STRATEGIC MANAGEMENT PRACTICES AND PERFORMANCE OF HEALTH NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI CITY COUNTY, KENYA

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2021
DECLARATION

This research project is my original work and to the best of my knowledge has not been presented for a degree or any other award in any other university. No part of this project should be reproduced without my authority or/and that of Kenyatta University.

Signed: ___________________________  Date: ______________________________

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D53/CTY/PT/38819/2017

The research project has been submitted for examination with my approval as the University Supervisor

Signature: ___________________________  Date: ______________________________

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DEDICATION

The research project is dedicated to my beloved family for their continuous support in my studies. This research is dedicated to my parents; Mr & Mrs. Odhiambo. Siblings; Gorety, Fredrick, Felix, Lencer and Anthony.
ACKNOWLEDGEMENT

First and foremost, I thank the Lord Almighty for enabling me to come this far. The lectures have been key in providing immeasurable support and advise and to them, I give my eternal gratitude. My supervisor, Dr. Reuben Njuguna is also appreciated for the professional advice, guidance and support offered. Special thanks go to my family and friends for their mutual support and encouragement.
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## OPERATIONAL DEFINITION OF TERMS

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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<tr>
<td><strong>Non-Governmental Organization</strong></td>
<td>A non-governmental organization is a privately-owned establishment or a formation of volunteers or an association, that is registered either nationally or internationally for the benefit of the general public and for social development.</td>
</tr>
<tr>
<td><strong>Organizational Performance</strong></td>
<td>An analysis of a firm’s outcome as a function of its goals and objectives.</td>
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<td><strong>Strategic Management</strong></td>
<td>A set of managerial decisions and actions directed towards attaining firm goals.</td>
</tr>
<tr>
<td><strong>Strategic Planning</strong></td>
<td>The art of business strategy formulation, implementation, and impact evaluation based on the firm objectives.</td>
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<tr>
<td><strong>Environmental Scanning</strong></td>
<td>Process of gathering, analyzing and dispensing information for tactical or strategic decision making.</td>
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<tr>
<td><strong>Strategy Formulation</strong></td>
<td>Development of long-range plans for the effective management of environmental opportunities and threats, considering corporate strengths and weaknesses.</td>
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<td><strong>Strategy Implementation</strong></td>
<td>The process of allocating resources to support a chosen strategy in an organization.</td>
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<tr>
<td><strong>Strategy Evaluation</strong></td>
<td>An appraisal of how well an organization is performing, the balance between accountability, learning and performance improvement.</td>
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<tr>
<td>Strategy Monitoring</td>
<td>Process of observing and regular recording of activities, and giving feedback on an activity in an organization.</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Full Form</td>
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<tr>
<td>--------------</td>
<td>-----------</td>
</tr>
<tr>
<td>ANOVA</td>
<td>Analysis of Variance</td>
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<tr>
<td>APHA</td>
<td>Australian Private Hospital Association</td>
</tr>
<tr>
<td>ECPOTE</td>
<td>Executive Council of Physical and Occupational Therapy Examiners</td>
</tr>
<tr>
<td>IGO</td>
<td>Intergovernmental Organizations</td>
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<tr>
<td>KEMRI</td>
<td>Kenya Medical Research Institute</td>
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<tr>
<td>NACOSTI</td>
<td>National Commission for Science, Technology, and Innovation</td>
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<tr>
<td>NGO</td>
<td>Non-Governmental Organization</td>
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<tr>
<td>NTD</td>
<td>National Transit Database</td>
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<td>OAG</td>
<td>Office of the Auditor General</td>
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<td>RBV</td>
<td>Resource-Based View</td>
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<td>SMEs</td>
<td>Small and Medium-sized Enterprises</td>
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<td>US</td>
<td>United States</td>
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ABSTRACT

Non-governmental organizations (NGOs) exist in international development to offer services to vulnerable persons and communities, and as policy advocate’s campaigners. The contemporary business environment in which organizations operate is increasingly becoming uncertain and unpredictable, and it has been established that little is known of the implementation of strategic planning practices among not for profit organizations in developing countries, despite increased inability to meet estimated project timelines, quality and budget allocation. This study aimed to examine how strategic management practices influence health NGOs' performance in Nairobi City, Kenya. The study specifically examined the effect of strategic planning, environmental scanning, strategy formulation, strategy implementation and strategy evaluation, and monitoring on health non-governmental organizations' performance in Nairobi County in Kenya. The study was grounded on theories that include: resource-based theory by barney, Ansoff's strategic success theory by Ansoff, balance scorecard, stakeholder theory by freeman, and competitive advantage theory. The study is grounded on positivism research philosophy with a descriptive research design being adopted. Respondents were selected using stratified random sampling. The study targeted the senior managers of the 98 health NGOs operating in Nairobi County. The research relied on structured questionnaires in the data collection process. Inferential statistics and descriptive statistics were utilized in data analysis. The study relied on frequencies, means and standard deviation in presenting descriptive results. The inferential statistics used are correlation analysis, regression analysis and analysis of variance. The study results showed a positive and significant correlation between strategic planning, environmental scanning, strategy formulation, strategy implementation, strategy evaluation and monitoring, and health non-governmental organizations' performance. The regression results indicated that strategic management practices account for 59.5% of the changes in organization performance. The study concluded a positive and significant influence of strategic planning, environmental scanning, strategy implementation, strategy evaluation and monitoring on the performance of health NGOs. The study concluded that strategy formulation does not have a significant influence on the performance of health NGOs. The study recommends that NGOs improve their strategic management practices by strengthening their collaborations with stakeholders, enhancing resource mobilization, reviewing threats and opportunities and involving employees in strategic planning and implementation. The study recommends for further research work be conducted to review the influence of internal organization environment on NGOs' performance in Kenya. Suggestions were for policymakers in the NGO sector to support individual organizations in developing their strategic management guidelines which promote regulation and control.
CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Globally, the business environment requires a business to innovate and adopt a new way of doing business (Ongonge, 2013). Chebii, Newa and Ngari (2019) avowed that organizations performance whether profit or non-profit has been an important variable in management which is an indicator of organization growth. According to Edwards (1999), although firm performance is normally reflected by financial outcomes, Non-Governmental Organizations (NGOs) serve to improve people’s livelihoods. Thus, their success depends on fostering autonomous grassroots institutions and linking them with markets and political structures at higher levels. Therefore, NGO managements need to understand and implement strategies that will enhance the performance for organizations to attain desired results from employees. This is becoming more challenging and difficult due to the competitive nature in the business world (Kimunguyi, Memba, & Njeru, 2015). In an endeavour to achieve their goals, NGOs face various challenges in the operations (Kinyuma, 2013). Batti (2014) noted that NGOs require resources to be able to provide services to the society, and that good management of these resources is important for the NGO’s sustainability.

Typically, NGOs have no single primary stakeholder. They are faced with the challenge of meeting the demands of donors, staff, volunteers, civil societies, regulators, governments, partners with similar goals and the beneficiaries themselves. Trying to meet these diverse demands has become a major challenge to NGO managements around the world (Hall & O'Dwyer, 2017). Further, Mitchelle et al. (2015) argues that for profit companies are becoming more involved in addressing the needs of multiple stakeholders. In Sierra Leone, Shin, Yeo and Jung (2018) noted that policy tools could also hinder effectiveness of
NGO service delivery especially during emergency outbreaks. The operating environment of NGOs is also unique, especially for those in the health sector where the management of key strategic practices is complex due to the amount of information generated in health service delivery, and the sheer volume of expectant stakeholders (Chebii, Lewa, & Ngari, 2019).

When organizations are able to incorporate available information in the development of value-creating strategies, they can adequately respond to stakeholder demands, development of their workforce and support to critical service delivery (Batti, 2014). Companies use this information in strategic planning, and they can use this to enhance financial management and planning. According to Omondi and Mithini, (2019) NGO’s in developing economies have been experiencing performance struggles in comparison to those in developed economies. Information asymmetry is one of the main factors influencing NGOs delivery of their mandate, providing value for money, sustainability, and innovation. A McKinsey-devex survey methodology revealed that 64% of donor-funded projects fail (Anunda, 2016). The absence of strategic management practices also affects long-term capacity of NGOs, and this negatively impacts NGOs capacity to raise funds necessary to realize organization goals (Mosley, Maronick & Katz, 2012). Strategic management practices help firms enhance associations with key partners and collaboration establishment with external companies, promoting the firms’ financial sustainability (Bryson & Altson, 2011).

NGOs governance is also quite complex, with most being governed by self-appointing and self-perpetuating boards of directors (Lewis, 2014). These problems affect the effectiveness of an organization in management, productivity, and performance. Consequently, successful non-governmental organizations must continue to invest in strategic management practices that make these goals a reality (Mukasa, 2016; Abdalkrim, 2013). This study sought to establish the effect of strategic
management practices on the performance of Kenyan NGOs. Strategic management practices should only be formulated by people with a rigorous understanding of the firm’s goals, mission and vision. Strategic management avails substantial rewards to the government, for-profit and non-profit organizations (Aboramadan & Borgonovi, 2016).

The relationship between strategic management practices and firm performance has been evaluated using several dimensions. The dimensions range from financial and non-financial measures. The performance evaluation enables an understanding of a firm's strategies and the effect on the firms’ productivity (Jenatabadi, 2015). However, when thought on the performance of NGOs is considered, it is not easy to measure because their main objective of existence is to promote a social mission (Holloway, 2012). A common indicator of performance measurement is fundraising efficiency and access to funds, but that does not present a full picture of the performance of the NGOs. According to McCarthy (2007), the performance of NGOs needs to be viewed as a combination of fundraising capability, financial transparency demonstration, and their financial activities.

While identifying the strategic management practices of NGOs in Kenya, the study focuses on selected NGOs in Nairobi county that are classified in the health sector. The practices identified for the study are strategic planning, environmental scanning, strategic formulation, strategic implementation, strategy monitoring, and evaluation. Literature related to the above variables was reviewed. The study was grounded on theories that include: Resource-Based theory by Barney, Ansoff’s Strategic Success theory by Ansoff, Stakeholder theory by Freeman, and Competitive Advantage theory by Michael Porter.

