOLOGY

3.1. Introduction

This chapter emphasizes the research methods used to investigate the role of the strategies in strengthening NGO performance. A mixed method approach was used and combined quantitative data collection through a questionnaire with secondary data analysis. The study focuses on NGOs run in Türkiye, Palestine, Lebanon, Saudi Arabia, Jordan and other MNA countries.

3.2. Research Design

This study used a quantitative research design. A cross-sectional survey was conducted to collect data from employees and volunteers from various non profitable organizations. This design makes it possible to examine the relationship between variables at the same time. It also provides an overview of current practices and perceptions within the participating organizations.

The study is based on a positivist research philosophy, which assumes that social reality can be objectively measured through observable data. This aligns with the use of structured questionnaires and statistical tools to explore patterns and relationships.

In line with this philosophy, the research follows a deductive approach, starting with theoretical concepts related to strategic management and NGO performance, and moving toward testing these relationships. This approach guided the development of the research questions and the structure of data analysis.

3.3. Data Collection Method

Data was collected using a structured questionnaire managed to NGO staff and volunteers. The questionnaire included elements that measure various aspects of strategic management practices. These elements include mission and vision, engagement, resource allocation, capacity, innovation, openness, collaboration, monitoring and evaluation, communication, risk management, and stability of employees. The questionnaire used a five-point Likert scale (1 = strongly disagree with 5 = fully agreed), which enabled quantitative analysis of reactions.

3.4. Sample Size and Technique

The target population for this study included staff and volunteers working in NGOs in Türkiye, Palestine, Lebanon, Saudi Arabia, Jordan and other MENA countries. The study used a functional convenience sampling technique to obtain a list of active nongovernmental organizations in the region and some of their personnel. A total of 151 Full questionnaires were obtained and used for analysis. However, this convenience technique has limitations in terms of generality, which was accepted in this study.

3.5. Data Analysis

The study employed SPSS version 27 (Statistical Package for the Social Sciences) to analyze the collected quantitative data from NGO staff and volunteers. The analysis followed a structured approach that included descriptive statistics, exploratory factor analysis, reliability testing, comparison of group means, correlation analysis, and regression modeling. Each technique served a specific purpose to ensure the objectivity and reliability of the findings, as outlined below.

3.5.1. Descriptive Statistics

Descriptive statistics were used to summarize the demographic characteristics of the contributors and to provide an impression of responses to the questionnaire items. Measures such as frequencies, percentages, means, standard deviations, and the Relative Importance Index (RII) were calculated to explore central tendencies and response patterns regarding strategic practices.

3.5.2. Exploratory Factor Analysis (EFA)

To classify the fundamental dimensions of strategic management practices, an Exploratory Factor Analysis was conducted. The Principal Axis Factoring (PAF) extraction method with Promax rotation was used to allow for correlations between factors. The suitability of the data for factor analysis was tested using the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity.

3.5.3. Reliability Test (Cronbach's Alpha)

Internal consistency reliability was assessed using Cronbach's alpha for each of the factors extracted in the EFA. This helped determine the extent to which items within each factor measured the same underlying construct consistently.

3.5.4. T-Test and ANOVA

Independent samples t-tests were used to compare mean scores of strategy-related factors between male and female participants. In addition, one-way ANOVA tests were used to evaluate differences among age groups and years of work experience. Where statistically significant differences were found, Bonferroni post-hoc tests were applied to identify specific group differences.

3.5.5. Correlation Analysis

Pearson correlation coefficients were calculated to examine the relationships among the different strategic management subscales. This provided insight into how the strategic dimensions are interrelated across the participating NGOs.

3.5.6. Regression Analysis

Multiple regression analysis was performed to investigate the extent to which strategic subscales could predict perceived organizational performance. The model included all strategic dimensions as independent variables and examined their unique contributions to the dependent variable.

3.6. Research Limitation

Despite the careful planning and execution of this study, certain limitations must be acknowledged. First, the use of convenience sampling may have limited the generalizability of the findings, as participants were selected based on accessibility rather than random sampling. Second, the study relied on self-reported data collected through structured questionnaires, which may lead to response bias or social desirability bias. Additionally, the research focused on NGOs operating in specific regions (Türkiye, Palestine, Lebanon, Saudi Arabia, Jordan, and other MNA countries), and the results may not fully reflect the experiences of NGOs in other global contexts. Ultimately, due to the cross-sectional nature of the data, causal inferences between the variables cannot be confidently made.

3.7. Ethical Consideration

Ethical considerations were addressed before starting data collection. Participants were told about the purpose of the study, the voluntary features of their participation, and the confidentiality of their responses. Data was secured to protect participant privacy.

3.8. Chapter Summary

This chapter summarized the research methodology used to investigate the role and contributions of strategies in enhancing the performance of non-governmental organizations. The chapter began by introducing the philosophical foundations of the study and detailing the research design, data collection methods, and sampling techniques. The use of structured questionnaires for primary data collection was discussed, along with the rationale behind selecting a quantitative, cross-sectional approach. The analytical techniques employed—such as descriptive statistics, exploratory factor analysis, reliability tests, t-tests, ANOVA, correlation, and regression—were described to show how the data would be interpreted. Ethical considerations and research limitations were also addressed. The next chapter presents the findings derived from this analysis in detail.

CHAPTER IV

RESULTS AND DISCUSSION

4.1. Introduction

This chapter presents the data analysis findings. It reported and interpreted the descriptive statistics, factor analysis results, reliability analysis results, t-tests, ANOVAs, correlations, and multiple regression results outcome.

4.2. Analysis

4.2.1. Demographic Analysis

Table 4.1 shows the demographic characteristics of the study sample. The majority of participants were male (64.9%, n = 98), and the largest age group was 20-30 years old (49.7%, n = 75). An abundant proportion of participants had between 3 and 7 years of work experience in the NGO sector (47.0%, n = 71).

Table 4.1. Demographic Characteristics of Participants

Characteristics	N	%
Age		
20-30	75	49.7%
31-40	60	39.7%
41 and above	16	10.6%
Gender		
Female	53	35.1%
Male	98	64.9%
Work experience		
Below 3 years	37	24.5%
3-7 years	71	47.0%
8 and above	43	28.5%

4.2.2. Descriptive Statistics of Strategic Practices

Table 4.2 presents the descriptive statistics for the items of Factor 1 (Staff Capacity and Development & Risk Management). Mean responses for all items were relatively high, ranging from 3.93 to 4.03. these values indicate a generally positive assessment of these aspects of strategic management within the participating NGOs. The overall mean for Factor 1 was 3.98 ± 0.597 . This suggests a high level of agreement with the statements related to staff capacity, development, and risk management.

