

The effect of strategic planning on Sustainable Community Development in Gasabo District

Olivier Kayumba¹ and Eugenia Nkechi Irechukwu²

^{1,2}Department of Business and economics, Mount Kenya University, Rwanda

Abstract

The purpose of this study is to examine how a strategic plan and community engagement affect community development. The case study for this study was the Gasabo District in Rwanda. Specifically, the researcher examined the effect of strategic planning on Sustainable Community Development. The research project has been conducted using a descriptive research design. A sample size obtained using Solvin's formula is 100 respondents out of 110573 people have been surveyed. The target population are from three (3) rural communities in Gasabo District, Rutunga, Gikomero and Nduba Sectors. The research employed stratified random sampling together with probability sampling. Questionnaires and interviews have been used as data collecting tools during the data gathering process. The study used both qualitative and quantitative approaches to analyse data and results have been presented in Tables and graphics accordingly. Both descriptive and inferential statistic have been used using SPSS version 21.0. According to the results of the study, the females were (57%) and the majority were married (56%). The majority were over 40 years old (36%) of respondent. About education, the majority attended the secondary education (39%) and only university level (24%) of respondents. About (38%) were self-employed (majority farming). The findings shown that a community had wide strategic plan (66%) and the operating period of strategic plan is five years and above (43%). Under a half percent of respondents agreed that are involved in the strategic planning process and others strongly agreed that there was an impact of being involved in the strategic planning process (48%) and under a half of respondents strongly agreed that the community development is based on well-planned strategic process and (48%) believed that forming groups for implementing strategic plan lead to sustainable community development and leaders of this district willingly contribute to ensure the wellbeing of community via strategy implementation. The respondents reported that their role were to review

community strategy implementation as the way of being involved in community strategy implementation (66%). The findings revealed that there were the benefits of enough outcomes made from strategy planning implementation (45%), and the way used to publish is so narrow (47%) in Gasabo District. In additional, the research demonstrated a significance linear relationship among strategic planning and major contributors to sustainability of community development in Gasabo District. Finally, strategic plan implementers of Gasabo District should improve the publishing channels for the strategic plan to the community and the planners should involve the community of different levels before strategic planning. The implementers of strategic plan should involve the stakeholders for more effective outputs.

Keywords: Strategic planning, Sustainable Community Development, Gasabo district

1. Introduction

Globally, strategic planning entails deciding on a desired future and then identifying goals and building a plan to get there. The process is disciplined in that it necessitates a certain sequence and pattern in order to maintain its concentration and effectiveness (Nyangau, 2014). The process prompts a series of inquiries that assist planners in analysing past experience, testing hypotheses, gathering and incorporating knowledge about the present, and foreseeing the environment in which the organization will operate in the future. This is the start of the strategic planning process (Department Of Health & Association, 2016).

A rigorous approach to planning for future growth and allocating resources for expected changes is provided by the strategic planning framework. According to Mbidzo et al. (2002), the conventional planning and goal-setting process considers the past and based future choices on historical trends. Strategic planning, according to

Li et al. (2022), enables you to think about why you want to contribute to community development, what your goals are, and how you intend to achieve them.

According to the second goal of the United Nations Agenda 2030 on Sustainable Development, "leaving no one behind," inclusion and citizen empowerment are prioritized in development efforts. However, communities typically don't have many options for developing development policy initiatives. In these situations, public involvement is reduced to nothing more than "a kind of decoration and tokenism, where communities or inhabitants are either utilized as ornaments for predetermined objectives or are only involved through pseudo-participation (Masuku & Macheke 2020).

Community involvement in community development is a process that establishes a working relationship between the local communities and the government in the conception, implementation, and utilization of development activities. Communities can thus gain from doing this behaviour by enhancing local autonomy and social control over technology and infrastructure (Oakley & WHO, 2019).

In East African countries including Rwanda, considering that local government strategic planning is centralized, community involvement is insufficient to enhance social and economic prosperity. In Rwanda, local governments continue to receive almost all of their money for the growth of their economies and human resources from the national government. Intriguingly, the subject of whether this historical experience has been considered for community development and if its methods have been realistically implemented in Rwanda's local government. Therefore, strengthening social and financial mechanisms that incorporate locals in strategic planning is necessary for boosting community development in a nation.

A plethora of knowledge is available on approaches for fostering community involvement as well as the factors affecting the scope and efficacy of participatory tactics. Most of the most important benefits of community involvement in community development are genuine and must be sustained (Bamberger, 2018).