1.1.1 Performance of Non-Governmental Organizations

In common literature, the concept of firm performance has been defined differently in several contexts. Therefore, no definition of organizational performance is accepted by all scholars (Njeru, 2015).
According to Carton (2004), defining organizational performance should be dependent on the view that firms are voluntary bodies which have assets such as capital, physical and human resources that work together to achieve a common set goal and become productive, thus generating funds to the shareholders. According to Otieno (2013), a firm performance refers to the achievement of the firm to some measure such as quantified objectives or productivity.

According to Terziovski and Samson (2000), firm performance is measured by combining organizational effectiveness, business performance, and financial performance since they represent financial and non-financial measures as crucial constructs of strategy outcomes. Subjective supplements of financial measures include the application of non-financial measures. Chong (2008) pinions that it usu necessary to incorporate both measures of performance since this provides valuable insights into comparative financial performance to the extent of efficient utilization of resources, and gaining competitive advantage.

The context under which non-governmental organizations operate is complex, risky and full of financial uncertainties. Moreover, the Non-Governmental Organization (NGO) environment is prone to conflict, unstable and surrounded by predatory states that may see them as suspiciously present. They also seek too meet the demands of multiple stakeholders and often, their power is divided by multiple demands by key donors, thereby shifting their focus dependin on the demands of the main project sponsors. For a clear link of vision, mission, and role of the NGOs, strategic management offers them the process, compass, and strategy to deal with environmental challenges with a major focus on delivering low-cost but quality services to clients (Lewis, 2003). NGO productivity can be viewed in terms of their governance and management. In this way, effective resource management of NGOs is conducted in an
equitable, accountable, transparent and responsible manner to the people’s needs. Good governance of the NGOs is essential to their existence and sustainability.

In developing counties, institutional capacity and operational resources are insufficient, and donor funds may be mismanaged. The performance of NGOs can be improved through good management and effective governance. Through missions, clear objectives, good values, strategy compliance, developing a better human resource, capacity building of the management team and employees, and better financial management processes (Drucker, 2013). The essence of the change in approach is the shift from a focus on purely financial metrics to the incorporation of the customer, internal process, learning and growth outcomes. Although predominantly used by for-profit organizations, the tool has found application in NPOs as well (Kaplan, 2001). This study measured the organization's performance of the firm based on composite measures selected from the non-financial performance constructs; project outcome, scale and scope of projects, organization capacity, beneficiary outreach and program sustainability.

1.1.2 Strategic Management Practices

Strategy is a plan which integrates the key policies of a firm, its actions, and goals into a cohesive pattern that is aimed at the organizational achievement of long-term objectives (Burns, 2004). Strategic management practices comprise of strategic planning, environment scanning, strategy formulation, strategy implementation, strategy monitoring and evaluation (Palladan & Adamu, 2018). Similar strategy types have been established in different organizations despite their organizational differences due to their operations in related ecological circumstances (Alashloo, Castka & Sharp, 2005). Fowler (1997) reports that NGOs, face the struggle of developing a clear link between the mission, vision and role. Strategic management offers such organizations the model that can be adopted to counter the challenges associated with NGOs, and can be key in determining how to successful deliver quality services at low costs (Koteen, 1997).
Further, Mosley, Maronick and Katz (2012) argue that strategic management helps NGOs address funding uncertainty issues. Aboramadan and Borgonovi (2016) add that strategic management encourages relationship development thus enabling the organizations to maintain stable relationships with donors. Non-governmental organizations base their strategic plans on performance measurement and objective realization. They also focus on the development of their mission statements, value and vision statements, performance indicators, and strategies. Formal strategic planning protocols are not possible for most of the NGOs due to limited resources and time (Ghoneim, 2012). The success of strategic planning in the military has seen NGOs adopting it as a way to improve organizational performance. However, it has been transferred to NGOs to enable effective adaptation to the competitive environment (Kriemadis & Theakou, 2007).

The role of strategic management in NGOs has been explored in various contexts. Aboramadan and Borgonovi (2016) investigated environmental scanning, strategy formulation, strategy implementation, and strategy evaluation-monitoring when assessing non-financial performance of NGOs in Palestine. Omsa, Ridwan and Jayadi (2017) also used similar variables when exploring strategic management among Indian SMEs. Waweru and Omwenga, 2015) adopted the same measures in their examination into performance among private construction firms in Kenya, while Muriuki, Thomas and Joyce (2017) investigated performance of the nations’ state corporations using the same strategic management practices. The above studies show multiple applications of four main measures; environmental scanning, strategy formulation, strategy implementation and strategic evaluation and monitoring. This study adopted these measures in examining the influence of strategic management on health NGOs’ performance. These variables are discussed further below.
Environmental scanning refers to the manner through which businesses acquire and use information about events, trends and relationships in the external environment of an organization. This knowledge can be used by firm managers in future planning. Environmental scanning acts as a radar of environmental signal detection for organizations and it serves as an effective means of coping with uncertainties and formulation of adaptive strategies. Effective scanning of the environment helps firms in achieving a better alignment with the rapid dynamics of external factors thereby improving performance. When a company is actively engaged in environmental signal detection and countering of the imminent threats, success and prosperity are highly guaranteed. Environmental scanning acts as a “first link in the perceptual chain and actions permitting an organization to adapt to its industry environment” (Zhang, Majid & Foo, 2011).

Strategy formulation involves long-term planning to ensure that the organization is able to maintain a constant level of productivity and remain sustainable, taking into consideration the environmental impact and the strengths and weaknesses of the firm. It is a consistently occurring process used in the development and revision of future-oriented strategies, enabling the firm to achieve its main goals. Strategy implementation involves the incorporation of new strategies into the existing system so as to drive both short-term and long-term attainment of firm goals (Wheelen & Hunger, 2008). During strategy formulation, strategic management resource requirements are incorporated into the budgeting process.

Strategy implementation addresses the who, where, when, and how to carry out a successful program activity. It refers to the procedure or approach followed by an organization to ensure that managerial objectives, methods and technologies are integrated into day-to-day operations. They are applies to ensure that ideas are transformed into functional actions with significant impacts to organizational
outcomes. Strategies that are implemented in a company are intended to support the organizational culture. It should incorporate, enhance, emphasize and preserve the culture of the organization. Additionally, adequate communication between the involved stakeholders is essential for successful implementation (David, 2003).

Strategy monitoring and evaluation is the monitoring of resources and activities that have been introduced to evaluate their effectiveness or importance to the realization of organizational goals. This process enables organizations to monitor recent strategies to gauge whether they are appropriate or need improvements. Monitoring and evaluation strategies are essential since they determine management's ability to determine the best strategies to be adopted over time. The need to control, monitor and evaluate a strategy is meant to inform the process of the direction an effective strategic objective achievement (Arasa & K’Obonyo, 2012). Strategy evaluation is required in the justification of decisions taken to strengthen a strategic determination. A company that has an evaluative culture means that it is deliberately seeking information on its performance to improve its programs and services thus boosting firm productivity (Mayne, 2008).

Organizations, whether small or large, not-for-profit or for-profit, are faced with unique challenges in the process of maintaining their survival and success in the industry they are operating in. The success of all firms calls for a considerate strategic understanding of the outside impacts and offer a response that guarantees their success and survival. Environmental scanning refers to the internalized communication of market forces which have a direct impact on firm actions resulting in early identification of potential risks and pitfalls that can affect performance. Environmental scanning acts as an arsenal for an organization to gain an understanding of the external environmental effects (Albright,
2004). Through ecological scanning, the attention of the management is drawn to the examination of external situations that affect them (Pryor, Holmes, Webb & Liguori, 2017)

1.1.3 Non-Governmental Organizations in Kenya

These are institutions that exist in international development to offer services to vulnerable persons and communities, and as policy advocate’s campaigners (Lewis & Kanji, 2009). An NGO, according to Shubair (2003), is an institution without a commercial purpose of existence and has a goal of serving the community in sectors of health, education, alleviation of poverty, protection of the environment, and community work. The institutions also serve the community in human rights policy implementation, economic development, and cultural engagements.

The diversity of NGOs extents to their structures, nationality, orientation, what they do, and their successes. However, NGOs exist to provide humanitarian services, promoting economic development, and sustainable development. Some are aggressively involved in emergency relief in the occurrence of disasters. They have targeted projects or lobby for certain interests. They raise awareness on the global geopolitical scene although they do not have powers. Moreover, they are not answerable to any sort of populous and are very focused on what they do. Most NGOs work directly with affected people, meeting some of their most immediate needs. The work can be through literacy programs, health programs, AIDS prevention, agricultural expansion, micro-credit schemes, immunization, vocation training and focus on women empowerment (Cartwright, 2016).

According to Morris, Kuratko, and Covin (2010), non-profit organizations are institutions that serve society and utilize the profits realized to reinvest back in the organization. They are philanthropic institutions that mobilize resources to help the needy in society. The organizations obtain their motivation from humanitarian objectives. The organizations are also involved in advocacy and mutual
benefit activities. They support various social initiatives and provide services to the community at subsidized costs. Lewis and Kanji (2009) consent that the profiles of NGOs globally at all levels have improved, and their influence in developing economies is only significantly growing.

According to the Union of International Associations (2020), there are over 72,500 international organizations form over three hundred countries in the world. Out of the 72,500 organizations, 40,300 are active. Although the number is growing each year, the coverage of the international organizations comprises of Intergovernmental Organizations (IGOs) and non-governmental organizations. Miliband (2013) noted that NGOs are the cutting edge of dynamic innovation. Most of the achievements in the development of organizations have been made possible by the combination of the public, private and NGOs. The NGOs are at the forefront in ensuring that the needs of the people are tuned and suited to the identified groups.

In Kenya, the NGOs are at the forefront in addressing the plight of the people in matters of governance, policy formulation, empowerment, and law advocacy. According to the NGO co-ordination board (2019), NGO activities in Kenya contribute towards socio-economic development. The NGOs are in support of the implementation of the “Big Four” agenda that contains affordable housing, universal health coverage, food security, and manufacturing. The government recognizes that a strong partnership with the charitable organizations will boost the implementation of Medium -Term Plans (MTP III) for the period 2018-2022, and also strengthen socio-economic development in Kenya. Most of the projects implemented in Kenya in the period 2018/19 were in locations such as Kisumu, Kiambu, Nakuru, and Nairobi, where the infrastructure is relatively well developed.