Table 4.2. Descriptive Statistics for Items in Factor 1 (Staff Capacity and Development & Risk Management)

Items	Mean	SD	RII	Important degree
Staff members are trained to understand and contribute to strategic goals.	3.98	0.770	0.796	High
Professional development opportunities are provided to strengthen our workforce.	3.93	0.846	0.787	High
Our NGO embraces innovative approaches to address emerging challenges.	3.97	0.828	0.793	High
Strategies are adapted when necessary to meet	4.03	0.752	0.807	High

changing environmental or organizational needs.				
Risks are identified and managed as part of our strategic planning.	3.99	0.800	0.797	High
Evaluation results are used to refine future strategies.	3.99	0.812	0.799	High
Our organization effectively communicates its achievements to the public.	3.97	0.808	0.795	High
All items	3.98	0.597	0.796	High

Note. N = 151. Responses were made on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). RII = Relative Importance Index.

Moreover, Figure 4.1 displays the Relative Importance Index (RII) values for the seven items comprising Factor 1 (Staff Capacity and Development & Risk Management), arranged in ascending order. The RII provides a measure of the relative agreement with each statement; higher values indicate stronger agreement. The RII values ranged from 0.787 to 0.807, which means that all items fall within the high response level category. The item with the highest RII was 'Strategies are adapted when necessary to meet changing environmental or organizational needs' (RII = 0.807), while the item with the lowest RII (though still high) was 'Professional development opportunities are provided to strengthen our workforce' (RII = 0.787).

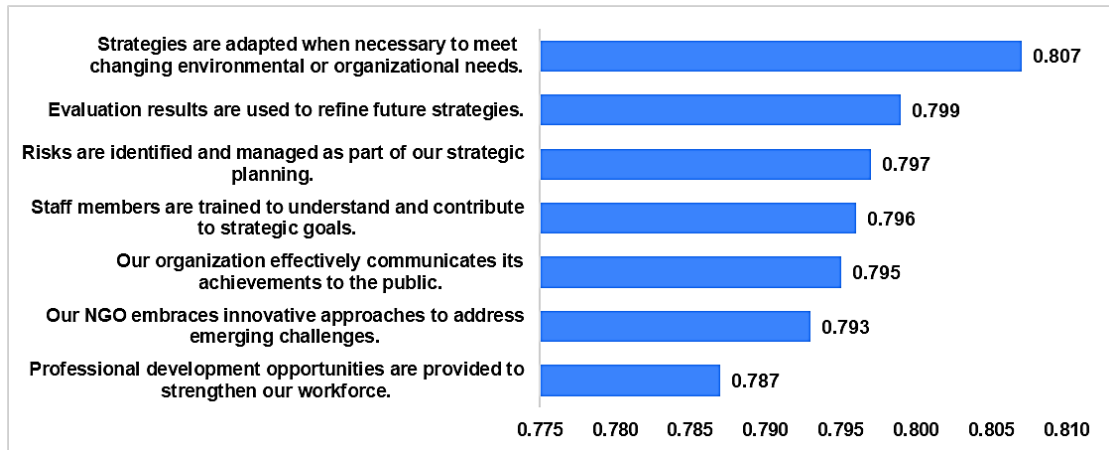


Figure 4.1. Relative Importance Index (RII) of Items in Factor 1: Staff Capacity and Development & Risk Management.

Source: Author's conception

Note: RII levels are between 0 and 0.25 is very low. Between 0.26 and 0.50 is low. Between 0.51 and 0.75 is moderate. Between 0.76 and 1.0 is high.

In addition, Table 4.3 displays the descriptive statistics for the items of Factor 2 (Strategic Alignment and Stakeholder Engagement, with Performance Implication). Mean responses were generally high, ranging from 3.88 to 4.10. The overall mean was 3.98 ± 0.594 . These results indicate that participants commonly agreed with statements regarding strategic alignment, stakeholder engagement, and the perceived impact of strategic planning on performance.

Table 4.3. Descriptive Statistics for Items in Factor 2 (Strategic Alignment and Stakeholder Engagement, with Performance Implication)

Items	Mean	SD	RII	Important degree
Strategic objectives are frequently reviewed to ensure alignment with our mission and vision.	4.10	0.806	0.820	High
Our NGO actively involves	4.01	0.845	0.801	High

stakeholders in strategic planning processes.				
Stakeholder feedback is valued and incorporated into our strategic decisions.	3.97	0.761	0.793	High
Our NGO has contingency plans in place for unforeseen challenges.	3.88	0.856	0.776	High
Strategies are designed with long-term sustainability in mind.	3.92	0.860	0.784	High
Our strategic initiatives are resilient to changes in external funding.	3.99	0.825	0.797	High
Strategic planning has directly contributed to improved performance in our NGO.	4.02	0.779	0.804	High
All items	3.98	0.594	0.797	High

Note: N = 151. Responses were made on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). RII = Relative Importance Index.

Moreover, Figure 4.2 presents the Relative Importance Index (RII) values for the seven items comprising Factor 2 (Strategic Alignment and Stakeholder Engagement, with Performance Implication), arranged in ascending order. The RII values for Factor 2 items ranged from 0.776 to 0.820, all indicating a high level of agreement. The item with the highest RII was 'Strategic objectives are frequently reviewed to ensure alignment with our mission and vision' (RII = 0.820). The item with the lowest RII was 'Our NGO has contingency plans in place for unforeseen challenges' (RII = 0.776).

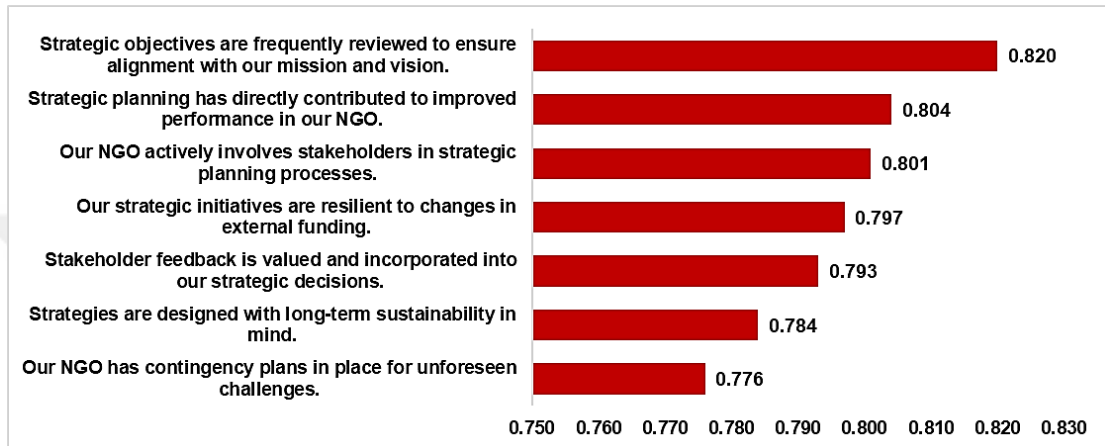


Figure 4.2. Relative Importance Index (RII) of Items in Factor 2 (Strategic Alignment and Stakeholder Engagement, with Performance Implication).

