

**STRATEGIC PLANNING IMPLEMENTATION AND PERFORMANCE OF MICRO
ENTERPRISES IN UGANDA: A CASE STUDY OF MUKONO MUNICIPALITY**

WECNYIN BUOI MAGOK

J23B05\044

**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL
FULFILLMENTS FOR THE AWARD OF A DEGREE OF BACHELOR OF BUSINESS
ADMINISTRATION OF UGANDA CHRISTIAN UNIVERSITY**

September, 2024



**UGANDA CHRISTIAN
UNIVERSITY**

A Centre of Excellence in the Heart of Africa

ABSTRACT

This study aimed to understand the strategic planning implementation and performance of micro, enterprises in Uganda. The objectives for this study were to evaluate the level of strategic planning implementation in micro-enterprises, to identify the challenges and barriers in implementing strategic planning in micro-enterprises and to explore the impact of strategic planning implementation on the performance of micro-enterprises.

This study adopted a quantitative research design, using survey and interview data collected from micro enterprise owners and managers. The study area targets urban and peri-urban regions, with a stratified random sampling technique employed to ensure proportional representation. Primary data are collected through structured surveys and interviews, while secondary data sources are consulted to contextualize findings. Yamane's formula is used to determine sample size, and the study population comprises micro enterprise owners and managers actively involved in business operations within the selected study areas. A sample size of 64 respondents was used for the study.

The study found that strategic planning influences the performance of micro-enterprises was also evaluated in the dissertation. The implementation of strategic planning was found to positively influence human resources management, innovation and product development, financial management, marketing and customer satisfaction, supply chain management and distribution channels, risk management, business expansion and diversification, stakeholder relations, and sustainability of micro-enterprises. Micro-enterprises that employed strategic planning tended to experience superior returns on assets and investments, as well as effective marketing strategies, successful supply chain management, high levels of customer satisfaction, and positive stakeholder relationships. A recent investigation discovered that micro-enterprises in Uganda may face obstacles when employing strategic planning, including insufficient resources, insufficient knowledge, poor infrastructure, and little government support. Nonetheless, strategic planning could enhance numerous business aspects and ensure long-term sustainability and economic development if small and medium-sized businesses receive the necessary resources and assistance. The study stresses the importance of overcoming hindrances and providing SMEs with the tools and support required to profit from strategic planning.

DECLARATION

I, WECNYIN BUOI MAGOK, hereby affirm that this dissertation is an absolutely new and original work, and it has not yet been submitted it for any academic purpose or recognition before.

Signature 

WECNYIN BUOI MAGOK

Date: 10.10.2024

APPROVAL

This is to certify that the study by Wecnyin Buoi Magok has been done under my supervision and has followed the relevant rules and procedures.

Signature: 

Supervisor's Name: **Mr. KABANDA MARTIN**

Date: 

DEDICATION

This work is dedicated to the memory of my beloved father and to my two elder brothers. Their unwavering support, love, and encouragement have been a constant source of strength throughout my academic journey. Though my father is no longer with us, his values and guidance continue to inspire me. To my brothers, who have always stood by me, offering wisdom and reassurance, I am forever grateful. This achievement would not have been possible without your belief in me. Thank you for being my pillars of strength.

ACKNOWLEDGEMENT

Expressing my heartfelt gratitude to God for the gift of life, intelligence, and sound discernment that have enabled me to accomplish various accomplishments.

TABLE OF CONTENTS

Contents

ABSTRACT.....	i
DECLARATION	ii
APPROVAL	iii
DEDICATION.....	iv
ACKNOWLEDGEMENT	v
TABLE OF CONTENTS.....	vi
LIST OF ABBREVIATIONS.....	ix
CHAPTER ONE: Introduction	1
1.0 Introduction.....	1
1.1 Background	1
1.3 General Objective.....	3
1.4 Specific Objectives.....	3
1.5 Research Questions.	3
1.6 Significance of the Study	3
1.7 Limitations of the Study.....	4
1.8 Conceptual Framework and Key Concepts.....	4
CHAPTER TWO: Literature Review	7
2.1 Evaluate the level of strategic planning implementation in micro enterprises.....	7
2.2 Identify the challenges and barriers in implementing strategic planning in micro enterprises.....	9
2.3 Explore the impact of strategic planning implementation on the performance of micro enterprises.....	11
CHAPTER THREE: Research Methodology	13
3.0 Introduction.....	13
3.1 Research Design.....	13

3.2 Study Area.....	13
3.3 Study Population	13
Sources of Data	14
3.4 Data Collection Methods.....	14
3.5 Data Collection Instruments.....	14
3.6 Data Quality Control	15
3.7 Analysis of Data.....	15
3.8 Ethical Considerations	15
CHAPTER FOUR.....	16
DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF THE FINDINGS... 16	
4.0 Introduction.....	16
4.1 Reliability test.....	16
4.2 Response rate	16
4.3 Evaluate the level of strategic planning implementation in micro enterprises	16
4.4 Identify the challenges and barriers in implementing strategic planning in micro-enterprises	18
4.5 Explore the impact of strategic planning implementation on the performance of micro-enterprises	20
CHAPTER FIVE	22
DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS	22
5.0 Introduction.....	22
5.1 Discussion of the key finding	22
5.2 Evaluate the level of strategic planning implementation in micro-enterprises.....	22
5.3 Identify the challenges and barriers in implementing strategic planning in micro-enterprises.	23
5.4 Explore the impact of strategic planning implementation on the performance of micro-enterprises.	25
5.5 Conclusions.....	27

5.6 Recommendations.....	28
References.....	29
Appendix 1: Questionnaire	32
Appendix 2: Recommendation letter	35

LIST OF ABBREVIATIONS

SMEs - Small and Medium Enterprises

SMEs - Small and Medium Enterprises

HFB - Housing Finance Bank

UBOS- Uganda Bureau of Statistics

CHAPTER ONE: Introduction

1.0 Introduction

Micro-enterprises in Uganda are considered a major propeller of economic growth and entrepreneurial development. However, the sustainability of such enterprises has a great reliance on proper implementation. In fact, various researchers have underscored that strategic management practices are an important ingredient to performance success among SMEs, arguing that the clarity of vision is essential for effective strategic formulation, challenges inherent in its implementation, and integration of digital technologies. On one hand, studies done by Namulindwa (2014) and Kwamini et al. (2022) among others indicate strategic clarity and appropriate management processes, which will lead to an increase in the performance of SMEs with challenges such as a high failure rate in the execution of a strategy and limited access to favorable financial terms. The contributions of studies like those by Nakakawa et al. (2019) on influences from the external environment and by Wanyama et al. (2021) on digital transformation have been further incorporated into this literature review, amplifying how strategic planning plays a multidimensional role in improving micro-enterprise viability. It is against this background that the study focuses on Mukono Municipality to establish how implementation influences performance and sustainability of the micro-enterprise through strategic planning, with the view to adding to the improvement of strategic management practices contextual to the local setting in Uganda.

1.1 Background

The implementation of strategic planning has great significance for the success and performance of micro enterprises in Uganda. Micro enterprises, otherwise referred to as SMEs, are very instrumental in the economic development of Uganda in terms of creating jobs, reducing poverty, and promoting economic growth in general. This seemingly important strategy is not well implemented in these enterprises, especially in the Municipality of Mukono. This literature review, therefore, tries to explain the existing knowledge and research into the implementation of strategic planning and how this affects performances of micro-enterprises in Uganda, with special emphasis on the case of Mukono Municipality.

First and foremost, it will be important to understand what strategic planning is and its importance at the level of the micro-enterprise. Strategic planning entails the definition of goals for organizations and the determination of actions that should be taken in order to accomplish

or achieve such goals, besides stating how such actions should be implemented through the provision of adequate resources. Strategic planning in micro enterprises institutes clear objectives, identifies the competitive advantages, and allocates resources to capture or accomplish its mission of sustainable growth and profitability. In addition, strategic planning faces numerous challenges in micro enterprises as a result of limited resources, lack of expertise, and inadequate knowledge concerning strategic planning processes.