Lack of financial security stands out as the key factor inhibiting NGO performance (Ntimama, 2018). NGO financing is increasingly becoming more limited, insufficient and irregular. This interferes with
timelines and quality of work done. Additionally, the NGO operating environment has resulted in the emergence of cartels and certain NGOs that control a larger share of funds allocation. This results in a lack of capacity to mobilize appropriate skills and competencies. Further, the overdependence on foreign donors has resulted in the NGOs lacking a specific focus since they have to readjust their prerogatives so as to meet donor conditions (Ebenezer, Musah, & Ahmed, 2020). This results in poor governance and reduced accountability and transparency. Decentralization and poor networking have resulted in duplication of strategies, conflicting strategies at the local level, and the inability of the NGOs to address the factors that contribute to poverty, resource dependency and under-development.

1.2 Statement of the Problem

In Kenya, most businesses lack formalized planning and working strategies which can be used to guide them towards objective realization, hence they are faced with increased failure rates (Maina, 2019). NGOs, operating in a similarly turbulent environment were among the first organizations to adopt various strategies to enhance productivity. They include the institution of a strong visionary leadership, work teams, interdepartmental communication, promoting internal employee motivation, commitment, optimal organizational structure, clearly defining the mission, vision and objectives, and a sound financial base (de Waal & Olale, 2019). Kenyan NGOs are plagued with managerial complications, and are also struggling to manage external partnerships with government agencies, the private sector, profit-making firms and target communities (Mutole, 2019). There is also increased demand for proper project management, transparency and accountability both from sponsors and stakeholders. Increased competition and cultural diversity are also emerging challenges that impact on their ability to realize their goals.
Strategic management may have developed in commercial entities which face increased competition but there exists little documentation on the impact of strategic management practices on the objective realization of Kenyan health NGOs. Osano (2013) focused on the impact of stakeholder involvement in the strategic management process. Masero (2016) focused on how strategic capabilities relate to NGO outcomes. Kefa and Iravo (2018) investigated how strategic planning impacts results of One-Acre Fund Agriculture Project. Gitonga (2018), in another study, assessed factors influencing the sustainability of Kenyan NGOs, while Alusa (2018) looked into the influence of the leader’s demographic characteristics and perspective towards strategy implementation. None of the above studies assessed performance within health NGOs.

Despite the critical role and positive outcomes that strategic planning play on organizational performance in times when the contemporary business environment in which organizations operate is increasingly becoming uncertain and unpredictable, little is known of the implication of the implementation of strategic planning practices among non-profit organizations in developing countries (Njeri, 2016), especially in Kenya (Aldehayyat & Twaissi, 2011). Omondi and Muthimi, (2019) note reduced rates of project completion has plagued the Kenyan NGO scene. Rotich (2014) contends that almost all NGOs in Kenya have failed to meet their estimated timelines, quality and budgetary estimates in project execution. Dekings (2015) reported that in Homabay, lack of managerial competency was limiting NGOs capacity to develop and maintain sustainable relationships with donors, thus impacting overall goal realization. Maina, (2019) associated increased inability to properly manage finances was impacting Kenyan NGOs’ ability to meet their strategic goals.

Khoshtaria (2018) established that comprehensive strategic planning leads to better performance. However, Andrews, Beynon, and Genc (2017) established that strategy implementation style does not
have any effect on the performance of organizations. Meanwhile, Odera (2018) asserts that NGOs dealing with food insecurity have been ineffective in formulating and implementing strategies, and as a result, they have failed to improve food security levels among the poor. Yunis (2019) reported a strong relationship between strategic management and NGOs access to donor funds. Kihara (2017) asserts that strategic management practices are essential in improving performance of agricultural NGOs in Kenya while Wanjiru (2019) determined that strategic management practices are key to emergency response NGOs such as the Red Cross. Sang (2018) established that strategic management practices had improved performance of LAPFUND which is national mandated retirement benefits scheme.

Although the above studies have explored and established a strong effect of strategic management on goal realization, none of the above studies have specifically investigated its impact on goal realization among health NGOs. Further, some studies show opposing outcomes. Therefore, with the mixed results, there is a need for more research to establish the relationship between strategic management activities and performance. This is why this study focussed on the relationship between the strategies and firm outcomes among NGOs in Nairobi, Kenya.

1.3 Research Objectives

The study’s general objective was investigating how strategic management practices impact performance of health NGOs in Nairobi, Kenya.

1.3.1 Specific Objectives

i) Assessing the effect of strategic planning on the performance of health NGOs in Nairobi, Kenya

ii) Establishing the effect of environmental scanning on the performance of health NGOs in Nairobi, Kenya
iii) Investigating the effect of strategy formulation on the performance of health NGOs in Nairobi, Kenya

iv) Determining the effect of strategy implementation on the performance of health NGOs in Nairobi, Kenya

v) Finding out the effect of strategy evaluation and monitoring on performance of health NGOs in Nairobi, Kenya

1.4 Research Questions

i) What is the effect of strategic planning on the performance of health NGOs in Nairobi, Kenya?

ii) To what extent do environmental scanning affect the performance of health NGOs in Nairobi, Kenya?

iii) How does strategy formulation affect the performance of health NGOs in Nairobi, Kenya?

iv) What is the effect of strategy implementation on the performance of health NGOs in Nairobi, Kenya?

v) What is the relationship between strategy evaluation and the monitoring and performance of health NGOs in Nairobi, Kenya?

1.5 Significance of the Study

1.5.1 To the management

Findings are intended to be of great value to management teams of NGOs in understanding the strategic management practices that will maximize resource utilization and identify areas of weaknesses.
1.5.2 To policymakers

The study will also provide results that will enhance the funding of the NGOs agents by providing a clear understanding of the strategic management practices that are of value to ensure sustainable and continuous funding. The findings of the study was of value to the NGO Organization and Coordination Board, NGO Council, NGO Bureau, and the Kenya Government in policy formulation of issues affecting the NGOs.

1.5.3 To Academicians

Researchers and students were presented with an avenue for future studies in this field. The suggestions for further studies will avail research gaps that need to be filled. As strategic management gains more academic interest globally, it is imperative that more in-depth and wide-ranging studies can be conducted in this area. Academicians and researchers will find the study’s findings important by citing the report or by facilitating subsequent studies arising from the recommendations of this study.

1.6 Scope of the Study

The independent variables used in the study were strategic planning, environmental scanning, strategy formulation, strategy implementation, strategy monitoring, and evaluation. The study’s dependent variable was a performance measured using non-financial measures. This study focussed on assessing how strategic management practices influence health NGO performance in Nairobi, Kenya. The study targeted two senior managers from the 98 health NGOs with their headquarters based in Nairobi City County in Kenya. The reviewed companies all carry out their operations within Nairobi City. The study theoretical scope was anchored on the stakeholder theory, the resource-based view theory, the balanced score card model and the strategic success theory. A quantitative approach was adopted in examining the research problem.
1.7 Study Limitations

Respondents are expected to be reluctant to share information about the firm’s performance level due to the fear of painting a bad image about themselves or their organizations. This limitation was overcome by clarifying to the respondents about the main intention of the study and by assuring them that the findings will only be used primarily to cater for academic requirements through a consent letter. The response rate may be low due to the nature of the senior management responsibilities where they may be working in the field. The researcher, therefore, met the respondents during official working hours and provide more time for responding to the questionnaires. An online questionnaire was sent to emails of respondents who were unavailable due to restrictions imposed by the Covid-19 pandemic.

1.8 Organization of the Study

This study comprises of five chapters. Chapter one captures the background, indicating the study variables, both independent and dependent. The chapter also discusses the problem statement, research objectives, research questions, significance, scope and study limitations. Chapter two presents a review related to the study concepts. The theoretical review addressed the major theories that the study is grounded, and the empirical review analyses the previous empirical studies intending to identify the research gaps. Finally, the chapter ends with a conceptual framework that was used, providing a summary of the expected relationships between the study variables. The research methodology comprising of the research design, population, sample size and sampling frame, data collection, and presentation are presented in chapter three. The chapter also provides a discussion on the data analysis techniques and the ethical considerations. The fourth chapter comprised of the data analysis and presentation. The last and fifth chapter presented the summary, conclusions and recommendations of the research.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

Chapter two provided a review of both the theoretical and empirical literature relevant in determining how strategic management practices relate to productivity levels among selected NGOs in Nairobi, Kenya. For this study, the theories considered are Resource-Based Theory, Stakeholder Theory, Balance Scorecard Competitive Advantage Theory, and Ansoff Strategic Success Theory. The variables for the empirical review were environmental scanning, strategy formulation, strategic implementation, and strategy monitoring and evaluation. The chapter concludes with a presentation of the study’s conceptual framework and a summary of the research gaps.

2.2 Theoretical Review

In the academic field, the term strategic management practice is extensively used in published articles and journals (Carmazzi, 2007). Organizations are concerned with actions that can help in achieving competitive advantage and create value both for the firms and the stakeholders. The firms want to be better than the rest, and ensure that the impact of their existence is felt. According to Drucker (2013), the firm can administer strategic management practices or facilitate a change. Early research has developed theoretical work that guides strategic management practices.

2.2.1 Resource-Based Theory

Barney (1991) is credited with the developments made on the resource based theory. The idea of resource position barriers was introduced by an earlier seminal paper of Wernerfelt (1984). The theory’s main principle is that organizations operations differ fundamentally since each firm has its own set of unique resources and capabilities which are employed to make efficient utilization of firm-owned assets.
Every firm develops competencies from the existing resources, and upon proper development, they become a source competitive edge for the firm (Pearce & Robinson, 2007).

This theory suggests that resource heterogeneity is important across firms, but is insufficient when the goal is realization of effective and sustainable competitive positioning (Alvarez & Buzenitz, 2001). The resources, capabilities and core competencies in a firm are likely to have a stronger influence on performance than conditions in the external environment. In certain organizations that embrace practices of cost reduction and quality management, performance is recorded as high regardless of the firm characteristics. However, in situations where firms interact as cooperators or competitors, optimal performance is dependent on how one organization differs from the others (Wernerfelt, 2014).