Source: Author's Conception

Note: RII levels are between 0 and 0.25 is very low. Between 0.26 and 0.50 is low. Between 0.51 and 0.75 is moderate. Between 0.76 and 1.0 is high.

Table 4.4 shows the descriptive statistics for the items loading onto Factor 3 (Mission Alignment and Resource Allocation). The mean responses for all items within this factor were high. The scores ranged from 4.07 to 4.10, indicating strong agreement with statements related to mission clarity, resource allocation, transparency, and stakeholder communication. The overall mean was 4.08 ± 0.555 .

Table 4.4. Descriptive Statistics for Items in Factor 3: Mission Alignment and Resource Allocation

Items	Mean	SD	RII	Important degree
Our NGO's mission and vision are clear	4.09	0.730	0.817	High

and well-aligned with our strategic goals.				
Resources are effectively allocated to achieve strategic objectives.	4.07	0.758	0.815	High
Our NGO maintains transparency in reporting financial and operational outcomes.	4.07	0.814	0.813	High
Donors and stakeholders are kept informed about our strategic progress.	4.10	0.831	0.820	High
Our organization prioritizes projects and initiatives based on strategic importance.	4.10	0.728	0.820	High
Implemented strategies have led to measurable benefits for our beneficiaries.	4.08	0.698	0.816	High
All items	4.08	0.555	0.817	High

Note: N = 151. Responses were made on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). RII = Relative Importance Index.

Moreover, Figure 4.3 illustrates the Relative Importance Index (RII) values for the six items comprising Factor 3 (Mission Alignment and Resource Allocation), presented in ascending order. The RII values for Factor 3 items ranged from 0.813 to 0.820, which indicated a high level of agreement. The items with the highest RII, both scoring 0.820, were: 'Our organization prioritizes projects and initiatives based on strategic importance' and 'Donors and stakeholders are kept informed about our strategic progress'. The item with the lowest RII was 'Our NGO maintains transparency in reporting financial and operational outcomes' (RII = 0.813).

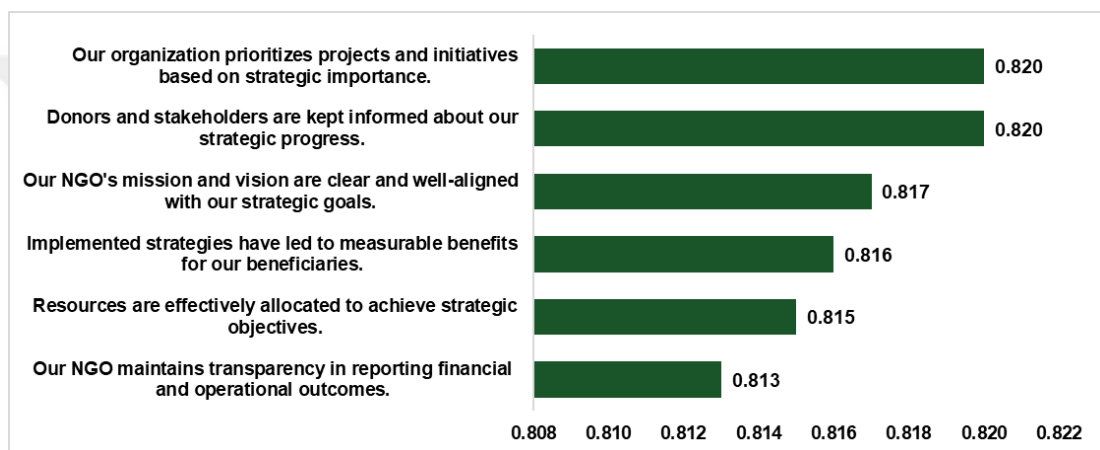


Figure 4.3. Relative Importance Index (RII) of Items in Factor 3: Mission Alignment and Resource Allocation

Source: Author's Conception

Note: RII levels are between 0 and 0.25 is very low. Between 0.26 and 0.50 is low. Between 0.51 and 0.75 is moderate. Between 0.76 and 1.0 is high.

Additionally, Table 4.5 presents the descriptive statistics for the items comprising Factor 4 (Collaboration and Partnerships). Notably, the items related to the strengthening of strategic impact through partnerships and the enhancement of efficiency through collaboration had the highest mean scores in the entire study ($M = 4.20$, $SD = 0.721$). This reflects a high level of agreement. The overall mean for Factor 4 was 4.12 ± 0.596 .

Table 4.5. Descriptive Statistics for Items in Factor 4 (Collaboration and Partnerships)

Items	Mean	SD	RII	Important degree
Partnerships with other organizations strengthen our strategic impact	4.20	0.721	0.840	High
Collaboration has enhanced our NGO's efficiency in achieving its goals	4.20	0.721	0.840	High
Success stories are shared to highlight the impact of our strategies	4.09	0.832	0.817	High
A monitoring system is in place to track the effectiveness of our strategies	3.98	0.796	0.796	High
All items	4.12	0.596	0.823	High

Note. N = 151. Responses were made on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). RII = Relative Importance Index.

Moreover, Figure 4.4 presents the Relative Importance Index (RII) values for the four items comprising Factor 4 (Collaboration and Partnerships), arranged in ascending order. The RII, ranged from 0.796 to 0.840, all indicating a high level of agreement. Two items tied for the highest RII: 'Collaboration has enhanced our NGO's efficiency in achieving its goals' and 'Partnerships with other organizations strengthen our strategic impact' (both RII = 0.840). The item with the lowest RII was 'A monitoring system is in place to track the effectiveness of our strategies' (RII = 0.796).