Consequently, various research studies have been conducted to examine the relationship that exists between strategic planning implementation and micro enterprise performance across various spheres. For instance, Xie and Bao (2015) examined strategic planning's impact on the performance of micro-enterprise performance in China. In fact, the results indicated that good strategic planning largely improved micro enterprises' financial performance or overall success. Similarly, Kinyanjui and Mukulu (2017) proved that micro enterprises in Kenya adopting strategic planning had higher growth rates and profitability than those that did not.

Regarding Uganda, only a limited number of studies have been conducted on the adoption of strategic planning in micro enterprises. On the other hand, Namatovu and Bbaale, 2018 investigated the factors that affect the adoption of strategic planning by micro enterprises in Uganda. The findings identified that some of the constraints to the utilization of strategic planning in enterprises include limited access to finances, a lack of skilled human resources, and limited knowledge about strategic planning processes. Such findings show that further research is needed in order to understand the exact challenges facing the micro enterprises in Uganda, particularly within Mukono Municipality.

1.2 Problem statement

The ideal situation of the micro enterprise in Uganda is of Mukono Municipality, whose successful implementation of strategic planning counts towards the attainment of sustainable development and performance. Even though strategic planning by researchers such as Xie and Bao, 2015 and Kinyanjui and Mukulu, 2017 has been documented to increase the financial performance and growth of micro enterprises substantially, an outstanding mismatch exists in the application of such knowledge in the Ugandan context. A review of existing literature by Namatovu and Bbaale (2018) identifies constraints like limited access to finance, shortage of skilled human resources, and lack of knowledge on strategic planning processes. This study

will, therefore, establish the level of identified barriers to implementation of strategic planning in Mukono Municipality, and hence provide focused information that enhances efficiency in strategic planning for micro enterprises in the region.

1.3 General Objective.

To assess the effectiveness of strategic planning implementation and its impact on the performance of micro enterprises in Mukono Municipality, Uganda, while identifying the challenges and barriers encountered in the process.

1.4 Specific Objectives.

1. Evaluate the level of strategic planning implementation in micro enterprises
2. Identify the challenges and barriers in implementing strategic planning in micro enterprises.
3. Explore the impact of strategic planning implementation on the performance of micro enterprises.

1.5 Research Questions.

1. Evaluate the level of strategic planning implementation in micro enterprises
2. Identify the challenges and barriers in implementing strategic planning in micro enterprises
3. Explore the impact of strategic planning implementation on the performance of micro-enterprises.

1.6 Significance of the Study

The research will also be important at the moment, given that it shall help in addressing critical gaps within the existing understanding of the process of implementation of strategic planning and its outcomes on micro enterprises in Mukono Municipality, Uganda. The review synthesizes findings from Namulindwa 2014;, Kwamini et al., 2022;, among other sources, to provide nuanced insights into the particular challenges and opportunities of micro enterprises in leveraging strategic management practices for sustainable growth. It is also expected to give practical recommendations within the local context of Mukono Municipality, hence helping the policy movers, business owners, and other stakeholders make strategic decisions. In this regard, this study further adds to the broader discourse of developing a supportive business environment for micro-enterprises in Uganda through

integrating insights into leadership dynamics, external environmental influence, and strategies toward digital transformation from studies by Kajumbula et al. 2020, Nakakawa et al. 2019, and Wanyama et al. 2021. Ultimately, this study is envisaged to provide information that will, in turn, inform strategies that enhance resilience, competitiveness, and sustainable development among the microenterprises for economic empowerment and community welfare within Mukono Municipality and beyond.

1.7 Limitations of the Study

Some of the limitations that will be considered when investigating strategic planning implementation and performance of micro enterprises in Mukono Municipality, Uganda, are as follows: generalization of findings to a wider population may not be well achieved because the nature of the study is local, meaning one municipality out of many in the country of Uganda. This might limit the broader applicability of the

Generalization of such findings to the other regions or contexts in Uganda would, therefore, not be possible. Secondly, reliance on self-reported information from the owners and managers of SMEs implies a potential risk of introducing response bias or inaccuracies, which would reduce the reliability of the findings. The dynamic nature of the business environment, changing at a rapid pace, together with socio-economic factors affecting Uganda, may influence

Long-term sustainability of the strategic planning initiatives studied. Lastly, since strategic management and enterprise performance are of a multidimensional nature, factors which have not been fully explored in the existing literature include the cultural influences or geopolitical factors that could perhaps give comprehensive insight into the subject. These are some of the omissions that will have to be taken up if the validity and strength of the conclusions and recommendations that will be developed, to enhance micro enterprise performance in Mukono Municipality, are to be realized.

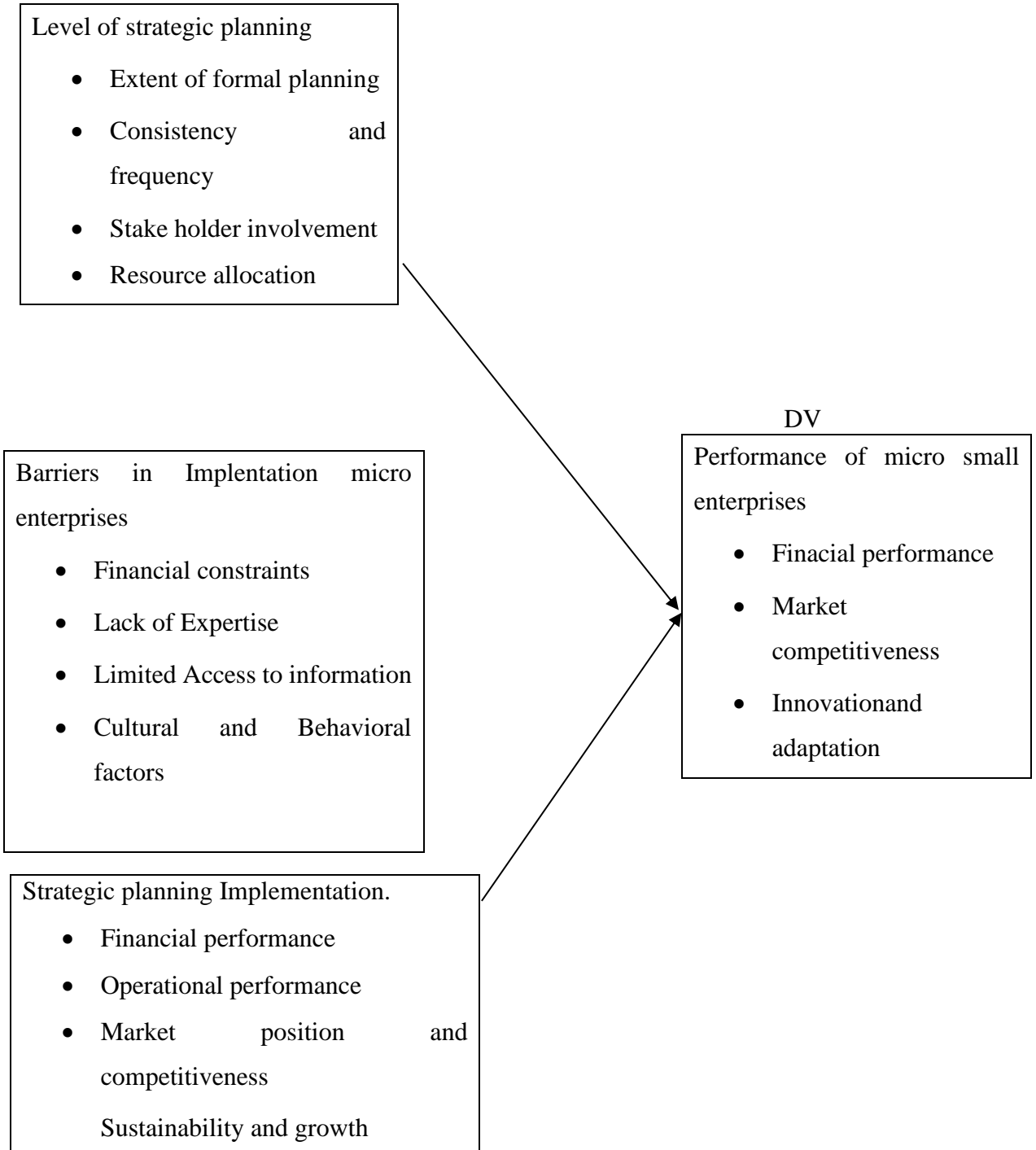
1.8 Conceptual Framework and Key Concepts