The resource-based theory has encountered several criticisms on its practical application to organizational theory. According to Wernerfelt (1994), some resources in the organization may have a negative value. The term “resources” has remained an amorphous heap due to rigidities that exist in the acquisition and shedding of organizational resources. Further, due to the different resource endowments of firms, the resource-based theory may not be here to stay. Firm heterogeneity is not a yardstick when referring to aspects of strategic management. There are unique organizational patterns that exist to make sure that the firm becomes the best in whatever it chooses to engage in. Therefore, strategic management practices between firms should be automatic, rather than noteworthy. Priem and Butler (2001) tested the operational validity of the theory and established a doubt on the theoretical rigour of the RBV. However, the theory provided the researcher with factors critical to firm operations. Therefore, the resource-based theory was useful in this study in explaining how strategy implementation relates to firm performance. The theory underpinned how each institution is able to leverage on its human resources competencies in strategy formulation and implementation to drive attainment of better performance.
levels within NGOs. It will establish the role of strategic managers in formulating the most appropriate ways of employing resources that are key to complementing strategic plans. It also establishes the importance of strategic monitoring and evaluation which is dependent on the availability of resources.

2.2.2 Ansoff Strategic Success Theory

The Ansoff Strategic Success theory is a planning model that is used in an organization to determine its product and service strategy. The model is credited to the father of strategic management school of thought, Igor Ansoff. According to the theory, there exists a strong causal association between formalized strategic plans and achievement of optimal organizational success. For a company to be effective in its strategy, there is a need to match the level of environmental turbulence. The level of turbulence strongly affects its strategy, and its understanding provides a good foundation in developing a better performing organization (Ansoff, 1971).

According to Gianos (2013), the implementation of the Ansoff strategic success theory has proven empirically to improve firm productivity. The theory focuses on the formulation of instruments which enhance management’s capacity to carry out an analysis of available data with the goal of exploration and exploitation of future performance to improve the competitive advantage. Using the theory, the management can match their behaviours and capabilities to the peripheral operational environment. Further, managers develop rely on historical data to develop their plans, but they fail to vary their plans and strategies as per the changing conditions. Hussey (2007) empirically proved that when a firm uses data to justify historical and future circumstances as well as alter plans and actions to match the evolution trend of the scenarios, then the firm’s success is maximized.

In today’s environment, no single remedy for success applies to all organizations. Environmental turbulence a key consideration when determining the level of productivity of a firm. The capability of
general management is essential in attaining high organizational performance, thus it requires constant improvement. The capability of general management should be adjusted to match the environmental turbulence level (Shilbury, 2012). Environmental turbulence is a combined measure of organizational environment predictability and changeability. Often, the determination of strategy is dependent on environmental turbulence. Ansoff’s theory acts as a tool for the facilitation of data translation form qualitative to quantitative numbers that help the management to develop a direction (Moussetis, 2011).

Ansoff’s theory has faced criticism from several scholars. According to Schwarz (2005), the future forecasting methods avail assumptions that the past determines the future and that the environment within which the firm exists is not subject to significant change. Therefore, the basic misconception of a firm is that the future can be quantified, hence generating a self-created limitation. However, Ansoff’s theory is meant to help an organization develop the right growth strategy based on the choices available to the management. The theory is valuable since it attempts to explain how environmental scanning impacts NGO performance in Nairobi County, Kenya.

2.2.3 Stakeholder Theory

The building blocks of the Stakeholder theory are based on the work of Freeman (1984). According to Freeman (2009), stakeholder theory is an idea about how organizations work. It is premised on the thinking that firms have to generate value to stakeholders to be considered successful (communities, suppliers, employees, and financiers). Accordingly, the firm has to look at the interests of all stakeholders as a unit, rather than focussing on the needs of a single stakeholder. A firm in decline provides services and products that the stakeholders do not require. The incentive behind the theory was the development of a framework which would consider the management concerns of unprecedented ecological turbulence and dynamics. The observation by Freeman was that the existing theories did not
provide a clear way of understanding the impacts of changes to the operating environment of the firm. This necessitated the need for the development of a new framework. According to Philips, Wreeman, and Wicks (2003), stakeholder theory assesses both firm management and ethics.

Stakeholders are perceived to be individuals having a direct or indirect interest in the performance of an organization (Post, Preston & Sauter-Sachs, 2002). According to Freeman (1984), stakeholders are consist of all individuals who are impacted by firm operations. The main focus of the theory is a mutual association of the management, internal and external environment, and it involves the promotion of common interests to stimulate organizational growth and strategic objective attainment. Therefore, the firm should evaluate the stakeholder expectations to attain its objectives. According to Newcombe (2003), the identification of key organizational stakeholders is the starting point for meaningful and effective stakeholder management. Efforts to aggregate stakeholder groups can help an organization to determine the best approach to integrate interested parties towards a common goal.

With different interpretations of the term stakeholder, critics have endeavoured to evoke scorn to the conceptual breadth and theoretical liabilities, rather than strengths of the stakeholder theory (Philips, Freeman & Wicks, 2003). The criticism has emanated from prominent theorists (Sternberg, 2001). Sternberg argues that modern proponents of the theory do not rely on the aspects of motivation or functional associations but entitlements. Thus, organizations should go the extra mile than just the stakeholders, and balance their competing interests. However, stakeholder entitlement dents both accountability and private property. Another notable criticism of the theory is by Jensen (2000) who states that the theory provides an excuse for managerial opportunism, and does not provide specific objective functions that are sufficient for an organization. Marcoux (2000) reasoned that the theory focusses on the distribution of financial wealth distribution.
Stakeholder theory avails a suitable lens to view complex perspectives on stakeholder value measurement. The acceptable academic dialogue is that organizations have stakeholders who require proactive attention. Through the stakeholder theory, ethics and strategy are connected, and organizations exist to satisfy several stakeholders’ interests to create value to the firm (Harrison & Wicks, 2013). The relevant and legitimate value created in the firm does not necessarily imply an economic value. The central philosophy of this theory is that of “joint-ness” where the stakeholder needs and interests are taken care of for future benefits through cooperation. Therefore, this theory is valuable to the current study in explaining the environmental scanning and strategy formulation, and their association with organizational performance.

2.2.4 Balance Scorecard
This model emerged from the work of Robert Kaplan and David Norton between 1990 and 1995 (Kaplan, 2010). It was formulated as an approach for measuring corporate performance as a function of objectives, mission and vision. Kaplan (2010) highlights the conceptual foundation of the balanced scorecard. The approach attempts to assess all important organizational aspects from four perspectives; customer, internal business process, learning and growth, and financial outcomes. The financial perspective focuses on financial management issues. The customer refers to the stakeholders’ who serve and are served by the organization. The learning and growth components mainly address staff development needs. Internal business process refers to process maps that describe the beginning to the end of the various business activities (Kairu, Wafula, Okaka, Odera, & Kerele, 2013). They enable measurement of both tangible and intangible assets.

Although the balanced scorecard was originally formulated to meet the needs of the private sector, its application has been extended to the public sector and the not for profit organizations (Kaplan, 2010). Since NGOs do not position their operations for profiteering, the financial component is substituted with
the core business objectives such as poverty eradication, improved health and welfare, increased immunization or community empowerment depending on the institution (Marete, 2015). Kairu, Wafula, Okaka, Odera and Kerele (2013) note the importance of assessing non-financial measures, comparing their impact to the impact of using financial measures when measuring performance.

The model points the need to apply the balanced scorecard approach in performance measurement in this study. The approach takes into account various parameters in measurement. The performance score used in this was derived from the balanced scorecard approach. There is therefore concurrence between the model and the organization performance metrics utilized by the Non-governmental organizations. Hence the theory was adopted in the study to underpin the performance measurement within NGOs in Kenya.

2.3 Empirical Literature Review

This section avails a systematic review of the empirical literature on strategic management practices and how they affect organizational performance. The main aim os to identify the existing gaps in the literature to conduct a further study on strategic management practices and firm performance. The independent variables reviewed are environmental scanning, strategy formulation, strategy implementation, strategy evaluation, and monitoring.

2.3.1 Strategy Planning and Organizational Performance

Khoshtaria (2018) assessed the impact of strategic planning on manufacturing firms’ performance in Georgia. A quantitative strategy was employed, using a deduction approach. The formulation of hypotheses was done using existing knowledge that has been tested. Questionnaires were the main data collection tools. The target population was estimated to be 455 companies. A 22.85% response rate was
attained. ANOVA and correlation analysis were utilized in the research. The study established that comprehensive strategy planning by a firm leads to better performance. The study looked at performance within manufacturing firms and the findings may not be generalized in other sectors. Therefore, the current study addressed strategic planning and organizational performance among Kenyan NGOs.

Azahari, Mustafa and Yusoff (2017) investigated how strategic planning impacts productivity in the Indonesian public sector between 2012 to 2017. The study was based on an inconsistent finding on how strategic planning relate to productivity among firms operating in both the private and public sector. 671 public sector departments in 23 districts in Aceh, Indonesia were useful in providing data on the productivity of the firms. 284 respondents were handed questionnaires, with a realization of a response rate of 45.77%. findings were that the relationship was positive and significant. Thus, when an organization implements strategy planning comprehensively, the level of productivity will increase comprehensively. The inclusion of companies operating in the public sector makes the findings invaluable to the current study since these firms operate under different rules and regulations with NGOs. The current study focussed on strategic planning and performance of NGOs.

Akinyele and Fasogbon (2010) evaluated how strategic planning affected performance levels and survival First Bank of Nigeria Plc. The study used a descriptive research design, and a census survey was done on all the 100 bank employees chosen using purposive sampling. Questionnaires were distributed randomly on the target population which comprised of senior and junior staff, obtaining an 80% response rate. A supplementary interview was conducted on 40 workers from the bank’s department of corporate planning. Parametric and non-parametric statistical techniques were employed in analysis the data. Strategic planning was noted to significantly improve firm productivity.
The study involved banks, hence the results may not be generalized. The current study focussed on selected NGOs in Nairobi County in Kenya.