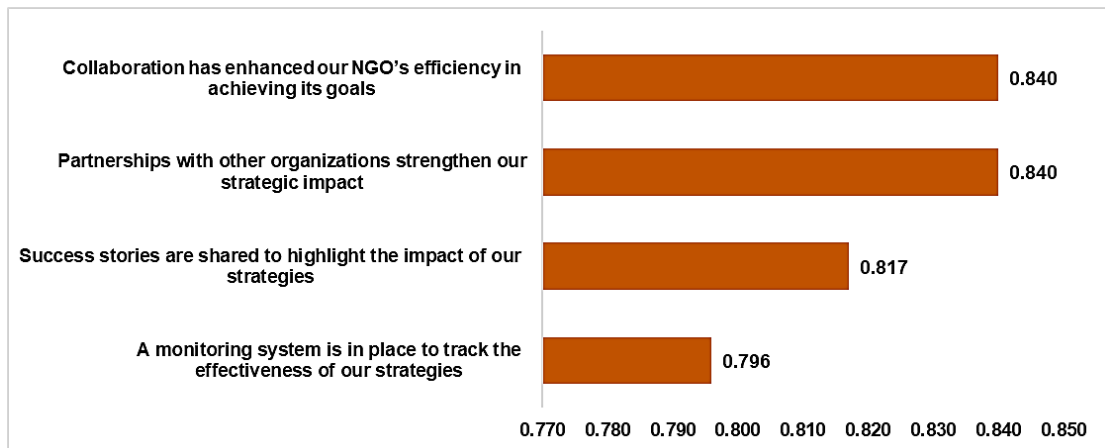


Figure 4.4. Relative Importance Index (RII) of Items in Factor 4 (Collaboration and Partnerships).

Source: Author's Conception

Note: RII levels are between 0 and 0.25 is very low. Between 0.26 and 0.50 is low. Between 0.51 and 0.75 is moderate. Between 0.76 and 1.0 is high.

On the other hand, Table 4.6 shows the descriptive statistics for the study subscales. The results reveal a generally positive assessment of strategic management practices across all areas within the sampled NGOs. The highest mean score was observed for Collaboration and Partnerships ($M = 4.20$, $SD = 0.638$). This indicates strong agreement with statements related to inter-organizational collaboration and its perceived benefits. This suggests that partnerships are highly valued and are considered vital to achieving strategic objectives within these NGOs.

Mission and Vision Alignment ($M = 4.09$, $SD = 0.652$) and Resource Allocation ($M = 4.09$, $SD = 0.650$) also received high mean scores. This suggests that respondents identify their organizations' missions and visions as clear and well-aligned with strategic goals. It also indicates that resources are allocated effectively to support these objectives. Transparency and Accountability also scored highly ($M = 4.08$, $SD = 0.724$). This highlights that participants viewed their organization's financial, and operational reporting as clear.

Stakeholder Engagement ($M = 3.99$, $SD = 0.685$) and Monitoring and Evaluation ($M = 3.99$, $SD = 0.737$) had similar mean scores. Staff Capacity and Development ($M = 3.96$, $SD = 0.712$), Innovation and Adaptability ($M = 4.00$, $SD = 0.702$), and Sustainability of Strategies ($M = 3.95$, $SD = 0.722$) show how participants agreed with

the statements in these subscales. Communication of Strategic Impact ($M = 4.03$, $SD = 0.731$), and Impact of Strategy on Performance ($M = 4.05$, $SD = 0.645$) were also positively assessed, suggesting NGOs made the communication of strategic impact.

The lowest mean score was observed for Risk Management ($M = 3.93$, $SD = 0.706$). This might suggest that risk management practices may need improvement or greater emphasis in this area. Overall, these subscale analyses suggest a generally high level of perceived strategic management effectiveness across a range of dimensions within the participating NGOs.

Table 4.6. Descriptive Statistics for Original Study Subscales

Subscales	Mean	SD	RII	Important degree
Mission and Vision Alignment	4.09	0.652	0.819	High
Stakeholder Engagement	3.99	0.685	0.797	High
Resource Allocation	4.09	0.650	0.817	High
Staff Capacity and Development	3.96	0.712	0.791	High
Innovation and Adaptability	4.00	0.702	0.800	High
Transparency and Accountability	4.08	0.724	0.817	High
Collaboration and Partnerships	4.20	0.638	0.840	High
Monitoring and Evaluation	3.99	0.737	0.797	High
Communication of Strategic Impact	4.03	0.731	0.806	High
Risk Management	3.93	0.706	0.787	High
Sustainability of Strategies	3.95	0.722	0.791	High

Impact of Strategy on Performance	4.05	0.645	0.810	High
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Note: N = 151. Responses were made on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). RII = Relative Importance Index.

4.2.3. Exploratory Factor Analysis (EFA)

Table 4.7. presents the results of the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's Test of Sphericity. The KMO test assesses the suitability of the sampling for factor analysis, indicating whether the data is suitable for factor extraction. KMO values range between 0 and 1, with higher values suggesting better suitability. If this value is high, each variable in the scale can be fully estimated by other variables in the scale. The KMO test is 0.920, close to one, which means that each variable in this survey is fully estimated.

On the other hand, Bartlett tests are used to test the general suitability of the Chi-Square value model and are the most basic measurement used for this purpose. The sample covariance matrix and model acquire this value. There is a difference between the (modeling) covalent materials used for evaluation. P-value <0.001, which is suitable for analyzing the factor.

Table 4.7. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.920
Bartlett's Test of Sphericity	Approx. Chi-Square	1866.4
	Df	276.0
	Sig.	<0.001*

* Significant at ≤ 0.05 .

In addition, Table 4.8. shows the pattern matrix of rotated factor loadings. The results indicated four principal factors. Factor 1 (Staff Capacity and Development & Risk Management) includes items related to staff training, professional development, innovation, adaptability, risk management, evaluation, and communication of achievements. Factor 2 (External Focus & Impact) includes items related to

stakeholder engagement and the impact of strategies. Factor 3 (Mission Alignment and Resource Allocation) focuses on mission clarity, resource allocation, and transparency. The theme of Factor 4, *Collaboration and Partnerships*, is centered on fostering inter-organizational relationships.

The eigenvalues for the rotated factors represent the relative importance of each factor. Factor 2 has the highest eigenvalue (6.903), followed by Factor 1 (6.622), Factor 3 (5.765), and Factor 4 (5.461). This suggests that Factors 2 and 1 might be slightly more important in explaining the overall relationships among the survey questions.