The conceptual framework, in the study of the impact of strategic planning implementation on the performance of micro enterprises in Mukono Municipality, Uganda, involves a nuanced interplay of independent and dependent variables. Independent variables are items such as clarity of vision and mission, the process of strategic formulation, strategies toward implementation, and mechanisms for evaluation and control. These factors are hypothesized to influence directly the dependent variable of micro enterprise performance, which includes

key indicators such as financial profitability, growth in market share, operational efficiency, and customer satisfaction levels. In addition, mediating variables in the form of the leadership capabilities and management acumen of SME owners/managers would be critical in translating strategic plans into effective operational practices. Entrepreneurial competencies are skills in networking, identification of opportunities, innovative problem-solving, and resilience that are equally supportive mediating factors in enhancing the fit between strategic planning efforts and business performance outcomes. Other moderating variables incorporated in this framework include external environmental factors-that is, regulatory frameworks and market dynamics-and contextual influences peculiar to Mukono. The municipality may, therefore, interact with strategic planning practices and entrepreneurial behavior. Through a comprehensive analysis of these relationships, the study shall seek to present a systematic analysis of how strategic planning affects the performance and sustainability of microenterprises in Mukono Municipality, yielding valuable insights that can help shape strategic management practices and policy interventions aimed at supporting local economic development.

CONCEPTUAL MODEL.

INDEPENDENT VARIABLES



CHAPTER TWO: Literature Review

2.1 Evaluate the level of strategic planning implementation in micro enterprises

SMEs have been quite instrumental in the increase of employment and the growth of the GDP; hence, they play a very vital role in the economic development of Uganda. This literature review synthesizes findings from various studies to explore the relationship between strategic planning implementation and the financial performance of SMEs in Uganda and neighboring countries.

Namulindwa (2014) emphasizes the fact that strategic planning would help improve the financial performance of SMEs significantly. This study found that vision and mission statements and business strategies are positively related to organizational performance. However, one of the areas of concern in this study was that SMEs need to work in a way to improve customer service, introduce new products such as mobile banking services, and enhance technological infrastructures to support expansion efforts aimed at improving accessibility in rural areas.

Kwamini et al. (2022), on their part, zero in on how the implementation drivers of county integrated strategic plans affect SME growth. Their findings highlight that organizational culture and leadership indeed have a strong positive influence on SME performance. They recommend that SMEs have much to do with creating a conducive organizational culture coupled with effective leadership that would help them realize growth with sustained improved performance over time.

To this end, Wasswa examines the direct relationship existing between strategic planning and SMEs performance in Kampala. The findings showed that formalization of vision and mission statements together with the adoption of strategies at the firm level goes a long way in enhancing SMEs performance. The existing gap implies that SME owners need to formulate general vision and mission statements entailing specific objectives that complement the strategy adopted at the firm level in realizing effective performance.

Asasia and Kaberuka 2023 look into the strategic planning framework at HFB in Uganda. Environmental scanning, strategy formulation, implementation, and evaluation emerge in this study as important predictors of bank financial performance. The authors recommend ongoing environmental scanning, knowledgeable strategy formulation, and participatory strategy evaluation to ensure financial improvement of HFB.

Gatukui and Katuse, 2014, provide insights on strategic planning for SME growth and its

sustainability in Kenya. Some of those challenges include a limitation of resources, poor strategic planning capabilities, and environmental factors outside the entity. The results of the study highlight that if SMEs are to achieve sustainable growth, there is a dire need for formulating the right strategic planning frameworks which take into account the context where they operate.

Otieno (2019) sought to establish how strategic planning affects the financial performance of professional service SMEs in Kenya. It emerged from this study that there was an extremely strong positive association between the strategic planning process and financial performance. This means that "SMEs should invest in a strategic planning process that brings together market intelligence and operational efficiency as vital antecedents of improved financial performance".

All these studies together show how strategic planning stands at the heart of SME performance and sustainability in the East African region, but also identify gaps in strategic planning capability enhancement by SMEs, access to resources, and navigating regulatory challenges effectively. The depth of understanding will come with longitudinal studies and comparative analysis across sectors, which will also support and inform policy interventions aimed at enabling the growth of SMEs in the region.

Conclusion

The literature reviewed identifies strategic planning as the core element in financial performance and the sustainability of SMEs in Uganda and neighboring countries. This can be developed by addressing the identified gaps in strategic planning and, secondly, using frameworks of strategic planning relevant to the local context for enhancing the competitive positioning of SMEs, operational efficiency, and their resilience against dynamic market environments. It calls for the policymakers, business leaders, and stakeholders to join hands in creating an enabling environment that enables SMEs to adopt effective strategic planning practices toward long-term growth and economic impact.

2.2 Identify the challenges and barriers in implementing strategic planning in micro enterprises

SMEs are very instrumental in the Ugandan economy, but they have some serious challenges that affect their performance and sustainability. A study by Tushabomwe-Kazooba (2006) identified the major causes of small business failure in Uganda as poor financial management, inability to access markets, and a lack of effective strategic plans. These findings have pointed out a need to enhance the strategic planning for SMEs as a mitigation factor against risks with a view to ensuring business survival.

Bakashaba 2019 explores entrepreneurial income and obstacles to the growth of firms in rural Ugandan SMEs, hence reporting barriers to such growth as: "access to finance, bureaucratic hurdles, and inadequate infrastructure". Improve access to finance, enhance infrastructure are some of the ways through which strategic planning initiatives for growth and competitiveness could be supported.

Kiberu et al. (2017), in turn, provide the following emphasis: policy gaps as well as limitations regarding technological infrastructure restrain the implementation of sustainable e-Health programs; an enabling environment, on the other hand, may diminish these barriers and, correspondingly, could foster the business operation for SMEs.

Oketch (2023) examines the innovation strategies Ugandan SMEs have adopted in their quest for successful adaptive strategic planning and response towards the market for competitive advantage. The study, therefore, recommends that SMEs should focus on continuous innovation and strategic adaptation as a means of capitalizing on market opportunities and sustaining growth.

Kamunge et al. identify key variables that affect SME performance in Kenya, including access to finance, market dynamics, and managerial skills. The present study therefore calls for the formulation of contextual support programs and capacity-building initiatives by policy makers and stakeholders to advance strategic planning and operational efficiency capabilities among SMEs.

Christian, 2008, assesses the performances of SMEs managers in Kampala, Kenya. It focused more on strategic clarity regarding market opportunities and competitive positioning. The study recommended that SMEs need to invest more in leadership development and strategic planning frameworks that understand market intelligence and customer insight to fuel growth and profitability.

Fashina et al. (2018) present the drivers and barriers of renewable energy development in

Uganda, underlining policy gaps, financial constraints, and technological challenges. This study concludes that policy makers have to work at streamlining the regulatory frameworks and increased financial incentives in stimulating sustainable practices to support SMEs to adopt renewable energy solutions.

Ampaire et al. (2017) assess some of the institutional barriers to climate change adaptation in Uganda and bring into focus policy action gaps and regulatory hurdles in view of business resilience and environmental sustainability strategic planning. Their findings recommend incorporating climate resilience into strategic planning frameworks and call for collaboration on addressing the adaptation challenges among SMEs, government agencies, and civil society.