Consequently, the researcher identified a knowledge vacuum about how a strategic plan and community involvement affect the long-term sustainability of community development across a nation. For example, this gap makes it necessary to comprehend how strategic planning affects sustainable community development in the Gasabo District, as

well as how community involvement affects long-term community development generally in underdeveloped countries. Finally, In the Gasabo District, a connection between strategic planning, community engagement, and sustainable community development must be made.

2. Review of Literature

2.1.Strategic planning

Planning theory has changed significantly throughout the course of the 20th century, influenced not just by philosophic and sociological ideas but also by its own analysis of actual results. After a lengthy time in which planners were persuaded that all social issues could be resolved by scientific consensus and the assistance of technical specialists, the idea of "scientific planning," which peaked until the middle of the century, has lost much of its lustre (Cazorla *et al.*, 2004). There have been a number of philosophers whose views have changed their ways prior to the present thinking of planning.

The idea and practice of strategic planning have been increasingly popular throughout time in both the public and commercial sectors due to perceptions that it helps organizations function more quickly and effectively. Unquestionably, a key aspect of strategic management is strategic planning. Porter (1985) said that despite the criticism that strategic planning faced in the 1970s and 1980s, it was still beneficial and just needed to be improved upon and reshaped. According to Greenly (1986), strategic planning has intrinsic values and potential advantages that eventually improve business performance. Consequently, it acts as a tool to support greater corporate performance. One might view strategic planning from a procedural or content standpoint. The material pertains to the distinctive strategic plan components that vary from company to company. The procedures used to generate the strategic plan and then implement it are referred to as the "process." In his empirical study, Sotiriadou & Wicker, (2013) discovered that the two main areas that strategic planning systems have concentrated on are its effects on business performance and its function in strategic decision-making. The latter field of research examined how organizations develop their strategies (Berry *et al.* 2014). The information is relevant to the unique strategic plan elements that differ from firm to company. The "process" refers to the techniques utilized to develop the strategic plan and then put it into action. Sotiriadou & Wicker, (2013), found via his empirical investigation that strategic planning systems have mostly focused on two things: their influence on corporate performance and their role in strategic decision-making. The latter

area of study looked at how businesses create their strategy (Byrson *et al.*, 2019).

2.2. Public finance accountability for economic development and involvement of the community

According to Aqel, (2014), Public expenditure can boost economic output by fostering the development of new businesses or launching initiatives that the private sector hasn't yet taken up.

It may immediately affect the availability of essential necessities, housing, healthcare, and education. It may be made possible through the provision of infrastructure.

Smith (2016) argues that government spending and revenue models that are effective at promoting economic growth are not always effective at promoting human development. In reality, the aims of economic growth and human development should complement one another rather than being mutually exclusive. In order to accomplish these objectives, government needs manage its money effectively. Both objectives must be satisfied for the aim—economic development—to be accomplished.

Participation in the community has the potential to have a beneficial and noticeable influence on your business as well as the regions in which you operate. Gifts in kind and money, employee volunteer days, ongoing non-profit partnerships, and more are examples of community involvement. Corporate social responsibility has never had a stronger business argument (Fong *et al.*, 2017).

In reality, the benefits of corporate community participation are dual: they boost firm performance indicators like reputation and employee engagement while also helping the local community and charitable organizations. Your company's partnerships and collaborative links with local nonprofits and service-based organizations improve neighbourhoods (Fong *et al.*, 2017).

Corporate social responsibility programs might provide your company a stage on which to showcase its values, personnel, and products. There are ways to promote networking among your staff members and skill growth while developing your community. Companies that use corporate citizenship to strengthen community partnerships are able to foster an office culture that increases employee commitment as well as establish enduring ties in the communities where they do business, which is a quality that benefits both companies and communities (Amaladoss &

Manohar, 2013).

2.3. Community development

In an effort to understand why certain societies with equivalent geographic and economic resources have attained better levels of prosperity than others, the study of society's evolution has been explored from a variety of angles (Moyano *et al.*, 2015; Neira *et al.*, 2018). One such strategy is the analysis of social capital, which has been the focus of numerous publications on how it can increase the power of communities, households, and individuals through relationships between individuals and groups and the organizations involved, which affect how much control an actor has over resources and their ability to influence other actors (Grootaert & Van Bastelaer, 2016). The concept of social capital, which was first introduced in sociology in the 1960s, was revived by a group of sociologists, political scientists, and economists in the 1980s, who believed that physical capital and human capital alone were insufficient to account for variations in the development of different communities (Moyano, 2015).