Table 4.8. Pattern Matrix of Rotated Factor Loadings

Items	Component			
	Factor 1	Factor 2	Factor 3	Factor 4
Staff members are trained to understand and contribute to strategic goals	0.794			
Professional development opportunities are provided to strengthen our workforce	0.677			
Our NGO embraces innovative approaches to address emerging challenges	0.560			
Strategies are adapted when necessary to meet changing environmental or organizational needs	0.434			
Risks are identified and managed as part of our strategic planning	0.576			
Evaluation results are used to refine future strategies	0.460			

Our organization effectively communicates its achievements to the public	0.368			
Strategic objectives are frequently reviewed to ensure alignment with our mission and vision		0.426		
Our NGO actively involves stakeholders in strategic planning processes		0.674		
Stakeholder feedback is valued and incorporated into our strategic decisions		0.557		
Our NGO has contingency plans in place for unforeseen challenges		0.563		
Strategies are designed with long-term sustainability in mind		0.568		
Our strategic initiatives are resilient to changes in external funding		0.848		
Strategic planning has directly contributed to improved performance in our NGO		0.627		
Our NGO's mission and vision are clear and well-aligned with our strategic goals			0.745	
Resources are effectively allocated to achieve strategic objectives			0.669	

Our NGO maintains transparency in reporting financial and operational outcomes			0.571	
Donors and stakeholders are kept informed about our strategic progress			0.611	
Our organization prioritizes projects and initiatives based on strategic importance			0.384	
Implemented strategies have led to measurable benefits for our beneficiaries			0.365	
Partnerships with other organizations strengthen our strategic impact				0.806
Collaboration has enhanced our NGO's efficiency in achieving its goals				0.644
Success stories are shared to highlight the impact of our strategies				0.545
A monitoring system is in place to track the effectiveness of our strategies				0.340
Eigenvalue	6.622	6.903	5.765	5.461

"Extraction Method: Principal Component Analysis. Rotation Method: Promax with Kaiser Normalization. Factor 1: Staff Capacity and Development & Risk Management. Factor 2: Strategic Alignment and Stakeholder Engagement, with Performance Implication. Factor 3: Mission Alignment and Resource Allocation. Factor 4: Collaboration and Partnerships

4.2.4. Reliability Analysis (Cronbach's Alpha)

Table 4.9 presents Cronbach's alpha coefficients. This analysis assesses the internal consistency reliability of the four factors and the overall scale. All four factors demonstrated good to excellent internal consistency. Staff Capacity and Development & Risk Management had an alpha of 0.865; Strategic Alignment and Stakeholder Engagement, with Performance Implication, had an alpha of 0.849; Mission Alignment and Resource Allocation had an alpha of 0.823; and Collaboration and Partnerships had an alpha of 0.779. These values indicate that the items within each factor are measuring the same underlying construct relatively consistently. The Cronbach's alpha for all 24 items was 0.941. this high value indicates excellent internal consistency for the overall scale.

Table 4.9. Internal Consistency Reliability of the Four Factors and All Items

Factors	No of items	Cronbach's Alpha
Staff Capacity and Development & Risk Management	7	0.865
Strategic Alignment and Stakeholder Engagement, with Performance Implication	7	0.849
Mission Alignment and Resource Allocation	6	0.823
Collaboration and Partnerships	4	0.779
All items	24	0.941

4.2.5. Group Differences by Demographics (T-Test and ANOVA)

This section presents the results of group comparison analyses conducted to examine whether participants' perceptions of strategic practices differed by demographic characteristics. Independent samples t-tests were conducted to compare gender differences, while one-way ANOVA was used to test for differences based on age

group and years of work experience. Where ANOVA results were statistically significant, Bonferroni post-hoc tests were used to identify specific group differences.

4.2.5.1. Gender Differences (T-Test)

Table 4.10 presents the comparison results of the strategy factors between male and female participants. No statistically significant differences were found between the two groups on all subscales: Mission and Vision Alignment ($t(149) = 0.022, p = .982$), Stakeholder Engagement ($t(149) = -1.195, p = .234$), Resource Allocation ($t(149) = 0.114, p = .909$), Staff Capacity and Development ($t(149) = -0.052, p = .958$), Innovation and Adaptability ($t(149) = -0.121, p = .904$), Transparency and Accountability ($t(149) = -0.208, p = .835$), Collaboration and Partnerships ($t(149) = -0.541, p = .589$), Monitoring and Evaluation ($t(149) = 0.508, p = .612$), Communication of Strategic Impact ($t(149) = -0.018, p = .985$), Risk Management ($t(149) = 0.123, p = .903$), Sustainability of Strategies ($t(149) = -0.836, p = .405$), and Impact of Strategy on Performance ($t(149) = 0.229, p = .819$).

Table 4.10. Independent Samples t-Tests Comparing Mean Strategy Factor Scores by Gender

Subscales	Female	Male	t-test	P-value
Mission and Vision Alignment	4.09 ± 0.636	4.09 ± 0.663	0.022	0.982
Stakeholder Engagement	3.90 ± 0.730	4.04 ± 0.659	-1.195	0.234
Resource Allocation	4.09 ± 0.658	4.08 ± 0.649	0.114	0.909
Staff Capacity and Development	3.95 ± 0.755	3.96 ± 0.691	-0.052	0.958
Innovation and Adaptability	3.99 ± 0.669	4.01 ± 0.723	-0.121	0.904
Transparency and Accountability	4.07 ± 0.643	4.09 ± 0.768	-0.208	0.835
Collaboration and Partnerships	4.16 ± 0.712	4.22 ± 0.597	-0.541	0.589
Monitoring and Evaluation	4.03 ± 0.717	3.96 ± 0.750	0.508	0.612
Communication of Strategic Impact	4.03 ± 0.723	4.03 ± 0.739	-0.018	0.985

Risk Management	3.94 ± 0.770	3.93 ± 0.674	0.123	0.903
Sustainability of Strategies	3.89 ± 0.725	3.99 ± 0.721	-0.836	0.405
Impact of Strategy on Performance	4.07 ± 0.628	4.04 ± 0.657	0.229	0.819

Note. Values represent mean ± standard deviation.

4.2.5.2. Age Group Differences (ANOVA + Bonferroni)

In addition, Table 4.11 shows the results of comparing mean scores on the strategy factors across four age groups. Statistically significant differences were found for Sustainability of Strategies ($F(3, 147) = 3.308, p = .039$). No other significant differences were observed, $p > 0.05$.