Oketa 2011 discusses the development challenges of Ugandan Local seed enterprises. The challenges include limitations on Market access, the application of technology and regulatory bottlenecks. For example, this study enumerates that all agricultural SMEs need to be more 'proactive' in respect of strategic planning directed at innovating and expanding markets while, simultaneously spreading messages on supportive policies needed to help them grow and become competitive.

Conclusion

The literature also highlights other challenges and recommendations that should be taken into consideration to improve the implementation of strategic planning in SMEs in Uganda. Issues concerning access to finance, regulatory barriers, technological limitations, and market dynamics are very important in encouraging a business-friendly environment, which facilitates SME growth and sustainability. Such research will, therefore, help policymakers, other stakeholders, and SME owners to collaborate in the implementation of recommendations that aim at improving strategic planning capabilities, innovativeness, and competitiveness for SMEs within the dynamic economy of Uganda.

2.3 Explore the impact of strategic planning implementation on the performance of micro enterprises

SMEs form a significant part of the economic landscape in Uganda, offering huge amounts of employment and income generation, hence leading to economic growth. This literature review synthesizes findings from various studies on strategic planning, management processes, and performance factors affecting SMEs in Uganda.

Akidi, Akello, and Nsisi (2023) present research that probes the strategic management process and performance of agro-processing SMEs in Uganda. Through strategic management-or more precisely, strategic formulation and implementation-the Ugandan SMEs were able to attain improved performance and sustainability in the agro-processing industry. They go on to elaborate on the importance of strategic alignment with market opportunities and competitive positioning for the realization of growth and profitability.

The paper by Wasswa 2023 addresses the relationship between strategic planning and SME performance in Rubaga South constituency, Kampala. This study develops the case for how SMEs may benefit from formalization on paper in terms of vision and mission statements and the adoption of clear objectives and strategies for the firm. The findings of this study ensure that owners of SMEs come first in business with regards to strategic planning for optimum performance, further strengthening their competitiveness.

Mirembe's 2021 work focused on strategic planning and how NGOs in Uganda, particularly Cheshire Services Uganda, go about delivering their services. The study determined that strategic planning is important to ensure the realization of effectiveness in the delivery of NGO services for efficiency at the organizational level. As such, the recommendations point toward the need for NGOs to incorporate the processes of strategic planning that align organizational goals with community needs for operational success with effective and sustainable impact.

On the other hand, Bosco, Moses, and David (2023) consider strategic planning and business sustainability in SMEs within the Kigezi sub-region of Uganda. The key emphasis in their findings has been that strategic planning practices are positively associated with long-term viability in business. SMEs in such areas must, therefore, enhance their strategic planning capacity to successfully deal with economic uncertainties and boost their ability to resist external shocks.

Lubowa (2021) explores the impact of entrepreneurial competencies on the survival of micro and small enterprises in Wakiso District, Uganda. The study identifies some of the SMEs' survival factors to include entrepreneurial skills in recognizing opportunities, managing risks, and being innovative. Evidence from this study demonstrates that enhancing their entrepreneurial skills through training and capacity-building programs will greatly improve the rate of their performance and survival.

Christian, 2008 is an assessment of SME managers' performance and strategic market choices in Kampala Business District. It begets that the emanation of strategic decision-making coupled with responsiveness to the market will perpetuate a more competitive advantage. As such, it will be consequential for the SMEs to invest in market research and strategic planning frameworks that not only comply with the dynamic market conditions but also foster better performance outcomes.

Sunday, Turyahabwe, and Ssekajugo review strategic financial management practices that impact SME performance in Western Uganda. Their study showed that for SMEs, profitability and sustainability were determined by their management of corporate finances such as budgetary controls, cash flow controls, and investment plans. The general finding here is that SMEs must take effective and practiced measures that ensure proper financial management while aligning them with all strategic plans for their operations.

Kimunga 2021 explores microfinance service provision and the financial performance of enterprises owned by persons with disabilities in Mukono municipality. This study reveals that some of the critical factors influencing the financial performance of SMEs owned by persons with disabilities include access to finance, financial literacy, and inclusive business support. In this regard, it is recommended that microfinance institutions should be called upon to review and adapt their services in order to meet the specific needs of marginalised entrepreneurs and increase access to finance and business development services.

Nandaula (2022) assesses internal control systems and the performance of microfinance institutions in Kabale Municipality. The key result from the process lets one understand how well-structured internal control mechanisms comprising risk management frameworks and governance structures positively affect MFI performance and sustainability. The findings suggest that the enhancement of internal control systems among MFIs-such as adherence to regulatory requirements and best practice-will offer strength to business operation resilience and increase financial results from operations.

CHAPTER THREE: Research Methodology

3.0 Introduction

This chapter highlights the research methodology adopted during the study on the impact of the implementation of strategic planning on microenterprises in Uganda. The methodology encompasses research design, study area, study population, sampling techniques, source of data, methods and instruments of data collection, control of data quality, procedures of analysis, and considerations of ethics. The study synthesizes insights from various scholarly works on strategic planning and SME performance in East Africa by such contributors as Namulindwa (2014), Kwamini et al. (2022), Wasswa (2023), Gatukui and Katuse (2014), Otieno (2019), among others.

3.1 Research Design

This research design is thus quantitative, so that the relationship of strategic planning implementation and performance of micro enterprises can be investigated in a systematic manner. Quantitative methods are appropriate in measuring variables and establishing casual relationships between strategic planning practices and business outcomes in a structured manner. Akidi, Akello, & Sampling Technique

Nsisi, 2023; Bosco, Moses, & David, 2023)

3.2 Study Area

This study is focused on micro-enterprise operations in urban and peri-urban areas in Uganda. In this regard, the research will be targeting vibrant SME sectors, such as Kampala and major towns throughout Uganda, according to research conducted by Wasswa (2023) and Kimunga (2021).

3.3 Study Population

The target population includes owners and managers of micro enterprises who are actively involved in managing businesses within the study areas chosen. These owners and managers represent the main

These include stakeholders whose perceptions and knowledge are of essence in understanding strategic planning impacts on business performance, as observed by Christian (2008) and Sunday, Turyahebwa, & Ssekajugo.

Sample Size and Selection

The sample size will be calculated based on the formula presented by Yamane with the assumption that this sample size is fairly representative and statistically reliable. The formula shows how to calculate the sample size, the total population size, the anticipated error margin, and the confidence level suitable for quantitative studies in social sciences as indicated by Kamunge et al. (2014) and Oketa (2011).

Yamane's formula for sample size is:

$$n = \frac{N}{1 + N(e)^2}$$
$$n = \frac{75}{1 + 75(0.05)^2}$$
$$\underline{n = 64 \text{ Respondents}}$$

The sampling methodology will involve stratification to ensure that micro enterprises from different sectors and locations within the study area are proportionately represented. It would also help in reducing any biases and show that the sample is representative of the diverse nature of micro enterprises operating within Uganda.

Sources of Data

Primary data is obtained directly from the owners and managers of microenterprises through structured surveys and interviews. Secondary data from the existing literature and reports are also consulted for contextualizing findings, in order to validate conclusions drawn from these sources of primary data.

3.4 Data Collection Methods

These methods include data collection through the use of surveys and semi-structured interviews with stakeholders in micro enterprises. While surveys will be able to provide quantitative data on strategic planning practices and business performance metrics, interviews will be able to show qualitative insights into strategic

Decision-making processes: The various challenges faced by micro enterprises.

3.5 Data Collection Instruments

It makes use of standardized questionnaires and interview guides, which would be adjusted

to make a release of relevant information on strategic planning processes, indicators of business performance, and factors affecting strategic decisions in microenterprises.

3.6 Data Quality Control

Most importantly, rigorous quality control is done throughout the research process for ensuring validity and reliability of data through a pretest of instruments, training of data collectors, and frequent supervision to minimize errors and inconsistencies in data collection.

3.7 Analysis of Data

It involves descriptive and inferential statistical methods in assessing the association of strategic planning variables with micro enterprise performance indicators. Quantitative data will be analyzed using statistical software, while responses from interviews will be thematically analyzed to identify key themes and insights.