Cobigo *et al.* (2016) claim that community members carry out the process of rural community development. It's a process where locals may improve their community's capacity to handle change on a basic level while also adding to employment, revenue, and infrastructure. The "concrete" benefits of community development, including infrastructure and employment, result from residents changing mindsets, leveraging their current skills, improving networks, rethinking situations, and coming up with innovative ways to utilize local resources. Through community development, a community's standing is raised both financially and in terms of its capacity to function effectively on its own. Through rural community development, we may build our physical, financial, human, social, and environmental capitals. Participating in their community helps people build social capital, which broadens their contacts and networks and encourages them to reconsider issues. They acquire new skills, increase their human capital. By accumulating material and financial resources, they create new economic opportunities. They may also enhance their surroundings.

2.4. Reasons for Implementing Strategic Plans

Various reasons exist for why organizations utilize strategic planning, but organizational change is the most common one (Mazouz *et al.*, 2016). There are several solid reasons to implement

strategic planning, including when an organization is starting out or growing, when better or more services need to be provided, when the organization's role is expanded, when services need to be coordinated, and when there is a chance of economic growth. Financial justifications, such as the need to stabilize financing or deal with budgetary hardship, the necessity to reduce an organization, or the need for strategic planning being highlighted by the media or the political process are examples of negative justifications. Other reasons include needing to do so legally, such as under the Government Performance and Results Act (GPRA), or if there is a change in political or administrative leadership, especially if the new leader has prior experience with strategic planning (Berry *et al.*, 2014). However, organizational transformation does not always have to be a component of strategic planning. Organizations may use strategic planning to break free from the status quo and give leaders and staff a positive outlook on the future of their business (Mazouz, *et al.*, 2016).

2.5.Goal, Mission and objectives of strategic planning

According to MAJEDI (2012), establishing overall goals for your business and developing a plan to achieve them are the aims of strategic planning. It requires stepping back from day-to-day activities and thinking on the course and objectives for your business. Olesen & Richardson (2012) say that a startup's mission statement outlines the primary reason for the company's existence. It describes the desired social impact for the organization. Instead of acting as a strategic target, the mission statement forms the basis for creating the strategic objectives and the strategic plan. A mission statement describes an organization's goals and role in society while also reflecting its past and present. Organizations develop goals, which are more specific objectives, to carry out their visions and missions. The most productive objectives are those that are specific, measurable, aggressive, realistic, and time-bound (Maleka, 2014).

Table 3. 1: Target population

Target population	Total /Population
Administrative staff	51
Rutunga Community members	22,468
Gikomero Community members'	19.63
Nduba Community members'	68,424
Total	1,10,573

3. Materials and Methods

3.1. Research design

The current study is based on descriptive research design. The Gasabo District was the site of a case study. A comprehensive and in-depth study has been conducted on the efficiency of community involvement in strategic plan as forces behind community development in Rwanda.

The main advantage of the case study is that a whole government agency may be thoroughly researched while paying close attention to the facts. Because of this focus, the researcher was able to thoroughly study the progression of events as they occurred or focus on understanding the relationships between various functions, individuals, or things (Robison et al., 2011). This study included both a qualitative and quantitative approaches, as well as a descriptive research design. Descriptive research design is used when a researcher wants to get information on the current status of a place, people or situation". It is used to explain what is in survival in value to situation or variables that are established in a provided situation. Questionnaires have been used and face to face interviews as some target respondents have been ruled out filling questionnaires.

3.2. Study population

The majority of the study's target demographic were those living in Gasabo District's rural areas.

The target market included individuals with various levels of education, ages, and job experience.

Therefore, the administrative personnel and residents of the three (3) rural communities in Gasabo District Rutunga, Gikomero, and Nduba made up the study's target population. The administrative team and local residents are included in a population of 1105723 respondents. Table 3.1 lists the characteristics of the population.

Table 3. 2: Sample Size

Target population	Total /Population
Administrative staff	51
Rutung Community members	22,468
Gikomero Community members'	19.630
Nduba Community members'	68,424
Total	110,573

Source: Gasabo (2022).

3.3. Sample size and sampling techniques

According to Ingabire (2020), the ultimate assessment of a sample design is how well it represents the characteristics of the population it is supposed to represent. The systematic selection of a few things from a population of theoretically specified elements is known as sampling. The objective was to generalize about the population. According to table 3.1, there were 110,522 responses in total, including 51 members of the administrative staff and 110,573 community members from three different rural communities in the Gasabo District. As a result, there are 100 eligible responders in the population. Random and

selective sampling methods have been used from the total population that has been identified. The sample size has been determined via stratified random sampling.