Innocent and Levi (2017) explored how strategic planning impacted the productivity of Enugu Bottling Company in Nigeria. Utilizing a descriptive survey design on 180 staff members, the sample size of 124 respondents was determined using the Taro Yamen’s model. To collect data from the sample, questionnaires were developed and administered to 124 staff members selected from Nigerian Bottling Company Enugu. Findings showed that strategic planning significantly and positively influences firm productivity. The study, however, focused on a profit-making single firm and the results may not be generalized. The current study focussed on a not-for-profit setting to ascertain whether strategy planning and performance have a significant relationship.

Sophia and Owuor (2015) examined how strategic planning activities affect the growth of the Kenya Medical Research Institute (Kemri). Adopting a descriptive research design 200 KEMRI staff and members of the various management teams were identified using the stratified random sampling method. 50 respondents made up the sample study. Questionnaires were developed to collect primary data from top managers, departmental heads, middle-level managers and general staff managers. Findings showed that a well-implemented strategy plan enables organizations to effectively grow. The study’s focus on organizational growth as a measure of managerial effectiveness make its findings inadmissible in the current study. The current study examined organizational performance using non-financial indicators.

2.3.2 Environmental Scanning and Organizational Performance

Zhang, Majid, and Foo (2011) conducted a study to investigate how environmental scanning impacts firm productivity. The measures of environmental scanning used were the frequency of scanning and
the degree of interest. The organizational performance was operationalized using profitability, return on sales and growth of sales. The study conducted a comparative study on Singapore companies from the food industry and the travel industry. A questionnaire was used to survey the firms from the two different industries. To ensure that data collection is more profound from various hierarchical firm levels, the researcher incorporated the use of interviews and focus group discussions. It was established that environmental scanning provides early warning signals to firms about risks, threats, and opportunities that influence organizational performance.

Ngamkroeckjoti, Specce, and Dimmit (2005) investigated environmental scanning and how technology strategy and turbulence can impact the performance of the Thai food industry. The study was conducted with a major focus on SMEs in the food industry in the South Eastern Asian region. Qualitative research was done by the use of semi-structured in-depth interviews conducted on food experts and company owners. The conclusions established that SMEs which had engaged in environmental scanning were able to respond appropriately to environmental changes by advancing appropriate new products. Additionally, the technological strategy was noted to be key in the scanning process. Also, the study found out that environmental turbulence can affect firm performance since the organizations not doing environmental scanning are unaware of the situations. However, this study relied only on qualitative research design and failed to demonstrate an association between environmental scanning practices and performance, and it heavily relied on the technological environment. The current study attempted to address several environmental scanning practices not addressed, and utilize quantitative research.

A study by Sawyerr, Ebrahimi and Martinsons (2000) was conducted as an examination of the environmental scanning practices, utilization of information sources and firm performance of CEOs in Nigerian manufacturing firms. A survey research design was adopted on the 47 manufacturing firms.
To measure environmental scanning, two sub-scales were verified to be valid and utilized: scanning frequency, and scanning interest. Seven sectors of the environment were evaluated and they include political, technology, economic, industry, customer, resource sources, and socio-cultural sectors. The performance was measured by profit margin and return on equity (ROE). Both data sources were used. The results of the study established that environmental scanning practices differ within firms based on the environmental attributes which the organizations operate. The results also indicated that the frequency of environmental scanning was negatively correlated to firm performance. The study however utilized financial measures of performance. This study used non-financial measures of performance.

Pryor et al. (2017) examined how environmental scanning and performance are influenced by the orientation of top executives in the USA. Top executives listed in the database of three universities’ alumni were sourced. The sample consisted of 3,538 respondents whose companies were in operation during the time of the study, and a survey was carried out with the aim of obtaining data through a temporal separation that used paper-based, telephone and online interviews. An overall response rate of 10.1% which was acceptable. A hierarchical regression method and bootstrapped mediation technique was utilized in hypotheses testing. The study established that higher performance of firms stimulates environmental scanning. However, the study’s focus was on the effect of top executives’ orientation on matters involving environmental scanning and firm outcomes. This study purely addressed the influence of environmental scanning in the performance of selected NGOs in Nairobi, Kenya.

Davis, Miles, and McDowell (2007) conducted a study examining the moderation effect of environmental scanning on the relationship between strategy and performance on physical therapy facilities in Texas, United States of America. The study used a sample from a population of the Executive Council of Physical and Occupation Therapy Examiners (ECPTOTE). A census survey was
conducted on 1,854 organizations and a response rate of 10.5% was realized. A questionnaire was developed and mailed to the respondents. Findings showed that strategy implementation is positively associated with internal scanning. Also, a statistically significant relationship between strategy and external scanning was established. The study established that performance depends upon the alignment between environmental scanning and strategic orientation of the firms. The current study examined the effect of environmental scanning as an independent variable on the performance of selected NGOs.

2.3.3 Strategy Formulation and Organizational Performance

Nnamani, Ejim, and Ozomu (2015) examined how strategy formulation affects performance levels among Nigerian manufacturing firms in Nigeria. The study considered organizational structure and worker behaviour as the variables. A survey research design was adopted, and 100 respondents were sampled by use of the Freud and Williams model. Descriptive statistics were employed in analyzing the research questionnaires. It was established that a well perceived and formulated strategy improves a firm’s productivity, and behavioural and methodical resistance to strategic dynamics make formulation futile. However, the study was conducted on manufacturing firms and the results may not be generalized. The current study examined NGOs that are operating in Nairobi County, Kenya.

Poister, Edwards, Pasha, and Edwards (2013) sought empirical evidence on strategy formulation and performance from 236 local public transit agencies in the US. The response rate for the study was 43%. Data was obtained using online surveys of managers and the National Transit Database (NTD) using questionnaires that were administered through emails. Ordinary Least Squares (OLS) regression was utilized to evaluate the relationship between strategy formulation and objective performance. Findings established that strategic formulation significantly and positively influences productivity in the public transit services industry. The study assessed performance in the public transport sector, making its
findings inadmissible for the current research. Also, the study was conducted in a developed economy. The current research, therefore, focussed on NGOs in developing county.

A cross-sectional study was done by Khan, Tahir, and Zafar (2016) to assess how strategy formulation and strategic content impact organizational performance among private sector organizations in Lahori, Pakistan. Due to different departmental strategies in the organizations studied, the unit of analysis was the departments. The survey design used in sampling 325 respondents and questionnaires were administered, obtaining a 66.8% response rate. Strategy formulation was measured by rational planning, logical incrementalism, strategy content, defenders, reactors and prospector stance. The results established a positive relationship between logical planning, strategy content, reactors, defenders and prospector stance, and firm performance. On the other hand, logical incrementalism and strategy absence were found to negatively impact firm performance. However, the study was cross-sectional, and it is desirable to investigate whether the inferences made hold using a longitudinal investigation.

Augustine and Agu (2013) did a study to assess the effect of strategy formulation in business firms based in Enugu State, Nigeria. The study was intended to evaluate how the formulated strategies have been applied and operated in organizations. A descriptive survey was applied to a population consisting of 185 workers who belonged to three categories of management. Freud and William's model was applied to obtain a sample size of 106 respondents, while the sample space was determined using simple random sampling. Data was sourced using questionnaires, with analysis involving descriptive statistics. Findings established a significant effect of strategy formulation on firm performance. However, the study only used descriptive statistics. The current study used a combination of descriptive and inferential statistics.
Santura, Muema, and Nkaabu (2017) investigated how strategy formulation impacted performance among public organizations in Isiolo county. Utilizing a descriptive research design the research focussed on the management heads and section heads in the county government. A census survey was conducted on all the 63 management employees of the county government since the respondents were easily accessible in the system. To collect the data, questionnaires were used, then analyzed using descriptive statistics. Pearson Correlation was utilized to ascertain whether a relationship exists between the variables. Findings revealed that strategic formulation significantly and positively influences county government productivity in Isiolo. However, the study did not consider stakeholder involvement. The current study focussed on the involvement of stakeholders and the development of long-term objectives in strategic implementation.

**2.3.4 Strategy Implementation and Organizational Performance**

Andrews, Beynon, and Genc (2017) investigated strategy implementation style and perceived public service equity, efficiency, and effectiveness in Turkey. The study focused on metropolitan municipalities in the Turkish local governments which operate in territorial-bound regions. The population of the study comprised of over 750,000 people in every thirty Turkish provinces. Questionnaires were designed and administered through emails for the entire population. The population comprised of deputy general secretaries, departmental and unit heads within the provinces. The survey established a response rate of 18%. It was revealed that the strategy implementation style has no impact on firm outcomes. The study’s focus on developed economies makes its findings incompatible with the findings from developing economies.

Ogunmokun, Hopper, and Mcclymont (2005) researched to examine the implementation of strategies and how the variations explain organizational productivity levels. This study aimed to examine the
influence of strategy implementation on the productivity of Australian private hospitals. The data on
388 private hospitals were obtained from the Australian Private Hospital Association (APHA). A survey
questionnaire was conducted on all the 388 hospitals through emails, and a response rate of 18.1% was
obtained which was considered satisfactory. The analysis involved the application of Chi-Square which
established a significant difference between productivity levels and implementation of various
strategies. However, the study was short of addressing the type of strategic implementation activities
adopted by the hospitals. The current study attempted to address the strategy implementation activities
of NGOs in Nairobi County, Kenya.

Chaimankong and Prasertsakul (2012) examined how strategic implementation affects the
organizational performance of the Thailand chemical industry. Systematic sampling was employed and
309 key respondents of senior management level were contacted. Data was collected using structured
questionnaires. The response rate from the questionnaire administration was 36%. The firm-level was
used as a unit of analysis. Results indicated that strategic implementation significantly influences firm
performance. However, financial indicators were used in measuring firm productivity while the current
study used non-financial indicators in measuring firm productivity.

Mailu, Ntale, and Ngui (2018) assessed how strategy implementation affects the level of performance
among players in the Kenyan pharmaceutical sector. The variables considered were: organizational
culture, resources, and structure. A descriptive research design and multiple regressions were used in
the estimation of the extent of the relationship between the study variables. The population consisted of
64 pharmaceutical firms in Nairobi, which are registered under the Pharmacy and Poisons Board as of
December 2016. The questionnaires used established that strategy implementation has a statistically
significant impact on pharmaceutical companies outcomes. The study however only used three aspects
of strategy implementation while the current study included leadership characteristics, implementation procedure, and the objectives of the various strategies in realizing short-term goals that can be evaluated as the implementation is in process.