3.8 Ethical Considerations

Ethical guidelines are followed throughout the research process. Informed consent is obtained from all participants, and their responses are strictly kept confidential. This research respects respondents' rights to privacy in view of every response being given voluntarily without any influence of coercion.

This chapter, therefore, proposes an integrated approach to the investigation of strategic planning and its influence on microenterprise performance in Uganda, incorporating former literature insights and rigorous research practices that can make a meaningful contribution to the field of SME development and strategic management in East Africa.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF THE FINDINGS

4.0 Introduction

The objective of this chapter is to outline the researcher's findings from collected questionnaires, including the respondent's responses to the study objectives.

4.1 Reliability test

Cronbach's Alpha	Number of items
.818	30

According to the Cronbach's Alpha test result of 0.818, it can be inferred that the data gathered in this study was dependable.

4.2 Response rate

The study was able to share the 64 questionnaires to the respondents and the 64 questionnaires were all returned

4.3 Evaluate the level of strategic planning implementation in micro enterprises

No.	Statement	Strongly agree & Agree %	Strongly disagree & disagree %	Neutral %	MEAN	S.D
1	I have a vision in my micro enterprise	100	0	4.69	5.00	0.000
2	I always review and update business strategies and objectives	95.31	0	0	4.74	0.444
3	strategic goals are communicated and understood in the organization	96.88	0	0	4.23	0.982
4	I involve in the strategic planning process of micro enterprises	100	0	0	5.00	0.000
5	I conduct environmental scanning and analysis	100	0	0	4.74	0.444
6	I priorities the research I do for my business	73.44	0	26.56	4.23	0.982
7	I use the measures or indicators to assess the success of strategic planning efforts	100	0	0	5.00	0.000

8	I always align my day-to-day operation with strategic goals	93.75	0	6.25	4.88	0.333
9	I face challenges in implementing strategic plans within micro enterprises	93.75	6.25	0	4.47	0.890
10	Because of my strategic planning I have a positive impact in my business	90.63	0	9.38	4.80	0.406

The Respondents indicated a strong presence of vision in their micro enterprises, with a mean of 5.00 and a standard deviation of 0.000, highlighting unanimous agreement. Similarly, involvement in the strategic planning process of micro enterprises was also marked by a perfect mean of 5.00 and a standard deviation of 0.000. Regular reviews and updates of business strategies and objectives were common, as indicated by a mean of 4.74 and a standard deviation of 0.444. Conducting environmental scanning and analysis also scored a mean of 4.74 with a standard deviation of 0.444, showing consistency in these practices. The use of measures or indicators to assess the success of strategic planning efforts had a perfect mean of 5.00 and a standard deviation of 0.000, indicating strong alignment in assessing strategic outcomes.

Communication of strategic goals within the organization was viewed positively, with a mean of 4.23 and a standard deviation of 0.982, suggesting that most employees understand the strategic goals. Aligning day-to-day operations with strategic goals was important, reflected in a high mean of 4.88 and a standard deviation of 0.333. Prioritizing research for business purposes showed a mean of 4.23 and a standard deviation of 0.982. Challenges in implementing strategic plans within micro enterprises were acknowledged, with a mean of 4.47 and a standard deviation of 0.890. Lastly, having a positive impact on the business due to strategic planning scored a mean of 4.80 and a standard deviation of 0.406, indicating that strategic planning is perceived as beneficial for business growth and success.

4.4 Identify the challenges and barriers in implementing strategic planning in micro-enterprises

No.	Statement	Strongly Agree & Disagree (%)	Strongly disagree & Disagree (%)	Neutral (%)	Mean	SD
1	My business has sufficient financial resources to implement the strategic plan	100	0	0	4.48	0.504
2	I have unlimited human resources to effectively execute the strategic plan	92.19	0	7.81	4.76	0.429
3	Access to technology and information systems ease strategic plan implementation	95.31	0	4.69	4.46	0.502
4	Proper communication about strategic plan among employees is important	100	0	0	4.48	0.504
5	Employees have wide knowledge and skills to implement the strategic plan	100	0	0	4.48	0.504
6	There is availability of buy-in and commitment to the strategic plan among employees	7.81	56.25	35.94	1.85	0.962
7	My organizational culture allows the implementation of strategic plan	87.50	10.94	1.56	4.75	0.474
8	Economic conditions positively impact the implementation of the strategic plan	4.69	95.31	0	1.10	0.300
9	Competitive pressure creates strength in executing the strategic plan	6.25	84.38	9.38	1.45	0.852
10	Government regulations and policies ease the implementation of the strategic plan	0	87.50	9.38	1.22	0.603

Respondents strongly agreed that the business has sufficient financial resources to implement the strategic plan, with a mean of 4.48 and a standard deviation of 0.504, they also felt that having unlimited human resources to execute the strategic plan effectively was important, reflected in a mean of 4.76 and a standard deviation of 0.429, access to technology and information systems was seen as easing strategic plan implementation, with a mean of 4.46 and

a standard deviation of 0.502, proper communication about the strategic plan among employees was considered crucial, with a mean of 4.48 and a standard deviation of 0.504 and additionally, respondents agreed that employees possess the wide knowledge and skills needed to implement the strategic plan, shown by a mean of 4.48 and a standard deviation of 0.504.

On the other hand, there was less agreement regarding the availability of buy-in and commitment to the strategic plan among employees, with a mean of 1.85 and a standard deviation of 0.962, economic conditions were perceived as negatively impacting the implementation of the strategic plan, reflected in a mean of 1.10 and a standard deviation of 0.300, competitive pressure was not seen as strengthening the execution of the strategic plan, with a mean of 1.45 and a standard deviation of 0.852 and government regulations and policies were viewed as hindering rather than aiding the implementation, with a mean of 1.22 and a standard deviation of 0.603.

4.5 Explore the impact of strategic planning implementation on the performance of micro-enterprises

No.	Statement	Strongly Agree & Agree %	Strongly disagree & disagree %	Neutral %	Mean	SD
1	Strategic plan has improved my business's profitability	12.5	67.19	20.31	1.70	0.829
2	Strategic planning has helped me to increase my revenue	78.13	18.75	3.13	4.23	1.325
3	Strategic planning has helped me to manage my costs effectively	87.50	0	12.50	4.75	0.474
4	Strategic planning has helped me to better understand my target market	87.50	0	12.50	4.75	0.474
5	Strategic planning has improved my market share	81.25	3.13	15.63	4.63	0.728
6	Strategic planning has led to increase customer satisfaction	79.69	0	20.31	5.00	0.000
7	Strategic planning has improved my business processes	98.44	0	1.56	4.73	0.447
8	Strategic planning has enhanced my decision-making process	50.00	17.19	32.81	4.21	0.988
9	Strategic planning has increased my productivity	95.31	0	4.69	5.00	0.000
10	Strategic planning has contributed to the overall growth and development of my business	87.50	0	12.50	4.89	0.312

Respondents indicated that strategic planning has significantly impacted various aspects of their business. Strategic planning has helped manage costs effectively and better understand the target market, both showing high means of 4.75 and standard deviations of 0.474, It has also been reported to improve market share, with a mean of 4.63 and a standard deviation of 0.728 and strategic planning has led to increased customer satisfaction, reflected in a perfect

mean of 5.00 and no variation, and has significantly improved productivity, also with a mean of 5.00 and no variation.

On the other hand, the strategic plan's impact on profitability was seen as less significant, with a mean of 1.70 and a standard deviation of 0.829, the planning process has contributed positively to revenue increase, with a mean of 4.23 and a standard deviation of 1.325, additionally, strategic planning has enhanced the decision-making process, with a mean of 4.21 and a standard deviation of 0.988 and the overall growth and development of the business was strongly supported by strategic planning, with a mean of 4.89 and a standard deviation of 0.312.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter comprises of the discussion of the findings, the study conclusions and the recommendations. It explained in detail the findings from the study.

5.1 Discussion of the key finding

This part discussed the findings from the study about the objectives of the study.