Using Sloven's formula, the sample has been determined as cited by Ingabire, (2020). A sample is a fraction taken from a population as a whole that is completely representative of the traits that define that population. Sloven's formula is appropriate for collecting the sample when a population is huge.

According to Sloven's formula a sample size can be determined as follows:

$$n = \frac{N}{1+(e)^2}$$

Where n=sample size
 N= population
 e= error of tolerance

From the population of 110573 and confidence level of 90% an error of tolerance of 0.1

$$N=110,573$$

$$e = 1-0.9 = 0.1$$

Therefore: $n = 110,573 / (1 + (0.1)^2)$
 $n = 99.9$ respondents
 $n \pm 100$ respondents

According to Ghauri and Gronhaug, (2015) random sampling is encouraged since, on average, it had the same features and composition as the population and meets the law of statistical regularity.

The sample that was chosen is shown in Table 3.2. Both random and selective sampling has been used to choose the sample.

Table 3. 2: Sample Size

Target population	Total /Population	Sample Proportion (Selective)
Administrative staff	51	25
Rutung Community members	22,468	15
Gikomero Community members'	19.630	13
Nduba Community members'	68,424	46
Total	110,573	100

Source: Gasabo (2022)

3.4. Sampling techniques

Both random and selective sampling has been used to choose the sample. Where sustainable community development is being watched, there are many responses at the level of community members, whereas there are few planners among the administrative personnel. Despite of having a greater population, the community was allegedly not informationally restricted. Due to this and the inclusion of selective sampling, the researcher decided it was appropriate to skew the data in favour of the key informants without regard for bias in order to gather reliable, consistent, and well-informed data.

3.5. Data Collection instruments and Procedures of Data Collection

To obtain information, the researcher employed a variety of techniques, including surveys and interviews. The form has been filled out by respondents and returned for evaluation.

For this sort of participant to complete the questionnaire and obtain information from others who are busy, the interview (oral communication) was frequently perfect (Ghauri and Gronhaug, 2015). The researcher interviewed the sector administrators and the leaders of the community (local government, such as the leader of the

village or cell). The appropriate preparations have been made before to the interview in order to let the researcher focus on the study's primary goals. In order to achieve the goals, a well-designed questionnaire assisted respondents in providing comprehensive responses to all study questions and connecting them to the independent variables. Determine the influence of the strategic plan and community engagement as contributors to community development was the subject of one set of survey questions. The Solven's formula has been used to determine the number of questionnaires to be distributed. This has been chosen as it has been shown to be straightforward to present and collect; the researcher provided physically and administer them to the respondents, who has then been picked up and SPSS 21.0 was used to analyse data

4. Results and Discussion

4.1. Socio - demographic characteristics of respondents

This part of socio-demographic characteristics indicated the frequencies of socio-demographic characteristics especially sex of respondents, marital status, age of respondents, education level and occupation.

Table 4. 1: Socio-demographic characteristics of respondents

Variables		Frequency	Percent
Sex	Males	43	43
	Females	57	57
Marital status	Single	44	44
	Married	56	56
Age	<21	25	25
	22-29	14	14
	30-39	25	25
	>40	36	36
Education Level	Illiterate	6	6
	Primary	31	31
	Secondary	39	39
	University	24	24
Occupation	Job/service	13	13
	Public service	18	18
	Self employed	38	38
	Other	31	31

Source: Primary data, 2023

Table 4.1 shows that gender of respondents in the study area are males (43%) of respondents and while the females were (57%) of respondents. The findings shown that marital status is composed of single respondents (44%) while 56% of respondents were Married/cohabiting.

Regarding the age, the findings shown that 25% are under 21 years old, 14% of respondents were between 22-29 years of old, 25% of respondents were the between 30-39 years old and 36% of

4.2. Presentation of findings

The findings are presented in tables and figures according to the objectives.

4.2.1 Effect of strategic planning on Sustainable Community Development in Gasabo District

The next figure highlighted the level of having a community wide strategic plan in Gasabo District.

respondents were over 40 years old. The education level of respondents of Gasabo District were illiterate (6%), primary education (36%), secondary education (39%) and university level (24%) of respondents. The occupation of respondents was job/service (13%) of respondents while public services (18%) of respondents, self-employed (majority farming) (38%) and the other occupation were 31%.