Table 4.11. One-Way ANOVAs Comparing Mean Strategy Factor Scores Across Age Groups

Items	20-30	31-40	41 and above	f-test	P-value
Mission and Vision Alignment	4.17 ± 0.644	3.96 ± 0.678	4.25 ± 0.516	2.262	0.108
Stakeholder Engagement	4.09 ± 0.670	3.88 ± 0.691	3.91 ± 0.712	1.603	0.205
Resource Allocation	4.17 ± 0.649	3.97 ± 0.637	4.16 ± 0.676	1.698	0.187
Staff Capacity and Development	4.00 ± 0.775	3.93 ± 0.641	3.84 ± 0.676	0.370	0.692
Innovation and Adaptability	4.08 ± 0.678	3.89 ± 0.720	4.03 ± 0.741	1.220	0.298
Transparency and Accountability	4.13 ± 0.712	3.96 ± 0.738	4.34 ± 0.676	2.091	0.127
Collaboration and Partnerships	4.25 ± 0.644	4.20 ± 0.538	3.97 ± 0.903	1.256	0.288
Monitoring and Evaluation	4.04 ± 0.783	3.92 ± 0.671	4.00 ± 0.775	0.466	0.628
Communication of Strategic Impact	4.07 ± 0.791	3.96 ± 0.640	4.09 ± 0.779	0.478	0.621

Risk Management	4.01 ± 0.737	3.85 ± 0.697	3.91 ± 0.584	0.832	0.437
Sustainability of Strategies	4.06 ± 0.721	3.93 ± 0.663	3.56 ± 0.834	3.308	0.039*
Impact of Strategy on Performance	4.06 ± 0.631	4.03 ± 0.634	4.09 ± 0.779	0.090	0.914

Note. Values represent mean ± standard deviation. * Significant at $p \leq 0.05$

Further, to determine which specific age groups differed significantly regarding the Sustainability of Strategies, Bonferroni post-hoc tests were conducted (Table 4.12). Participants aged 20-30 ($M = 4.06$, $SD = 0.721$) reported significantly higher scores than those aged 41 and above ($M = 3.56$, $SD = 0.834$), with a mean difference of 0.497 ($SE = .196$, $p = .036$).

Table 4.12. Bonferroni Post-Hoc Comparisons of Mean Sustainability of Strategies Across Age Groups

Age		Mean Difference	Std. Error	P-value
20-30	31-40	0.135	0.123	0.824
	41 and above	0.497	0.196	0.036*
31-40	41 and above	0.363	0.200	0.216

Note. * Significant at $p \leq 0.05$

4.2.5.3. Work Experience Differences (ANOVA + Bonferroni)

Lastly, Table 4.13 presents the results of comparing mean scores on the strategy factors across three work experience groups (below 3 years, 3-7 years, and 8 years and above). A statistically significant difference was found for Transparency and Accountability ($F(2, 148) = 3.871$, $p = .023$). All other comparisons yielded non-significant results, $p > 0.05$.

Table 4.13. One-Way ANOVAs Comparing Mean Strategy Factor Scores Across Work Experience Groups

Items	Below 3 years	3-7 years	8 and above	f-test	P-value
Mission and Vision Alignment	4.28 ± 0.641	4.01 ± 0.663	4.07 ± 0.623	2.268	0.107
Stakeholder Engagement	4.22 ± 0.596	3.91 ± 0.729	3.92 ± 0.654	2.816	0.063
Resource Allocation	4.20 ± 0.618	4.10 ± 0.685	3.97 ± 0.611	1.360	0.260
Staff Capacity and Development	4.09 ± 0.744	3.89 ± 0.736	3.94 ± 0.638	0.976	0.379
Innovation and Adaptability	4.04 ± 0.785	4.08 ± 0.632	3.83 ± 0.723	1.925	0.150
Transparency and Accountability	4.32 ± 0.637	3.93 ± 0.724	4.13 ± 0.749	3.871	0.023*
Collaboration and Partnerships	4.35 ± 0.551	4.13 ± 0.707	4.17 ± 0.576	1.467	0.234
Monitoring and Evaluation	4.18 ± 0.738	3.92 ± 0.700	3.93 ± 0.784	1.625	0.200
Communication of Strategic Impact	4.16 ± 0.727	3.94 ± 0.759	4.06 ± 0.683	1.134	0.324
Risk Management	4.03 ± 0.634	3.96 ± 0.773	3.81 ± 0.646	0.982	0.377
Sustainability of Strategies	4.12 ± 0.776	3.94 ± 0.681	3.84 ± 0.730	1.593	0.207
Impact of Strategy on Performance	4.26 ± 0.663	3.96 ± 0.581	4.01 ± 0.703	2.655	0.074

Note. Values represent mean $\pm$ standard deviation. * Significant at $p \leq 0.05$

To reveal where specific group differences occurred for Transparency and Accountability, Bonferroni post-hoc tests will be examined (Table 4.14). The post-hoc tests revealed that participants with less than 3 years of work experience ($M = 4.32$, $SD = 0.637$) reported significantly higher scores on Transparency and Accountability than those with 3-7 years of experience ($M = 3.93$, $SD = 0.724$), with a mean difference of 0.394 ($SE = 0.144$, $p = .021$). No other pairwise comparisons were statistically significant, $p > 0.05$.

Table 4.14. Bonferroni Post-Hoc Comparisons of Mean Transparency and Accountability Scores Across Work Experience Groups

Work Experience		Mean Difference	Std. Error	P-value
Below 3 years	3-7 years	0.394	0.144	0.021*
	8 and Above	0.196	0.159	0.660
3-7 years	8 and Above	-0.198	0.137	0.453

Note. * Significant at $p \leq 0.05$

4.2.6. Correlation between Enhancing NGOs' Performance Strategies and Performance Impact

Figure 4.5 illustrates the Pearson correlation coefficients among all study subscales. All correlations were positive and statistically significant at $p < .01$. The strongest correlation was observed between Monitoring and Evaluation and Communication of Strategic Impact ($r = .737$, $p < .01$), indicating a strong positive relationship. NGOs that reported more effective monitoring and evaluation systems also reported more effective communication of their strategic impact. Other strong correlations were observed between the Impact of Strategy on Performance and Sustainability of Strategies ($r = .664$, $p < .01$), and between Risk Management and Monitoring and Evaluation ($r = .706$, $p < .01$). The weakest significant correlation was observed between Collaboration and Partnerships and Staff Capacity and Development ($r = .313$, $p < .01$). Overall, these results indicates that all dimensions of strategic management

tend to be positively associated with each other within the participating NGOs. It suggests that organizations strong in one area are often strong in others