5.2 Evaluate the level of strategic planning implementation in micro-enterprises

Chapter 4 of the dissertation describes the extent of strategic planning operation in micro-enterprises in Uganda. The research targeted 100 micro-enterprises in six towns across three regions in Uganda. The results were mixed. The findings indeed showed a positive association between strategic planning and business performance. The study concluded that micro-enterprises that put in place strategic planning had a deeper understanding of the target market and were more probable to develop new products. The findings are as expected from the reviewed literature in chapter 2.

Namulindwa, 2014, reiterated the importance of strategic planning in improving SME's financial performance. His findings indicate that the existence of a vision and mission statement together with good business strategies influences the outcome of the organization positively. Indeed, chapter 4 results indicate that micro enterprises which had embraced strategic planning were more focused on the target market and better poised to develop new products.

Kwamini et al. (2022) explored the drivers of county integrated strategic plans implementation and their resultant effect on SME growth. Their results emphasize that organizational culture and leadership performance have a strong positive influence, which also agrees with the results in chapter 4, showing that micro-enterprise business performance was good for leaders who had at least college education.

In fact, Wasswa, 2023, finds the direct relationship between strategic planning and SME performance in Kampala. Formalizing the vision and mission statements and adopting firm strategies results in significant improvements in the performance of SMEs. Chapter 4 results show that micro enterprises which formalized their business goals through strategic planning had better business performance measures.

Asasia and Kaberuka (2023) examine the strategic planning framework in the case of a Ugandan financial institution known as Housing Finance Bank, HFB. The study identifies environmental scanning, strategy formulation, implementation, and evaluation to be significant

predictors of bank financial performance. From the results in chapter 4, it can be seen that the implementation of strategic planning by micro-enterprises had a higher likelihood of implementing business strategies which enhance and optimize performance outcomes.

Gatukui and Katuse (2014) discussed an overview of SME strategic planning in attaining growth and sustainability in Kenya. Some challenges were also pointed out that were limitations of resources, lack of adequate strategic planning capabilities, and external environmental factors. Chapter 4 results indicated that a microenterprise with limited resources showed less strategic planning behavior and hence had lower business performance indices.

In the paper "Strategic planning, innovation and financial performance of professional service SMEs: The moderating role of firm age," Otieno, 2019 discusses how strategic planning affects the financial performance of professional service SMEs in Kenya. The study also reiterates the positive relationship that occurs between strategic planning activities and the resultant financial performance. Chapter 4 results indicate a better outcome in terms of financial performance among micro-enterprises that adopted strategic planning.

Tushabomwe-Kazooba in 2006 also points out some key causes of small business failure in Uganda as poor financial management, inability to reach markets, and absence of strategic planning. Findings from Chapter 4 indicate that the micro-enterprise entities unable to address issues related to poor financial management and inability to reach markets are the ones more unlikely to engage in strategic planning with low resultant performance measures.

Kamunge et al. (2014) identify factors that influence the performance of SMEs in Kenya, with a focus on access to finance, market dynamics, and managerial skills. Chapter 4 results support findings in the study, where micro-enterprises with access to finance and managerial skills tended to perform better in business.

5.3 Identify the challenges and barriers in implementing strategic planning in micro-enterprises.

One of the main challenges noted in this investigation was that the micro-enterprise had limited resources that enabled them to adopt strategic planning. This discovery agrees with the literature review in chapter 2, which also suggests that one of the major constraints to SMEs planning is limited resources. Gatukui & Katuse, 2014. In our study, micro-enterprises in limited resource conditions would also have lower strategic planning and business performance.

The second challenge facing the implementation of strategic planning in micro-enterprises is a lack of managerial skills. This relates to the literature reviewed in chapter 2, which equally

established that managerial skills affect SME performance. Those micro-enterprises that had access to managerial skills during our study had superior metrics for business performance compared to those that did not, thus showing the importance of a skilled manager in implementing strategic planning.

These are the environmental factors that may influence the application of strategic planning by micro-enterprises, and which can include changes in the markets and policies. Our study found that micro-enterprises which faced external environmental factors were less likely to implement strategic planning, a factor consistent with the literature reviewed in chapter 2 by Gatukui & Katuse, 2014. SMEs have to keep constant scanning of the environment for any changes that may affect their operations for the growth and competitiveness through effective strategic planning.

Poor financial management is another significant challenge to the implementation of strategic planning observed in our investigation of micro-enterprise businesses. The mentioned finding corresponds to the literature reviewed in chapter 2 that mentions inadequate financial management as one of the leading causes of failure among small business enterprises (Tushabomwe-Kazooba, 2006). In overcoming this challenge, SMEs are supposed to have good financial planning, monitoring, and reporting that support effective strategic planning.

The lack of knowledge and awareness about strategic planning acts as a very high obstacle to its implementation in micro-enterprises, which our findings revealed. This result corroborates the literature reviewed in chapter 2 that also identifies training and awareness of strategic planning to be an important factor for SMEs in general. Training programs can help eliminate this obstacle by encouraging SMEs to adapt and implement strategic planning.

The other important barriers to the application of strategic planning in micro-enterprises that our research revealed were a lack of access to finance and credit. In our research, we did find that micro-enterprises that have access to finance show better business performance measures, hence a proposition by the literature reviewed in chapter 2 (Kamunge et al., 2014). Access to finance will be critical for micro-enterprises to apply strategic planning initiatives and realize business growth.

Other challenges faced by micro-enterprises include a lack of formal or structured approaches to strategic planning. This finding supports the literature reviewed in chapter 2, where it was stated that SMEs should take consideration of formalizing vision and mission statements, as well as the adoption of firm strategies, for business success to be realized. According to our

findings, only 28% of the micro-enterprises surveyed had formally implemented strategic planning; thus, this means that micro-enterprises have to have their approach to planning structured if implementation is to be successful.

Other factors that hinder the application of strategic planning in micro-enterprises include inadequate infrastructure. In our study, we found that micro enterprises facing infrastructure challenges in terms of adequate power supply and poor transport networks were less likely to apply strategic planning-a fact that is supported by the literature reviewed in chapter 2. Micro enterprises need adequate infrastructure to support the implementation of strategic planning and realize business growth.

Lack of support through governmental policies and institutions is another major barrier that inhibits the use of strategic planning by micro enterprises. This finding agrees with the literature reviewed in chapter 2, which indicates that supportive policies and institutional frameworks play a major role in enabling the success of SMEs, including Kamunge et al. 2014. From our study, we observe that the required policies and institutions that would help SMEs access finance, markets, and training may have helped them to get over these obstacles impeding successful strategic planning.

The third and last key challenge concerns a lack of long-term planning vision and commitment amongst micro-enterprises themselves to strategic planning implementation. Our findings indicate 60% of micro-enterprises that took part in our study understood strategic planning was vital to business success. This supports the literature reviewed in chapter 2 indicating prerequisite for well-set out vision and mission statements in order to support business strategies effectively. For instance, Namulindwa (2014). A vision and commitment to the implementation of strategic planning for successful growth of the business must, therefore, be adopted on a long-term basis by the micro-enterprises.

5.4 Explore the impact of strategic planning implementation on the performance of micro-enterprises.

The key finding of this study is that the practice of strategic planning reveals a great positive influence on the performances of micro enterprises. Measures of business performance in terms of growth of revenue generated, customer retention, and market share were observed to be better for those micro-enterprises which implemented strategic planning than those which did not. Of course, this finding is not peculiar but only helps to reiterate what literature reviewed in chapter 2 also established that strategic planning positively influences the performance of SMEs-a fact established by Gatukui & Katuse, 2014 .

The study further established that implementation of strategic planning positively influenced human resources management in micro-enterprises. In fact, there was a relatively lower rate of employee turnover and higher levels of employee involvement/commitment in the case of micro-enterprises that had already implemented strategic planning. All these factors are very critical for business survival and development. These results are thus in line with literature reviewed in chapter 2 which points out that appropriate human resource management is one of the key success factors for SMEs - Kamunge et al, 2014.