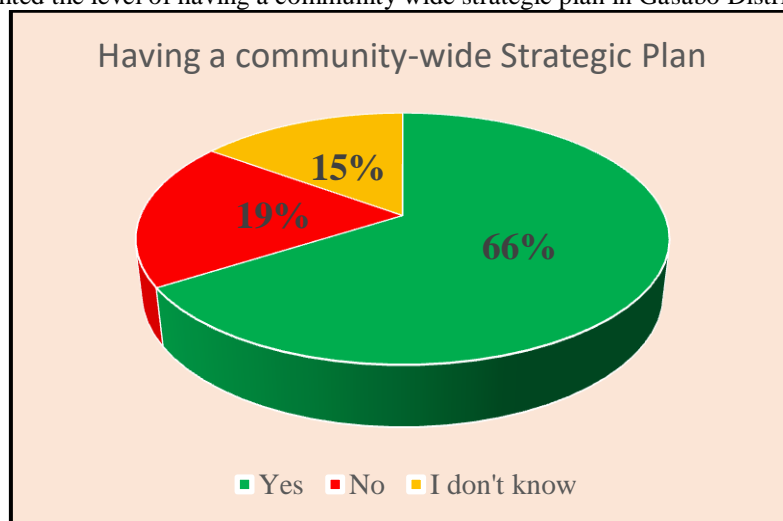


Figure 4. 1: Presentation of having a community wide strategic plan in Study area

The findings shows that 66% of the community had a wide strategic plan, 15% they did not know and 19% of respondents they did not have a community wide strategic plan.

The next figure highlighted the period of operating the strategic plan in Gasabo District.



Figure 4. 2: Presentation of operating period of strategic plan

The analysis shows that 21% they don't know the operating period of the strategic plan, 43% of respondents reported that the operating period of strategic plan is 5 years and above, 20% of respondents replied that the period is 3 to 4 years

and 16% of respondents replied that the period is between 1 to 2 years. The next table highlighted the effect of strategic planning on Sustainable Community Development in Gasabo District.

Table 4. 2: Effect of strategic planning on Sustainable Community Development in Gasabo

4.3. District

Statement (N=100)	SD(%)	D(%)	N(%)	A(%)	SA(%)	Mean	Std
Are you involved in the strategic planning process	4	7	30	47	12	3.56	0.935
Does your community effectively implement its strategies	1	3	24	52	20	3.87	0.8
Is there an impact of being involved in the strategic planning process?	3	5	24	32	36	3.93	1.037
Is the community development is based on well-planned strategic process	2	4	15	31	48	4.62	4.103
Does forming groups for implementing strategic plan lead to sustainable community development,	2	3	16	48	31	4.03	0.881
Do leaders of this district willingly contribute to ensure the wellbeing of community via strategy implementation	9	4	20	42	25	3.7	1.159

Source: Primary data, 2023

Table 4.2 shows that 47% of respondents agreed that they are involved in the strategic planning process, 52% of respondents agreed that the community effectively implement its strategies, 36% of respondents strongly agreed that there an impact of being involved in the strategic planning process, 48% of respondents strongly agreed that the community development is based on well-planned strategic process, 48% of respondents

agreed that forming groups for implementing strategic plan leads to sustainable community development and 42% of respondents agreed that leaders of this district willingly contribute to ensure the wellbeing of the community via strategy implementation. The next table highlighted the effected of strategic planning and sustainable community development.

4.4. Table 4. 3: Correlation between strategic planning and sustainable community development

		Strategic planning	Sustainable community Development
Strategic planning	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	100	
Sustainable community Development	Pearson Correlation Sig. (2-tailed)	0.901**	1
		0.000	
	N	100	100

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

Source: Primary data, 2023

Table 4.3 implies that there is a highly significance positive correlated between strategic planning and the Sustainable community development in Gasabo district. The findings revealed that there is a positive effect of strategic planning on the Sustainable community development in Gasabo district.

The next figure presented the ways respondents of study area are involved in community strategy implementation