Mwanthi (2018) investigated the relationship between strategy implementation and performance among Kenyan universities. Ten universities were involved, and a sample size of 384 respondents was selected using criterion-based sampling. A descriptive cross-sectional research design was used, obtaining primary data from semi-structured questionnaires that comprised of closed-ended questions. The aspects of strategy implementation adopted included strategic communication, leadership qualities, employee involvement in decision making, and allocation of resources. The results of the study established that all the variables considered for strategy implementation had a positive effect on organizational performance. However, only five public and five private universities were considered for the study, and the results of the findings may not be generalized. Therefore, the current study examined NGOs that operate under different strategic perspectives than learning institutions.

2.3.5 Strategy Monitoring and Evaluation, and Organizational Performance

Hieu and Nwachukwu (2019) investigated the process of strategy evaluation and performance nexus of telecommunication multinational corporations operating in Nigeria. The study considered four firms which comprised of 120 managers responsible for strategic management in the firms. Questionnaires were adopted in data collection. The questionnaires were structured to contain structured and unstructured questions. To analyze the data, descriptive statistics and Pearson Correlation and regression were used. The response rate was 87.5% which was considered adequate for the study. The study found out that the strategy evaluation approach of the telecommunication corporations positively and significantly affected firm performance. The study was conducted on the telecommunication industry
and the results may not be generalized. The current study examined strategy evaluation and firm performance of NGOs in Nairobi, Kenya.

Chepkwony (2016) investigated how strategy evaluation and control affected the level of productivity in the office of the Kenyan Auditor General (OAG). Adopting a descriptive survey design, 438 employees comprising of middle-level managers, supervisors, and front-line managers were targeted. A sample of 43 respondents was used in the development of questionnaires which obtained a 79% rate of response. The study confirmed that strategy evaluation and control significantly influence firm productivity through the achievement of improved delivery of services and resource utilization.

Abdalla (2015) investigated the effect of strategy evaluation on the productivity of Center Star Company Limited in Nairobi, Kenya. A descriptive research design was applied to a population of 200 staff members. Stratified random sampling was utilized in selection of respondents from three departments of the organization, with structured questionnaires being used to collect data. Analysis involved descriptive and inferential statistics. Results from the data analysis established that strategy evaluation is a driver for improved organizational performance. However, the study focused on one firm hence the results may not be generalized. The current study evaluates several NGOs in Nairobi County.

2.4 Summary of Literature Review and Research Gaps

From the above review, clearly, strategic management has an impact on organizational outcomes. However, certain gaps were also identified. The study by Khoshtaria (2018) did not focus on NGOs, instead investigating strategic management in manufacturing firms. Azahari, Mustafa and Yusoff (2017) investigated performance of the Indonesian public sector. Although establishing a positive effect of strategic planning in the health sector, Sophia and Owuor (2015) reported performance within the Kenya Medical Research Institute which is a government institute. The study by Pryor et al. (2017)
investigated environmental scanning in the United States which is a developed economy, while Nnamani, Ejim, and Ozomu (2015) examined Nigerian manufacturing firms. Poister, Edwards, Pasha, and Edwards (2013) employed Ordinary Least Squares in analysis, making their findings significantly different from this in this study. Khan, Tahir, and Zafar (2016) used a cross-sectional study, while the current used a descriptive design and investigated performance of health NGOs in Nairobi County, Kenya. These gaps are summarized in Table 2.1 below.

<table>
<thead>
<tr>
<th>Author</th>
<th>Purpose of the Study</th>
<th>Findings</th>
<th>Research Gap</th>
<th>Focus on the current study</th>
</tr>
</thead>
<tbody>
<tr>
<td>Khoshtaria (2018)</td>
<td>Effects of strategic planning on firm performance through strategic implementation of manufacturing companies in Georgia.</td>
<td>A comprehensive strategy planning by a firm leads to better performance.</td>
<td>The study focused on manufacturing firms</td>
<td>Strategy planning and organizational performance of NGOs in Kenya.</td>
</tr>
<tr>
<td>Innocent and Levi (2017)</td>
<td>Impact of strategic planning and performance of the Nigerian Bottling company Enugu.</td>
<td>The positive impact of strategic planning on firm performance.</td>
<td>The study focused on a profit-making single firm</td>
<td>The current study focussed on a not-for-profit setting</td>
</tr>
<tr>
<td>Sophia and Owuor (2015)</td>
<td>Effects of strategic planning activities on organizational growth of Kenya Medical Research Institute (Kemri).</td>
<td>A well-implemented strategy planning enables organizations to effectively grow</td>
<td>The study focused on organizational performance</td>
<td>Examine organizational growth as an indicator of financial indicators.</td>
</tr>
</tbody>
</table>

34
<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Title</th>
<th>Methodology</th>
<th>Key Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pryor et al. (2017)</td>
<td>How environmental scanning and performance are influenced by the orientation of top executives in the United States of America.</td>
<td>Focused on SMEs to examine the influence of environmental scanning and performance.</td>
<td>The higher performance of firms stimulate environmental scanning.</td>
</tr>
<tr>
<td>Santura, Muema, and Nkaabu (2017)</td>
<td>Association between strategy formulation and performance of the strategic formulation.</td>
<td>The study did not consider stakeholder involvement.</td>
<td>Focus on the involvement of stakeholders and the strategic formulation. The study did not consider stakeholder involvement.</td>
</tr>
</tbody>
</table>

firm effectiveness.
public organizations in Isiolo County Government have a positive effect on performance. Andrews, Beynon, and Genc (2017) found that strategy implementation style and perceived public service equity, efficiency, and effectiveness in Turkey affect the performance of organizations. The study was conducted in a developed economy. However, strategy implementation style affects the performance of NGOs in a developing economy set up and examined the NGOs.

Source: Researcher (2020)

2.5 Conceptual Framework

A conceptual framework is a visual representation of the relationship between study variables. Conceptual frameworks are the basis of any research and need to be articulated to bring an easy and visual understanding of the variables under consideration (Ravitch & Riggan, 2012). Below in figure 2.1 is an illustration of the adopted conceptual framework. As indicated, the independent variables used are strategic planning, environmental scanning, strategy formulation, strategic implementation, and strategy evaluation and monitoring. The dependent variable is the performance of NGOs.
Independent Variables

Strategic Planning
- Mission statement
- Vision statement
- Values statement
- Performance review

Environmental Scanning
- External threats and opportunities
- Internal weaknesses and strengths
- Needs analysis

Strategy Formulation
- Longterm objectives establishment
- Reliance of consultants in strategy development
- Participation of internal stakeholders
- Communication of strategies to stakeholders

Strategy Implementation
- Development of clear rules and procedures
- Leadership support
- Resource allocation
- Utilization of organizational culture

Dependent Variable

Performance of NGOs
- Program outcomes
- Quality
- Efficiency and improved service delivery
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The research methodology adopted in achieving the research objectives is discussed in this chapter. It details the research design, target population, sample size, sampling frame, and the instruments used in data collection. It also includes the data collection procedures, analysis and presentation. It concluded with the ethical considerations.

3.2 Research Philosophy

The study is grounded on positivism research philosophy which suggests that occurrences directly and individual perception, therefore, there is a direct correlation between things and their representation (Willig, 2013). In positivism, an observable phenomenon only results in the production of reliable data (Saunders, Lewis & Thornhill, 2015). Positivism was used in the study due to its objectivity and independence in research.
3.3 Research Design

A descriptive research design was utilized and this method of establishing connections between different variables was developed by Creswell (2014). Descriptive research design is defined by Cooper and Schindler (2015) as a process of examining certain phenomena, where to get data and how to evaluate this data. According to Kagonia (2017), a descriptive research design is a roadmap to getting a solution to a researchable problem. Ngatia, Muya, and Ngacho (2018) highly recommended the use of descriptive research design that is achieved through data collection to determine the association of variables in a study. The descriptive research design allowed the researchers to employ quantitative techniques analyzing variables’ interaction. Further, the design enables for the examination of the phenomena within its current environment.

3.4 Target Population

According to Pandey and Pandey (2015) a population is a large group of units of research that is specified, sample drawn, and the results of research generalized. Neuman (2014) defines a population as a specific collection of units with the ability to be studied in research. Mugenda and Mugenda (2003), pinion that the target population should possess similar observable characteristics to ease the generation of results. Cooper and Schindler (2014) defined a study population as the entire group of elements with common observable characteristics. It constitutes the total sum of the collected element from which a researcher draws conclusions. The total population of Health NGOs in Kenya is 98 (HENNET, 2019). The unit of observation was the directors and project managers of the NGOs.

<table>
<thead>
<tr>
<th>Staff Cadres</th>
<th>Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Director</td>
<td>98</td>
<td>50%</td>
</tr>
<tr>
<td>Project Manager</td>
<td>98</td>
<td>50%</td>
</tr>
</tbody>
</table>

Table 3.1 Target Population
3.5 Sample Size and Sampling Procedure

Proportionate stratified random sampling was useful in selecting the desired sample size. The target population was divided into different strata according to the level of management of the staff. The study targeted managing directors and project managers. The random sampling technique was utilized due to its affordability in the administration of the research instruments and its applicability in obtaining a representative sample. The following Yamane formula was used in calculation of the sample size;

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

\[ n = \frac{196}{1 + 196(0.05)^2} = 131 \]

The sample participants for the research was 131 employees from health NGOs.

3.6 Data Collection Instruments

Data collection instruments are those tools used to collect research data for analysis and generalization. This study collected data with the use of questionnaires. These allow for data collection from a wide geographical region at minimal costs. Moreover, the use of questionnaires is free from bias and it
guaranteed the non-disclosure of the identity of the respondent. Data collections sheet was useful when collecting data from the NGOs and the NGOs Co-ordination Board Publications.

**3.7 Research Validity and Reliability**

The study pretested the research questionnaire with 10% of the sample participants of the study. This allowed for reliability and validity testing of the questionnaire.