	Subscale 1	Subscale 2	Subscale 3	Subscale 4	Subscale 5	Subscale 6	Subscale 7	Subscale 8	Subscale 9	Subscale 10	Subscale 11	Subscale 12
Mission and Vision Alignment (1)	1											
Stakeholder Engagement (2)	.570**	1										
Resource Allocation (3)	.520**	.455**	1									
Staff Capacity and Development (4)	.426**	.409**	.444**	1								
Innovation and Adaptability (5)	.513**	.402**	.548**	.507**	1							
Transparency and Accountability (6)	.524**	.469**	.523**	.469**	.429**	1						
Collaboration and Partnerships (7)	.436**	.406**	.401**	.313**	.513**	.455**	1					
Monitoring and Evaluation (8)	.561**	.531**	.507**	.488**	.583**	.564**	.534**	1				
Communication of Strategic Impact (9)	.498**	.520**	.465**	.474**	.594**	.565**	.527**	.737**	1			
Risk Management (10)	.495**	.580**	.470**	.575**	.632**	.483**	.455**	.706**	.672**	1		
Sustainability of Strategies (11)	.463**	.571**	.463**	.431**	.506**	.466**	.447**	.500**	.533**	.539**	1	
Impact of Strategy on Performance (12)	.528**	.567**	.503**	.408**	.567**	.558**	.470**	.608**	.640**	.600**	.664**	1

Figure 4.5. Correlations matrix among Study Subscales. The correlations reported are Pearson correlation coefficients. ** Significant at $p \leq 0.01$.

Source: Author's Conception

Table 4.15. Multiple Regression Analysis Predicting NGO Performance

Finally, Table 4.15 presents the results of a multiple regression analysis, which examines the single contributions of all study subscales in predicting the perceived impact of strategy on NGO performance. The overall model was statistically significant ($F(11, 139) = 20.081, p < .001$). This finding indicates that the collective subscales significantly predicted perceived strategic impact. The model explained 61.4% of the variance in perceived impact ($R^2 = 0.614$).

Analysis of the individual predictors revealed that Communication of Strategic Impact ($\beta = 0.176, t = 2.012, p = .046$) and Sustainability of Strategies ($\beta = 0.314, t = 4.351, p < .001$) were statistically significant, unique predictors of perceived strategic impact. Both Communication of Strategic Impact and Sustainability of Strategies had a positive relationship with perceived impact, indicating that NGOs reporting more effective communication of their achievements and a greater focus on long-term sustainability also tended to perceive a greater impact from their strategies. None of

the other subscales emerged as statistically significant predictors in the model, $p > 0.05$.

Table 4.15. Multiple Regression Analysis Predicting Perceived Impact of Strategy on Performance

Predictor	<i>B</i>	<i>SE B</i>	<i>B</i>	<i>t</i>	<i>p</i>- value
(Constant)	0.487	0.287		1.697	0.092
Mission and Vision Alignment	0.051	0.073	0.052	0.701	0.485
Stakeholder Engagement	0.092	0.071	0.098	1.295	0.198
Resource Allocation	0.039	0.070	0.040	0.557	0.578
Staff Capacity and Development	- 0.079	0.062	- 0.087	- 1.261	0.210
Innovation and Adaptability	0.111	0.073	0.122	1.515	0.132
Transparency and Accountability	0.124	0.065	0.139	1.904	0.059
Collaboration and Partnerships	- 0.007	0.069	- 0.007	- 0.107	0.915
Monitoring and Evaluation	0.064	0.080	0.073	0.796	0.428
Communication of Strategic Impact	0.155	0.077	0.176	2.012	0.046*
Risk Management	0.057	0.082	0.063	0.698	0.486

Sustainability of Strategies	0.281	0.065	0.314	4.351	< .001*
Model Summary					
R	0.783				
R ²	0.614				
Adjusted R ²	0.583				
F (11, 139)	20.081				< .001*

Note. N = 151. B = unstandardized regression coefficient; SE B = Standard Error of B; β = standardized regression coefficient. * Significant at $p \leq 0.05$. The dependent variable is the Impact of Strategy on Performance

CHAPTER V

CONCLUSION AND RECOMMENDATION

5.1. Summarized Findings

Based on the statistical analysis conducted, the key outputs of this study can be summarized as follows:

Factor Structure: Exploratory factor analysis (EFA) of the 24 strategy-related items revealed a four-factor structure: Factor 1: Staff Capacity and Development & Risk Management: Encompassing staff training, professional development, innovation, adaptability, risk management, evaluation, and communication of achievements. Factor 2: External Focus & Impact: Focusing on reviewing the strategic objectives, stakeholder engagement, and considering long-term sustainability, along with the perceived impact of strategic planning on performance. Factor 3: Mission Alignment and Resource Allocation: Relating to mission clarity, resource allocation, and transparency. Factor 4: Collaboration and Partnerships: Addressing inter-organizational collaboration.

Reliability analysis: All four factors confirmed good to excellent internal consistency reliability, with Cronbach's alpha values ranging from 0.779 to 0.865.

Descriptive Statistics: Across all strategy factors and original subscales, mean responses were generally high, indicating a positive perception of strategic management practices within the participating NGOs. Collaboration and Partnerships consistently received the highest ratings.

Demographic Comparisons:

- Gender: No statistically significant differences were found between male and female participants in their perceptions of any of the strategy factors.
- Age: Significant differences were found across age groups for Sustainability of Strategies. Post-hoc tests revealed that younger participants (20-30) reported higher scores on this factor than the older age group.
- Work Experience: A significant difference was found for Transparency and Accountability; participants having less than 3 years of experience reported higher scores than those with 3-7 years of experience.

Correlations: All the study subscales were positively and significantly correlated with each other, indicating a general tendency for NGOs strong in one area to be strong in others.

Multiple Regression: it revealed that Communication of Strategic Impact and Sustainability of Strategies were statistically significant, positive predictors. This suggests that communicating achievements and focusing on long-term sustainability were key factors influencing perceptions of strategic impact when adjusted to all other subscales.

5.2. Conclusion

This study explored how strategic management practices can improve the performance of non-governmental organizations (NGOs) working in countries like Türkiye, Palestine, Lebanon, and others in the MENA region. Using a questionnaire, data were collected from NGO employees and volunteers to better understand how different strategies affect the way organizations perform.

The results showed that strategic management in NGOs is made up of several important parts. Four main areas stood out: building staff capacity and managing risks, focusing on external impact and sustainability, aligning the mission with resources, and building partnerships with other organizations. These areas work together to shape how well an NGO can achieve its goals.