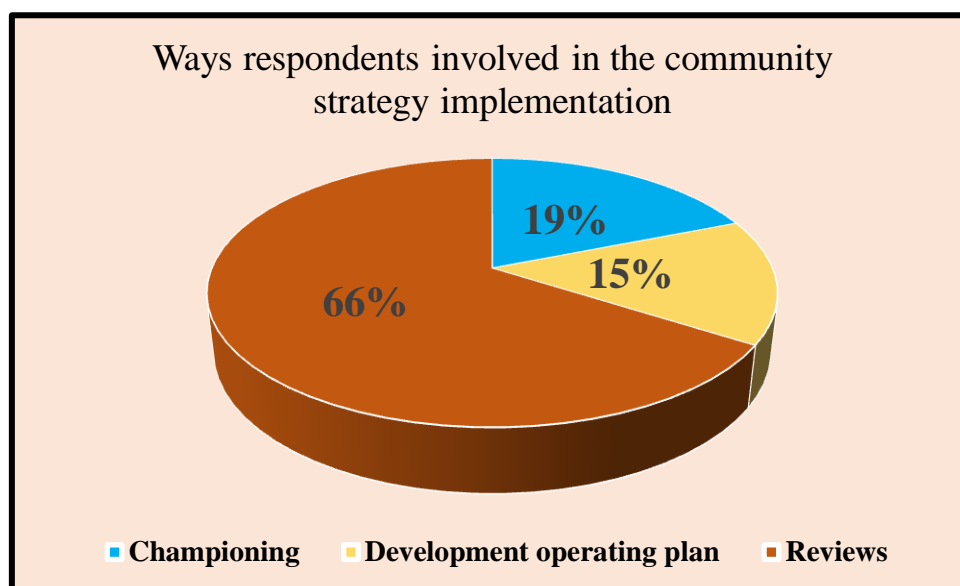


Figure 4. 3: Ways respondents involved in the community strategy implementation

Source: Primary data, 2023

Figure 4.4 revealed that 66% of respondents made reviews only in community strategy implementation, 19% of respondents made championing in community strategy implementation and 15% of respondents only made development operating plan in Gasabo District.

The findings revealed that there is a positive effect of strategic planning on the Sustainable community development in Gasabo district. This is similar to the study of Wolf and Putler (2005), they found a positive effect of community involvement on strategy implementation. Successful contribution in strategic planning fosters Sustainable community development ($r = 0.42$, $p = 0.000$), brings about community oriented critical thinking (sharing of force) and at last outcomes in more extensive help for choices ($r = 0.21$, $p = 0.01$).

Moreover, Kaufman and Alfonso, (1997) agreed that there is a positive effect from community participation that may lead to social and personal empowerment, economic development, and socio-political transformation. The findings shown that 66% of respondents made only reviews on community strategy implementation in Gasabo District. This is similar to research done by Ongonge, (2013) who noted that review and reflections process (RRPs) are key valuation and control strategies during community strategy implementation. Community involvement in community development is a process by which partnership is established between the government and local communities in the planning, implementation and utilization of development

activities. Therefore, this practice leads to the benefit from increased local self-reliance and social control over the infrastructure and technology (Oakley & WHO, 2019).

In the same line, according to Uminski (2017), this includes residents, public and private agencies, and community-based organizations working in partnership to resolve community challenges. Moreover, the integration of strategic plans with community development could assist in efficiently managing inadequate resources in the community to achieve overall improvement (Quimbo et al., 2018). According to Yaakob et al., (2019) he believed that the preservation of natural resources and culture, as well as the participation of local communities, are key to the success of ecotourism development and community participation is a bottom-up approach whereby communities are involved to solve their problems. This is the same line of the current study where the findings revealed that they are aware of the benefits of strategy implementation to the community.

One respondent said "there are many things that have been done during these 2 years, like construction and repairing of roads, health centers etc."

Regarding the ways of publishing the strategic plan in the community is so narrow.

One tenant said: Yes, I agree that the strategy has been publicized through different channel, but it is very narrow. I suggested the authorities to try increasing the ways, like monthly meeting (security meeting), not only at the end of

community work names Umuganda rusange, use some newspapers and social media where many people can read and give the comments if possible.

The findings of the current study revealed that proper strategy planning of fund management allows Gasabo District for the effective sustainable community development and community accountability in strategy planning is always taken as a source of sustainable community development in Gasabo District.

This is confirmed by authors Tseng et al. (2019) that pointed out that potential strategic planning considers the value of resources within the community, service, accommodation, accessibility, infrastructure, and vision that might be changed the ways community members change their lives. Therefore, Sriarkarin & Lee, 2018; Tseng et al., (2019) keep emphasizing that sustainable community development is based on local community involvement.

5. Conclusions

Therefore, the findings revealed that there is a wide strategic plan with the operating period of strategic plan over five years. Under a half percent of respondents are involved in the strategic planning process and reported that there is an impact of being involved in the strategic planning process. The respondents believed that to form groups for implementing strategic plan leads to sustainable community development and willingly contribute to ensure the wellbeing of community via strategy implementation. Moreover, there is a significant positive effect of strategic planning on the sustainable community development in Gasabo district. The respondents reported that their role in strategic plan is only to make review as the way of being involved in community strategy implementation in Gasabo District.