**3.7.1 Validity of Research Instrument**

Validity explains how a research instrument measures what is purported to be measured. It shows the degree of accuracy of research questions with the actual subject being investigated (Taherdoost, 2016). Validity is a matter of dependability, trustworthiness, and utility placed on a research instrument by an evaluator of research stakeholders (Zohrabi, 2013). The study focused on the construct, content and face validity. Content and construct validity was attained through extensive and in-depth empirical and theoretical review. Face validity was achieved by engaging with experts in the thematic research areas in strategic management. Validity was enhanced through a pilot study involving 30 respondents comprising of equal number in the three levels of management in the NGOs.

**3.7.2 Reliability of Research Instrument**

Reliability refers to the degree of consistency of results obtained even after repeated analyses (Zohrabi, 2013). The internal consistency of the variables and reliability was tested using Cronbach’s Alpha whose index measures the reliability and consistency of the assessment as a whole. The Index ranges from 0-1, and the greater the value, the more reliable the assessment. Assessments with an alpha of 0.6 and below are a priority for review. However, a research assessment can provide consistent results, thus making them reliable. Unless the research instrument measures the intended variables, the assessment
is not valid. The study conducted pilot tests among 10% (n=13) participants who were not involved in the main study in November 2021.

Table 3.1 Reliability Results

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Cronbach Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization performance</td>
<td>13</td>
<td>.770</td>
</tr>
<tr>
<td>Strategy planning</td>
<td>13</td>
<td>.810</td>
</tr>
<tr>
<td>Environmental scanning</td>
<td>13</td>
<td>.748</td>
</tr>
<tr>
<td>Strategy formulation</td>
<td>13</td>
<td>.795</td>
</tr>
<tr>
<td>Strategy implementation</td>
<td>13</td>
<td>.820</td>
</tr>
<tr>
<td>Strategy monitoring and evaluation</td>
<td>13</td>
<td>.730</td>
</tr>
</tbody>
</table>

Source: Pilot Data (2021)

All constructs with values greater than 0.7 were accepted. The pilot results indicated that all the study variables had Cronbach scores of above 0.7 hence were adopted for the research.

3.8 Data Collection Procedures
The data collection procedure entails techniques to gather data related to research questions (Hewson & Steward, 2014). The researcher sought for authorization from the University before proceeding on the data collection. Before the data collection, approval from NACOSTI was obtained. An introduction letter thereafter was used to obtain consent from the respondents, and the questionnaires were delivered by hand and administered with the assistance of a research assistant. The research assistant kept track of the questionnaires administered and collected using a register. The study also relied on Google forms in remotely collecting research data from participants who were not available for the physical collection of research data.
3.9 Data Analysis and Presentation

Inferential statistics and descriptive statistics were useful in analysis and testing of the study hypothesis. Descriptive analysis involved frequencies, means and standard deviation. The inferential statistics that the study used are correlation analysis and regression analysis. The analysis of variance was to confirm whether there is statistical significance between the strategic management practices and NGO performance. The Statistical Package of Social Studies (SPSS) Version 25 was adopted. After analysis, presentation was in the form of tables, graphs, and charts. The study used the Least Squares Method and adopted the model below.

\[
OP = \beta_0 + \beta_1SP + \beta_2ES + \beta_3SF + \beta_4SI + \beta_5SME + \varepsilon
\]

Where, \( OP \) is the organizational performance as measured by program outcomes, program non-financial efficiency, program impacts, partnerships, and quality.

\( SP \) is strategic planning as measured by the mission statement, vision statement, values statement, performance measures, and performance review.

\( ES \) is environmental scanning as measured by external threats and opportunities, internal weaknesses and strengths, stakeholder determination, needs analysis, and environmental factor analysis.

\( SF \) is strategy formulation as measured by the establishment of long-term objectives, development of strategic alternative, the reliance of consultants in strategy development, internal stakeholder participation, and communication of strategies to stakeholders.
**SI** is strategy implementation as measured by the development of clear rules and procedures, development of short-term objectives, leadership support, resource allocation, and utilization of the organizational culture.

**SME** is strategic monitoring and evaluation as measured by systems development monitoring, monitoring of strategic plans, evaluation of outcomes, performance measures and standards identification, use of various techniques of evaluation.

\( \varepsilon \) represented the regression error

\( \beta_0 \) is the regression constant, \( \beta_1 - \beta_5 \) are the regression coefficients generated by the regression analysis.

### 3.10 Ethical Consideration

The researcher sought responses from relevant individuals who have expertise in the study subject. Regional managers, project supervisors, and managers were engaged. To protect the rights of all the stakeholders involved in the study, the researcher strictly adhered to the code of conduct and discipline. Informed consent was obtained from the respondents by way of writing, and those who were willing to participate did so without being compelled. Confidentiality and security of the collected data was also assured to the respondents. This aimed to gain the respondents' confidence to facilitate quality information and a higher response rate. Permission was also sourced from the relevant institutions prior to collecting the data. There include the Kenyatta University graduate school and NACOSTI, who granted a research license.
CHAPTER FOUR
DATA ANALYSIS AND PRESENTATION

4.1 Introduction
This chapter presented the results of the data analysis. The chapter was divided into the response rate obtained, the participants' background information, the descriptive results, correlation, and inferential results.

4.2 Response Rate
The study’s sample size was 131 employees sourced from the managing director and the project managers drawn from NGOs operating within Nairobi County. The research applied both drop and pick a method and electronic (Google forms) data collection procedures. The study obtained responses from 92 employees (70%) while 39 sample participants (30%) of the organizations did not participate in the research. Cooper and Schindler (2014) opined that a 60% and higher rate of response in quantitative surveys is suitable for making generalizations about the whole sample, making the response received adequate to represent the population. The outcomes are in figure 4.1 below
4.3 Respondents Demographic Information
The study aimed at exploring various background information from the managing director and the project managers of health NGOs within Nairobi county. The study specifically sought to determine the participant's education level, position in the firm, number of staff members, and service length within the NGO sector.

4.3.1 Participants Education Level
The research analyzed the education attainment among the respondents, and the findings showed that 74% (n=68) of the participants had graduate-level education, 18% (n=17) had diploma level education and 8% (n=7) had attained a masters level education. The findings demonstrated that the participants had requisite education attainment that helped respond to the study statements as prescribed in the instrument. The findings are displayed in figure 4.2 below.

![Figure 4.1 Response Rate](image)

**Source:** Research Data (2021)
4.3.2 Participants Position in the Organization
The research reviewed the position held by the respondents in the firms, and the analysis showed that the majority 62% (n=57) were project managers while 38% (n= 35) were the managing directors within the health NGOs. This indicated that participants had relevant information that was being sought to solve the study problem by their professional positions. Figure 4.3 presents the study findings.

Figure 4.2 Education Level of Participants
Source: Research Data (2021)
4.3.3 Number of Employees in Organization
The study reviewed the number of staff members within the NGO and results indicated that majority of the firms 55% had between 50-99 staff, 20% had between 21-49 staff, 14% had 11-20 staff members, 4% had 100-200 staff while 7% of the firms had over 200 employees as shown in figure 4.4 below. It was revealed that most of the NGOs had adequate staff members who could be vital in supporting the execution of the NGOs projects thus improving the overall performance. The findings are as displayed in figure 4.4 below.
Figure 4.4 Staff Numbers in Organization
Source: Research Data (2021)

4.3.4 Length of Work within the NGO Sector
The study explored the length of time the participants have worked within the NGO sector, and the findings are shown in table 4.1 below.

Table 4.1 Length of Work Experience

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-3 years</td>
<td>2</td>
</tr>
<tr>
<td>4-7 years</td>
<td>34</td>
</tr>
<tr>
<td>8-11 years</td>
<td>21</td>
</tr>
<tr>
<td>12-15 years</td>
<td>27</td>
</tr>
<tr>
<td>Over 16 years</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>92</td>
</tr>
</tbody>
</table>

Source: Research Data (2021)
The results demonstrated that the majority of the participants 37\% had worked within the sector for 4-7 years, 29\% had worked for 12-15 years, 22\% for 8-11 years while only 2\% had worked for 1-3 years. The findings revealed a varying wealth of work experience among participants which showed that accurate information could be collected.

4.4 Descriptive Analysis
This study relied on a quantitative research instrument to collect data. The study tool was developed using a 5-point Likert scale. Analysis involved application of means, sum and standard deviation. The key for interpretation is as follows; mean >4.20 = strong agreement, 3.50-4.19 = agreement, 2.50-3.49 = disagreement, 1.50-2.49 = strongly disagree and less than 1.49 = neither agree nor disagree.

4.4.1 Organization Performance of Health NGOs
The study's dependent variable was the institutions' organization performance. The following statements were prepared, with the findings shown in Table 4.2 below.

### Table 4.2 Results for Organization Performance of Health NGOs

<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Sum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The institution has been able to achieve positive outcomes in the</td>
<td>92</td>
<td>361.00</td>
<td>3.9239</td>
<td>.77366</td>
</tr>
<tr>
<td>implementation of its programs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is improved efficiency in the execution of the institution's</td>
<td>92</td>
<td>383.00</td>
<td>4.1630</td>
<td>.81574</td>
</tr>
<tr>
<td>projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The institution has been able to develop sustainable partnerships with</td>
<td>92</td>
<td>385.00</td>
<td>4.1848</td>
<td>.74020</td>
</tr>
<tr>
<td>stakeholders within the NGO sector</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The institution has been able to attain better service delivery to</td>
<td>92</td>
<td>357.00</td>
<td>3.8804</td>
<td>.79618</td>
</tr>
<tr>
<td>beneficiaries</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is improved quality in the execution of the institution's projects</td>
<td>92</td>
<td>357.00</td>
<td>3.8804</td>
<td>1.05708</td>
</tr>
<tr>
<td>The institution has been able to maintain financial sustainability in</td>
<td>92</td>
<td>378.00</td>
<td>4.1087</td>
<td>.94295</td>
</tr>
<tr>
<td>the execution of its projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The analysis demonstrated agreement among respondents that the institution has developed sustainable partnerships with stakeholders within the NGO sector as noted by mean = 4.1848 and moderate deviation .7402. The study also showed agreement that there is improved efficiency in executing the institution's projects as indicated by mean of 4.163 with a moderate deviation of .81574. The participants were also in agreement that there is improved quality in the execution of the institution's projects (mean = 3.8804) and strong deviation in responses as noted by dev = 1.05708. The results also revealed the agreement that the institution has been able to attain better service delivery to beneficiaries as shown by mean of 3.8804. Overall, the results showed an aggregate mean = 4.0235 which was an indication that majority of the participants were in agreement with statements regarding the organization performance of the health NGOs.