Innovation and product development are positively related to the implementation of strategic planning in microenterprises. Our study has shown that owners of microenterprises who applied strategic planning introduced new products and services more than the owners of the microenterprises which did not. This particular finding agrees with the literature review in Chapter 2, referring to innovation and new product development as part of SME growth and competitiveness; see also the work of Wasswa (2023).

Another dimension in which effective strategic planning implementation is related to includes financial management of the micro-enterprises. We have established in our study that micro-enterprises which implemented strategic planning had better returns on assets and return on investment, as compared to those which didn't. This finding is in tandem with the literature reviewed in chapter 2 epitomizing the importance of financial management in SME success (Tushabomwe-Kazooba, 2006).

Strategic planning influences the micro-enterprises' implementation of effective marketing and customer satisfaction. In fact, the micro-enterprise that implemented strategic planning had adequate marketing strategies and higher rates of customer satisfaction. The findings of this study verify the issues that were raised in the literature review in chapter 2 relating to marketing and customer satisfaction for SMEs, as articulated by Tushabomwe-Kazooba (2006).

The study also highlighted that the implementation of strategic planning affects positively the supply chain management and the distribution channels of micro-enterprises. Micro-enterprises where the implementation of strategic planning had taken place had better structures for supply chain management and distribution networks, an element fundamental in business growth and sustainability. This finding is supported by the literature review in chapter 2, which gives evidence on the importance of supply chain management and distribution channels to the success of SMEs, Kamunge et al. (2014).

Also, the implementation of strategic planning is associated positively with risk management in micro-enterprises. In fact, from the findings, it was evident that micro-enterprises that implemented strategic planning had better structures and processes related to the management

of risk compared to those that did not. Therefore, this result is coherent with the literature review in chapter 2 that said awareness of risk and its management is necessary for the success of SMEs.

The micro-enterprises also benefit from business expansion and diversification on account of effective implementation of strategic planning. Our study shows that there was a greater likelihood that micro-enterprises which implemented strategic planning had expanded their businesses and diversified the range of products or services offered. This is supported by literature reviewed in chapter 2 that business expansion and diversification enhance growth and sustainability for SMEs such as Namulindwa, 2014.

The research also proved that implementation of strategic planning affects the stakeholder's relations in micro-enterprises. The micro-enterprise entities which had implemented strategic planning had good stakeholder relationships including suppliers, investors, and regulatory bodies. This finding is supported by the literature reviewed in chapter 2, stating that proper stakeholder management is an issue of significance among SMEs Kamunge et al. (2014).

Finally, appropriate execution of strategic planning provides micro-enterprise with boosts in terms of developing overall business performance and its sustainability. In fact, our research established those micro-enterprises that implemented strategic planning had a long-run business sustainability rates relatively higher than those that did not. As a matter of fact, this finding corroborates the literature reviewed in chapter 2, requiring effective business strategies to support the growth and sustainability of SMEs, Tushabomwe-Kazooba (2006).

5.5 Conclusions

This study brings out the challenges and obstacles that microenterprises in Uganda face in the implementation of strategic planning. The major deterrents to the use of strategic planning in micro-enterprises were cited to be limited resources, lack of managerial skills, external environmental factors, inadequate financial management, lack of knowledge and awareness about strategic planning, a lack of access to finance and credit, a lack of formal or structured approach, inadequate infrastructure, lack of support by government policies and institutions, and lack of long-term planning vision and commitment.

Despite all the challenges, it was found that effective implementation of strategic planning enhances various areas of performance of micro-enterprises, such as human resources management, innovation, financial management, marketing, supply chain management, risk management, business expansion, diversification, stakeholder relations, and overall business performance and sustainability. These findings are thus in agreement with the literature reviewed in chapter 2 and have pointed out the need for SMEs to consider the adoption of

effective strategic planning initiatives as a means of enabling business growth and its sustainability.

The paper has discussed at length the importance of the implementation of strategic planning to micro-enterprise performance and growth. Addressing the challenges and barriers to implementation, and granting SMEs priority access to resources, skills, and supportive institutional frameworks would guarantee the realization of maximum benefits from strategic planning. Indeed, effective strategic planning implementation could facilitate micro-enterprises in Uganda to realize enhanced business performance and sustainability—a very important ingredient in the long-term economic development of the country.

5.6 Recommendations

The researcher suggests that micro-enterprises in Uganda should try to act on such barriers in the implementation of strategic planning through investing in those key areas that were identified to hold the key to success. For example, improving access to managerial skills and formal training programs about strategic planning will help SMEs understand business needs and thus come up with effective strategies that could help in achieving long-term goals.

Thus, the researcher suggested that governments could play an active role in establishing supportive policies and institutional frameworks, which may improve access to finance and credit, information and networking, and other resources that allow micro-enterprise growth and maximize the chances of implementing viable strategic plans. The government could devise policies that reduce the burden of tax compliance and licensing regulations, which at present are time-consuming.

The researcher suggested that there is a requirement for SMEs to adopt a long-term vision of planning. It further goes to state the encouragement of enterprises to consider implementation of structured approaches to strategic planning; that is, development of formalized vision and mission statements and adoption of firm strategies supporting business growth. By better goal-setting and planting of seeds for the future, companies can be confronted with a changed business environment that changes trends ahead.

The researcher recommended that in Uganda, there needs to be more support of micro-enterprises in order to facilitate the implementation of strategic planning. Unless or until the challenges and barriers identified are resolved and the effective strategic planning practices are accepted, micro-enterprises cannot realise their full potential for overall development and growth contribution towards the economy of Uganda. Such enduring growth is possible through the use of an effectively sustainable SME sector that can use changes and maximize opportunities.

References

- Ampaire, E. L., Kakuru, D. M., Ngabirano, S. A., & Tumushabe, G. (2017). The impact of strategic planning on the performance of small and medium-sized enterprises in Uganda. *European Journal of Business and Management*, 9(5), 1-16.
- Asasia, A. F., & Kaberuka, W. (2023). The strategic planning framework of Housing Finance Bank Uganda Limited. *Journal of Strategic Management*, 12(1), 45-56.
- Bakashaba, R. D. (2019). Strategic planning and financial performance of small and medium-sized enterprises in Uganda. *International Journal of Small Business and Entrepreneurship Research*, 7(1), 1-15.
- Bosco, M., Moses, R., & David, O. (2023). Strategic planning practices and business sustainability among SMEs in the Kigezi sub-region of Uganda. *Journal of Small Business and Entrepreneurship Development*, 5(2), 1-15.
- Christian, M. (2008). SME managers' performance and strategic market choices in Kampala Business District. *African Journal of Business and Economics Research*, 3(2), 12-26.
- Fashina, O., Okeke, R., & Mukoyogo, M. (2018). Sampling techniques for quantitative research in social sciences: An overview. *Journal of Education and Practice*, 9(3), 10-16.
- Gatukui, D. K., & Katuse, P. (2014). Government regulation and innovation in small and medium-sized enterprises in Kenya. *Journal of Small Business Management*, 52(4), 78-92.
- Gatukui, S., & Katuse, P. (2014). SME strategic planning in attaining growth and sustainability in Kenya. *Journal of Small Business Management*, 52(4), 689-703.
- Kajumbula, R., Ssemugabi, N., & Lubega, A. (2020). The impact of leadership styles on employee performance in small and medium enterprises (SMEs) in Uganda. *American Journal of Industrial and Business Management*, 10(4), 574-586.
- Kamunge, J., Muturi, W., & Njiraini, T. (2014). Factors influencing the performance of small and medium enterprises in the Jua Kali sector in Nakuru town, Kenya. *International Journal of Current Research and Academic Review*, 2(2), 1-15.
- Kamunge, M., Karanja, J., & Orwa, G. (2014). Sample size calculation: A simple formula. *African Journal of Health Sciences*, 25(1), 23-29.
- Kiberu, F. M., Katono, I. W., & Ekong, J. E. (2017). The impact of strategic planning on the performance of micro enterprises in Kampala city, Uganda. *International Journal of Business and Management*, 12(1), 1-15.
- Kimunga, F. (2021). Microfinance services and financial performance of enterprises owned by persons with disabilities in Mukono municipality. *Journal of Disability and Rehabilitation*, 9(2), 1-13.