Acknowledgments

Special gratitude goes to Mount Kenya University for having given me a chance to further my studies and above all having allocated the most hardworking and understanding supervisors Dr. Eugenia Nkechi Irechukwu who were super valuable to the compilation of this paper work. I cannot forget to thank the leadership of Gasabo district for their contribution to this work. This research wouldn't have been complete without your acceptance and patience. Lastly but not least, my sincere gratitude to each of my Lecturers whose effort was resourceful.

Reference

- [1] Aborisade, O. P. (2013). Data collection and new technology. *International Journal of Emerging Technologies in Learning (IJET)*, 8(2), 48-52.
- [2] Abbott, P., Bingwaho, A., Cowan, E., & D'Ambruoso, L. (2023). Infection and Social Dislocation: Wellbeing Impacts of COVID-19 on Children and Young People-Perspectives of Rwandan Leaders.
- [3] Aljuhmani, H. Y., & Emeagwali, O. L. (2017). The roles of strategic planning in organizational crisis management: The case of Jordanian banking sector. *International Review of Management and Marketing*, 7(3), 50-60.
- [4] Alt, E., Díez-de-Castro, E. P., & Lloréns-Montes, F. J. (2015). Linking employee stakeholders to environmental performance: The role of proactive environmental strategies and shared vision. *Journal of Business Ethics*, 128(1), 167-181.
- [5] Amaladoss, M. X., & Manohar, H. L. (2013). Communicating corporate social responsibility—A case of CSR communication in emerging economies. *Corporate Social Responsibility and Environmental Management*, 20(2), 65-80.
- [6] Barney J. B. and Ouchi, W. G. (1986). *Organizational economics*, San Francisco: Jossey-Bass Bryson, J. M. (2018). *Strategic planning for public and nonprofit organizations: A guide to strengthening and sustaining organizational achievement*. John Wiley & Sons.
- [7] Bryson, J. M., Edwards, L. H., & Van Slyke, D. M. (2022). Introduction: Getting Strategic About Strategic Planning Research 1. In *Toward a More Strategic View of Strategic Planning Research* (pp. 1-30). Routledge.
- [8] Cheng, Y., Liu, W., Li, W., Wang, J., Zhao, R., Liu, B., ... & Zheng, Y. (2022). Improving multi-turn emotional support dialogue generation with lookahead strategy planning. arXiv preprint arXiv:2210.04242.
- [9] Cobigo, V., Martin, L., & Mcheimech, R. (2016). Understanding community. *Canadian Journal of Disability Studies*, 5(4), 181-203.
- [10] Council, N. S. W. A. L. (2015). *New South Wales Aboriginal Land Council*. New South Wales Aboriginal Land Council.
- [11] Cyert, R. M. and March, J. G. (1992). *A behavioural theory of the firm*. Cambridge: Mass Publishers.
- [12] Feng, L., Govindan, K., & Li, C. (2017). Strategic planning: Design and coordination for dual-recycling channel reverse supply chain considering consumer behavior. *European Journal of Operational Research*, 260(2), 601-612.