Among all these areas, two stood out as especially important: clearly communicating the impact of strategies, and focusing on long-term sustainability. These two factors were the strongest predictors of how effective participants felt their organization was. This means it's not enough to just have a strategy—organizations also need to share their successes and plan for the future.

In short, the study shows that NGOs can perform better when they use well-planned strategies, especially if they keep people informed and look ahead with a sustainable vision.

5.3. Recommendation

In light of the study's findings, there are several recommendations that can help non-governmental Organizations enhance their strategic effectiveness. The clear influence of strategic communication on perceived performance highlights the need for

organizations to communicate their goals, achievements, and impact more deliberately—both within the organization and to external stakeholders. Likewise, the role of sustainability in predicting performance suggests that NGOs should give more attention to long-term planning, resource continuity, and risk management, rather than focusing solely on short-term projects.

The high ratings received by the dimension of collaboration and partnerships point to a strength that NGOs can continue to build upon by actively seeking strategic alliances with other organizations working toward similar goals. Moreover, the differences in perception based on age and experience suggest that capacity-building efforts should be tailored to support newer staff members, while also creating opportunities for intergenerational dialogue and shared learning. Finally, to ensure that strategic plans are effectively implemented, NGOs should invest in simple but reliable performance tracking systems that allow them to monitor progress, adapt when needed, and remain accountable to their mission.

5.4. Future Implication

The outcomes of this study offer important implications for both NGO practitioners and policymakers working to improve the effectiveness of nonprofit organizations. In practice, the results suggest that strategic communication and sustainability are not peripheral concerns, but rather central pillars of successful NGO performance. Organizations that invest in sharing their impact transparently and planning for the long term are more likely to gain trust, retain staff, and deliver consistent results.

Additionally, the study highlights the value of investing in younger and less experienced staff, who often hold fresh perspectives and a strong commitment to the organization's mission. Empowering these individuals through targeted training and leadership opportunities could strengthen institutional culture and performance over time.

For practitioners, the results emphasize the need to balance strategic ambition with operational capacity, and to view collaboration not just as a resource-sharing tool, but as a long-term strategic asset. Finally, for researchers and evaluators, the study underscores the importance of continuing to measure and test how strategic practices influence performance in different organizational and cultural contexts, using both quantitative and qualitative approaches.

These implications serve as a reminder that strategy in the nonprofit sector must be inclusive, evidence-based, and grounded in the lived realities of the people and communities it seeks to serve.



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APPENDICES

SURVEY QUESTIONNAIRE

"The Role and Contributions of Strategies in Enhancing NGOs' Performance: Research Survey"

Demographic

Age

- 20-30
- 31-40
- 41 and above

Gender

- Male
- Female

Work experience

- Below 2 years
- 3-7 years
- 8 and Above

Instruction: For each statement below, please select the option that best represents your level of agreement.

	Factors	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	Mission and Vision Alignment					
	Our NGO's mission and					

	Factors	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	vision are clear and well-aligned with our strategic goals.					
	Strategic objectives are frequently reviewed to ensure alignment with our mission and vision.					
	Stakeholder Engagement					
	Our NGO actively involves stakeholders in strategic planning processes.					
	Stakeholder feedback is valued and incorporated into our strategic decisions.					
	Resource Allocation					
	Resources are					

	Factors	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	effectively allocated to achieve strategic objectives.					
	Our organization prioritizes projects and initiatives based on strategic importance.					
	Staff Capacity and Development					
	Staff members are trained to understand and contribute to strategic goals.					
	Professional development opportunities are provided to strengthen our workforce.					
	Innovation and Adaptability					

	Factors	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	Our NGO embraces innovative approaches to address emerging challenges.					
	Strategies are adapted when necessary to meet changing environmental or organizational needs.					
	Transparency and Accountability					
	Our NGO maintains transparency in reporting financial and operational outcomes.					
	Donors and stakeholders are kept informed about our strategic progress.					
	Collaboration and Partnerships					

	Factors	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	Partnerships with other organizations strengthen our strategic impact.					
	Collaboration has enhanced our NGO's efficiency in achieving its goals.					
	Monitoring and Evaluation					
	A monitoring system is in place to track the effectiveness of our strategies.					
	Evaluation results are used to refine future strategies.					
	Communication of Strategic Impact					
	Our organization effectively communicates its					

	Factors	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	achievements to the public.					
	Success stories are shared to highlight the impact of our strategies.					
	Risk Management					
	Risks are identified and managed as part of our strategic planning.					
	Our NGO has contingency plans in place for unforeseen challenges.					
	Sustainability of Strategies					
	Strategies are designed with long-term sustainability in mind.					

	Factors	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	Our strategic initiatives are resilient to changes in external funding.					
	Impact of Strategy on Performance					
	Strategic planning has directly contributed to improved performance in our NGO.					
	Implemented strategies have led to measurable benefits for our beneficiaries.					

RESUME

SALAHUDEEN ESSAM ELSARRAJ

PROJECT MANAGER



EMPLOYMENT HISTORY

SKILLS

Efficient
Multitasking

Rapid Adaptation to
New Challenges

Detail-Oriented and
Highly Organized

Executing Vision
into Actionable
Plans

Agile Thinker with
a Growth Attitude

Human-Centered
Data-Driven
Decision Making

PROJECT MANAGER at Irfan Humanitarian
Organization, İstanbul

April 2024 — Present

PROJECT MANAGER at UFUK for Relief and
Development Association, İstanbul

January 2018 — April 2024

CREATIVE OFFICER AND CONTENT WRITER
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August 2016 — December 2018



INTERNSHIPS

TRAINING COORDINATOR, DIGITAL
MARKETER at Eadad for Development, Training
& consultancy

August 2015 — February 2016

CUSTOMER CARE at Jawwal - Palestine Cellular
Communications Company

May 2015

ADMINISTRATIVE ASSISTANT at Turkish-
Palestinian Friendship Hospital project

Self-Directed
Leadership

June 2014 — April 2015

Innovative Problem

Solving

Effective Multi-
Team Management

Clear and effective
communication.

Skilled in Microsoft
Office and Digital
Tools



EDUCATION

Master's Degree in Business Administration,
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COURSES

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April 2019

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September 2018

Online Storytelling: AJ+ style, Aljazeera Media
Institute

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Project Coordinator Diploma, SMET – UNRWA

February 2014 — May 2015

Report writing, The American Center Group

March 2013

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English

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Turkish