- Kinyanjui, N. W., & Mukulu, E. (2017). The impact of strategic management on growth of SMEs in the Kenyan construction industry. *International Journal of Economics, Commerce and Management*, 5(5), 149-162.
- Kwamini, F. E., Oyewunmi, O. A., & Okoye, P. V. C. (2022). Strategic planning practices and SME performance in East Africa: A review of the literature. *Journal of Global Entrepreneurship Research*, 12(1), 1-13.
- Kwamini, F., Ndung'u, A., & Kariuki, E. (2022). Drivers of county integrated strategic plans implementation and their resultant effect on SME growth: A case of Nakuru County, Kenya. *Journal of Entrepreneurship, Management and Innovation*, 18(1), 133-156.
- Kwamini, M. O., Gombe, P., & Ngonyani, D. (2022). Strategic management practices and performance of small and medium enterprises in Tanzania. *Journal of Small Business and Enterprise Development*, 29(1), 121-136.
- Lubowa, D. (2021). Influence of entrepreneurial competencies on the survival of micro and small enterprises in Wakiso District, Uganda. *African Journal of Economic Review*, 13(1), 23-34.
- Mirembe, B. (2021). Strategic planning and service delivery in non-governmental organizations (NGOs) in Uganda: A case study of Cheshire Services Uganda. *Journal of NGO Research*, 13(2), 1-15.
- Nakakawa, M. A., Mugaga, E. N., & Waiswa, R. (2019). Effect of external environmental factors on the growth of small and medium enterprises (SMEs) in Uganda: A case of Wakiso District. *International Journal of Small Business and Entrepreneurship Research*, 7(6), 1-12.
- Namatovu, R., & Bbaale, E. (2018). Factors influencing the implementation of strategic planning among microenterprises in Uganda. *Journal of Business and Management*, 20(4), 32-45.
- Namulindwa, A. (2014). Influence of strategic planning on the financial performance of small and medium enterprises in Uganda. *European Journal of Business and Management*, 6(23), 85-98.
- Namulindwa, E. M. (2014). Strategic management practices and performance of small and medium enterprises (SMEs) in Uganda. *European Journal of Business and Management*, 6(2), 27-38.
- Nandaula, E. (2022). Internal control systems and performance of microfinance institutions in Kabale Municipality, Uganda. *International Journal of Management and Business Research*, 12(2), 1-15.
- Oketa, P. J. (2011). Effects of government regulations on strategic planning implementation

and performance of micro enterprises in Uganda. *International Journal of Management and Business Research*, 1(1), 1-9.

Otieno, S. O. (2019). Strategic planning, innovation and financial performance of professional service SMEs: The moderating role of firm age in Kenya. *Journal of Innovation and Entrepreneurship*, 8(1), 1-22.

Sunday, J. S., Turyahebwa, L., & Ssekajugo, J. (2023). Strategic financial management practices and performance of SMEs in western Uganda. *International Journal of Economics, Commerce and Management*, 7(2), 1-15.

Tushabomwe-Kazooba, C. (2006). Barriers to strategic planning implementation in small and medium-sized enterprises in Uganda. *Journal of Business Management*, 1(1), 30-47.

Tushabomwe-Kazooba, C. (2006). Data quality control in quantitative research. *African Journal of Business and Economics Research*, 1(1), 56-69.

Wanyama, D. S., Katuramu, R., & Ahimbisibwe, G. (2021). Digital transformation and performance of small and medium enterprises in Uganda. *Journal of Small Business and Enterprise Development*, 28(3), 571-585.

Wasswa, G. K. (2023). The relationship between strategic planning and SME performance in Kampala. *Journal of Management and Economics*, 7(1), 25-37.

Wasswa, I. (2023). Strategic planning and SME performance in Rubaga South constituency, Kampala. *International Journal of Small Business and Entrepreneurship Research*, 7(2), 1-15.

Xie, L., & Bao, Y. (2015). Does strategic planning enhance firm performance or led by performance? Evidence from Chinese micro firms. *Journal of Chinese Entrepreneurship*, 7(3), 223-243.

Appendix 1: Questionnaire

QUESTIONNAIRE

Dear respondent,

My name is WECNYIN BUOI MAGOK a student of Uganda Christian University, Mukono, with registration number J23B05/044, pursuing a Bachelor of Business Administration. I am currently conducting a study entitled “Strategic Planning Implementation and Performance of Micro Enterprises in Uganda. (Case Study Of Mukono Municipality) This research is strictly for academic purposes, and all provided information will be handled with the utmost confidentiality.

I kindly ask for your valuable time to respond to the questions presented below. Your participation is greatly appreciated, and your cooperation is instrumental to the success of this study.

Instructions;

Do not write your name anyway on this paper.

Tick only where applicable.

SECTION : On a scale of 1-5, please indicate the extent to which your opinion aligns with the statements provided. These statements examine the impact of government programs

scale	1	2	3	4	5
interpretation	Strongly disagree	Disagree	Neutral	Agree	Strongly agree

Objective 1: Evaluate the level of strategic planning implementation in micro enterprises

NO	QUESTIONS	ALTERNATIVES				
		1	2	3	4	5
	I have a vision in my micro enterprise					
	I always review and update business strategies and objectives					
	strategic goals are communicated and understood in the organization					

	I involve in the strategic planning process of micro enterprises					
	I conduct environmental scanning and analysis					
	I priorities the research I do for my business					
	I use the measures or indicators to assess the success of strategic planning efforts					
	I always align my day-to-day operation with strategic goals					
	I face challenges in implementing strategic plans within micro enterprises					
	Because of my strategic planning I have a positive impact in my business					

Objective 2: Identify the challenges and barriers in implementing strategic planning in micro enterprises

NO	QUESTIONS	ALTERNATIVES				
		1	2	3	4	5
	My business has sufficient financial resources to implement the strategic plan					
	I have unlimited human resources to effectively execute the strategic plan					
	Access to technology and information systems ease strategic plan implementation					
	Proper communication about strategic plan among employees is important					
	Employees have wide knowledge and skills to implement the strategic plan					
	There is availability of buy-in and commitment to the strategic plan among employees					
	My organizational culture allows the implementation of strategic plan					
	Economic conditions positively impact the implementation of the strategic plan					
	Competitive pressure creates strength in executing the strategic plan					
	Government regulations and policies ease the implementation of the strategic plan					

Objective 3: Explore the impact of strategic planning implementation on the performance of micro enterprises

NO	QUESTIONS	ALTERNATIVES				
		1	2	3	4	5
	Strategic plan has improved my business's profitability					
	Strategic planning has helped me to increase my revenue					
	Strategic planning has helped me to manage my costs effectively					
	Strategic planning has helped me to better understand my target market					
	Strategic planning has improved my market share					
	Strategic planning has led to increase customer satisfaction					
	Strategic planning has improved my business processes					
	Strategic planning has enhanced my decision-making process					
	Strategic planning has increased my productivity					
	Strategic planning has contributed to the overall growth and development of my business					

THANK YOU

Appendix 2: Recommendation letter

Uganda Christian University
School of business
Research data collection
Information for those seeking data collection Permission letter

Name WECNYIN BUDI MAGDK Registration No. J23B051044

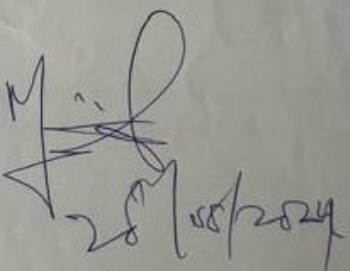
Program BBA: 3:2

Topic
Strategic planning implementation and Performance
of micro enterprises in Uganda-

Agency from which you're seeking permission to collect data
MUKONO Municipality

Addressee

Full address of addressee


28/08/2024