- [13] Gasabo DDP, 2018/19: Gasabo District development plan, 2018/19.
- [14] Gurstein, M. (2017). What is community informatics (and why does it matter)? (Vol. 2). Polimetrica sas.
- [15] Kirman, A. (2016). Complexity and economic policy: A paradigm shift or a change in perspective? A review essay on David Colander and Roland Kupers's Complexity and the Art of Public Policy. *Journal of Economic Literature*, 54(2), 534-72.
- [16] Kumar, N., Nguyen, P. H., Harris, J., Harvey, D., Rawat, R., & Ruel, M. T. (2018). What it takes: evidence from a nutrition-and gender-sensitive agriculture intervention in rural Zambia. *Journal of Development Effectiveness*, 10(3), 341-372.
- [17] Kwizera, B. N., & Munene, P. (2021). Implementation Strategies and Performance of NonGovernmental Organization Projects in Rwanda: A Case of Faith Victory Association Projects, Kayonza District. *Journal of Advance Research in Business Management and Accounting*, 7(11), 37-50.
- [18] Li, Y., & Hunter, C. (2015). Community involvement for sustainable heritage tourism: a conceptual model. *Journal of Cultural Heritage Management and Sustainable Development*, 5(3), 248-262.
- [19] Liu, L., Cavaye, J., & Ariyawardana, A. (2022). Supply chain responsibility in agriculture and its integration with rural community development: A review of issues and perspectives. *Journal of Rural Studies*, 93, 134-143. Masuku & Macheke 2020
- [20] MAJEDI, H. (2012). Structural-strategic planning theory.
- [21] Maleka, S. (2014). Strategy management and strategic planning process. *DTPS strategic planning & monitoring*, 1(1), 1-29.
- [22] Masuku, S., & Macheke, T. (2021). Policy making and governance structures in Zimbabwe: Examining their efficacy as a conduit to equitable participation (inclusion) and social justice for rural youths. *Cogent Social Sciences*, 7(1), 1855742.
- [23] Mazouz, B., Rousseau, A., & With the collaboration of Pierre-André Hudon. (2016). Strategic management in public administrations: a results-based approach to strategic public management. *International Review of Administrative Sciences*, 82(3), 411-417.
- [24] Mbidzo, M., Newing, H., & Thorn, J. P. (2021). Can Nationally Prescribed Institutional Arrangements Enable Community-Based Conservation? An Analysis of Conservancies and Community Forests in the Zambezi Region of Namibia. *Sustainability*, 13(19), 10663.
- [25] MUTESI, J. (2015). Decentralization and public service delivery in local governments in Rwanda. A case study of KAYONZA DISTRICT (Doctoral dissertation, Mount Kenya University).
- [26] Nazarczuk, J. M., Umiński, S., & Gawlikowska-Hueckel, K. (2018). The Role of Specialisation in the Export Success of Polish Counties in 2004-2015.
- [27] Nyangau, J. O. (2014). Public engagement and the success of strategy implementation at the ministry of devolution and planning in Kenya (Doctoral dissertation, University of Nairobi).
- [28] Nyangau, O. J. (2014). public engagement and the success of strategy implementation at the ministry of devolution and planning in Kenya. Retrieved from <https://pdfs.semanticscholar.org/74a0/83d77b7ae8731a4b0b4db04399616f578443.pdf>
- [29] Olesen, K., & Richardson, T. (2012). Strategic planning in transition: Contested rationalities and spatial logics in twenty-first century Danish planning experiments. *European Planning Studies*, 20(10), 1689-1706.
- [30] Ongonge, J. (2013). Relationship between strategic planning and organization's performance in Non-Governmental Organizations (NGOs): a case of Actionaid, Kenya (Doctoral dissertation, University of Nairobi). Kenya.
- [31] Oyi, R. A. (2011). The Role of External Stakeholders in the Strategy Implementation at Higher Education Loans Board (Doctoral dissertation, University of Nairobi).
- [32] Petered (1993) Kenya, P. F. J. the determinants of the implementation of strategies in a public research institution in KENYA.
- [33] Posey, P. A. (2013). Stakeholder engagement for strategic planning. Retrieved from.
- [34] Quimbo, Maria Ana T., Perez, John Erinorio M., Tan, Francisca O. (2018), Community development approaches and methods: Implications for community development practice and research, *Journal of the Community Development*, vol 49 (5), pp 589-603. doi.org/10.1080/15575330.2018.1546199 Rahman, M. K., Masud, M. M., Akhtar, R., & Hossain, M. M. (2022). Impact of community participation on sustainable development of marine protected areas: Assessment of ecotourism development. *International Journal of Tourism Research*, 24(1), 33-43.
- [35] Rogers, P. P., Jalal, K. F., & Boyd, J. A. (2012). An introduction to sustainable development. Earthscan.
- [36] Smith, W. A., Nolan, V. G., Robison, L. L., Hudson, M. M., & Ness, K. K. (2011). Physical activity among

- cancer survivors and those with no history of cancer—a report from the National Health and Nutrition Examination Survey 2003-2006. *American journal of translational research*, 3(4), 342.
- [37] Sun, Y., & Zhao, S. (2018). Spatiotemporal dynamics of urban expansion in 13 cities across the Jing-Jin-Ji Urban Agglomeration from 1978 to 2015. *Ecological Indicators*, 87, 302313.
- [38] Van der Merwe, M. M., & Nienaber, H. (2015). factors hindering strategy implementation as perceived by top, middle and frontline managers in a south African electronics organization. *Journal of Global Business & Technology*, 11(2).
- [39] Wasilwa, C. (2015). Effect of Community Participation on Sustainability of Community Based Devt. Projects in Kenya.
- [40] Wolf, J. A., & Putler, R. B. (2005). Strategic management: past experiences and future directions. *The Strategic Decision Challenge*, 27(3), 212-23.