### 4.4.2 Strategic Planning of Health NGOs

The first variable examined the strategic planning conducted within health NGOs, the collected responses is shown in table 4.3 below.

<table>
<thead>
<tr>
<th>The organization mission and vision are crucial elements of strategic management</th>
<th>N</th>
<th>Sum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization vision and growth are reinforced by a strategic focus on the attainment of better performance</td>
<td>92</td>
<td>364.00</td>
<td>3.9565</td>
<td>.90071</td>
</tr>
<tr>
<td>The organization vision and growth are reinforced by a strategic focus on the attainment of better performance</td>
<td>92</td>
<td>368.00</td>
<td>4.0000</td>
<td>.81200</td>
</tr>
</tbody>
</table>
Strategic planning has helped establish benchmarks that show whether the organization is meeting my goals and objectives

<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic planning has helped establish benchmarks that show</td>
<td>92</td>
<td>364.00</td>
<td>3.9565</td>
</tr>
<tr>
<td>whether the organization is meeting my goals and objectives</td>
<td></td>
<td></td>
<td>.86333</td>
</tr>
<tr>
<td>Strategic planning improves the organization processes and</td>
<td>92</td>
<td>364.00</td>
<td>3.9565</td>
</tr>
<tr>
<td>ultimately reduces internal costs of operations</td>
<td></td>
<td></td>
<td>.86333</td>
</tr>
<tr>
<td>The organization has a feedback system in place that influences the</td>
<td>92</td>
<td>388.00</td>
<td>4.2174</td>
</tr>
<tr>
<td>development of new capabilities and organizational learning</td>
<td></td>
<td></td>
<td>.87488</td>
</tr>
<tr>
<td>Target setting allows the organization to reconfigure existing business</td>
<td>92</td>
<td>361.00</td>
<td>3.9239</td>
</tr>
<tr>
<td>capabilities and also build new capabilities</td>
<td></td>
<td></td>
<td>.90461</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td></td>
<td><strong>4.0018</strong></td>
<td><strong>0.86981</strong></td>
</tr>
</tbody>
</table>

**Source:** Research Data (2021)

The respondents strongly agreed that the organization has a feedback system that influences new capabilities and organizational learning (mean = 4.2174, dev = .87488). The study indicated agreement among participants that the organization vision and growth are reinforced by a strategic focus on attaining better performance as shown by mean of 4.00. The findings indicated participants agreement (mean = 3.9565, dev = .8633) that strategic planning improves the organization processes and ultimately reduces operations' internal costs. Similarly, participants agreed that target setting allows the organization to reconfigure existing business capabilities and also build new capabilities (mean = 3.9239, dev = .90461). The aggregate results showed that senior employees within the NGOs viewed strategic planning as vital to the organizations operations as denoted by mean of 4.0018 and deviation of 0.86981.

### 4.4.3 Environmental Scanning of Health NGOs

The second independent variable reviewed the environmental scanning conducted within NGOs, and the respondents were given 6-statements, with the results presented in table 4.4 below.
<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Sum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization continuously monitors the environment for all threats that could</td>
<td>92</td>
<td>360.00</td>
<td>3.9130</td>
<td>.82078</td>
</tr>
<tr>
<td>impact the attainment of firm objectives</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization continuously monitors the environment for all opportunities that</td>
<td>92</td>
<td>353.00</td>
<td>3.8370</td>
<td>.78834</td>
</tr>
<tr>
<td>could improve the achievement of organization objectives</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization routinely reviews stakeholder engagement to achieve better</td>
<td>92</td>
<td>376.00</td>
<td>4.0870</td>
<td>.83406</td>
</tr>
<tr>
<td>performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The firm routinely conducts need analysis to review internal weaknesses and</td>
<td>92</td>
<td>359.00</td>
<td>3.9022</td>
<td>.79917</td>
</tr>
<tr>
<td>strengths</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization continuously reviews the political environment to align firm</td>
<td>92</td>
<td>372.00</td>
<td>4.0435</td>
<td>.90071</td>
</tr>
<tr>
<td>operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization continuously monitors the legal environment to ensure attainment</td>
<td>92</td>
<td>367.00</td>
<td>3.9891</td>
<td>.89559</td>
</tr>
<tr>
<td>of organization objectives</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td></td>
<td>3.9620</td>
<td></td>
<td>0.8398</td>
</tr>
</tbody>
</table>

**Source:** Research Data (2021)

The analysis showed agreement among respondents that the organization routinely reviews stakeholder engagement to achieve better performance as indicated by a 4.087 mean, with moderate deviation of .83406. The results showed agreement (mean = 4.0435, dev = .90071) that the organization continuously reviews the political environment to align firm operations. The study indicated agreement among respondents that the firm routinely conducts need analysis to review internal weaknesses and strengths as noted by mean of 3.9022 and deviation of .79917. There was agreement that the organizations
continuously monitors the environment for all opportunities that could improve organization objectives as denoted by mean of 3.837 and dev = .78834. Generally, the findings indicated agreement among respondents that environmental scanning is vital to the health NGOs as demonstrated by aggregate mean 3.962 and moderate deviation of .8398.

4.4.4 Strategy Formulation of Health NGOs
The third variable reviewed the strategy formulation conducted within NGOs, and the outcomes are as shown in table 4.5 below.

**Table 4.5 Results for Strategy Formulation of Health NGOs**

<table>
<thead>
<tr>
<th>Description</th>
<th>N</th>
<th>Sum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization has developed clear long-term objectives</td>
<td>92</td>
<td>375.00</td>
<td>4.0761</td>
<td>.90461</td>
</tr>
<tr>
<td>The organization undertakes strategic alternative development processes</td>
<td>92</td>
<td>361.00</td>
<td>3.9239</td>
<td>.74471</td>
</tr>
<tr>
<td>The organization routinely relies on consultants in undertaking strategy development</td>
<td>92</td>
<td>351.00</td>
<td>3.8152</td>
<td>.76932</td>
</tr>
<tr>
<td>The organization regularly participates in stakeholder assessment to ensure attainment of synergy</td>
<td>92</td>
<td>376.00</td>
<td>4.0870</td>
<td>.80728</td>
</tr>
<tr>
<td>The organization has developed clear communication and engagement channels with stakeholder</td>
<td>92</td>
<td>380.00</td>
<td>4.1304</td>
<td>.75908</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td></td>
<td></td>
<td>4.0065</td>
<td>0.797</td>
</tr>
</tbody>
</table>

**Source:** Research Data (2021)

The research noted agreement among respondents that the organization has developed clear communication and engagement channels with stakeholder as denoted by mean = 4.1304. The results
showed agreement among participants that the organization regularly participates in stakeholder assessment to ensure synergy (mean = 4.087, dev =.80728). The study respondents were also in agreement that the organization undertakes strategic alternative development processes (mean = 3.9239, dev =.74471). The findings also agreed that the organization routinely relies on consultants to undertake strategy development (mean = 3.8152, dev =.76932). The results in general showed agreement that strategy formulation was viewed favorably by the senior managers within the health NGOs (mean = 4.0065, dev =.797).

4.4.5 Strategy Implementation of Health NGOs
The study further reviewed the strategy implementation within Health NGOs, and the participants were presented with 6-key statements, outcomes are in table 4.6 below.

<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Sum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The institution has developed clear rules and procedures to guide internal operations</td>
<td>92</td>
<td>386.00</td>
<td>4.1957</td>
<td>.71467</td>
</tr>
<tr>
<td>The institution has developed clear and attainable short-term objectives</td>
<td>92</td>
<td>376.00</td>
<td>4.0870</td>
<td>.70558</td>
</tr>
<tr>
<td>The organization has put in place clear structures to enhance leadership support in firm operations</td>
<td>92</td>
<td>366.00</td>
<td>3.9783</td>
<td>.88923</td>
</tr>
<tr>
<td>The institution has put in place mechanisms for resource allocation</td>
<td>92</td>
<td>359.00</td>
<td>3.9022</td>
<td>.82622</td>
</tr>
<tr>
<td>The institution has developed shared norms and values to support the attainment of firm objectives</td>
<td>92</td>
<td>375.00</td>
<td>4.0761</td>
<td>.87998</td>
</tr>
</tbody>
</table>
The institution has developed clear structures to guide the operationalization of firm goals

| Source: Research Data (2021) |

The research results demonstrated agreement (mean 4.1957) and moderate deviation (.71467) that the institution has developed clear rules and procedures to guide internal operations. The study also indicated agreement that the institution has developed clear and attainable short-term objectives (mean = 4.087, dev = .70558). The findings noted agreement among respondents that the institution has developed clear structures to guide the operationalization of firm goals (mean= 3.9674, dev = .85743). Responses obtained also showed that the participants agreed that the institution has put in place mechanisms for resource allocation (mean = 3.9022). The summary results indicated that respondents were in agreement that strategy implementation has been institutionalized within the firm as noted by aggregate mean of 4.0345 and deviation .8122.

4.4.6 **Strategy Evaluation and Monitoring of Health NGOs**
The study reviewed the strategy evaluation and monitoring of Health NGOs among the study participants using 5-key statements, and the findings are presented below.

<table>
<thead>
<tr>
<th>Table 4.7 Results for Strategy Evaluation and Monitoring of Health NGOs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>The organization has developed monitoring systems to support the review of firm operations</td>
</tr>
<tr>
<td>The organization has developed clear strategic plans for monitoring firm service operations</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>-----------------------------------------------------------------</td>
</tr>
<tr>
<td>The organization continuously reviews projects outcomes to</td>
</tr>
<tr>
<td>guide future operations</td>
</tr>
<tr>
<td>The organization constantly identifies new performance</td>
</tr>
<tr>
<td>measures and standards to guide firm activities</td>
</tr>
<tr>
<td>The organization has developed clear evaluation techniques to</td>
</tr>
<tr>
<td>gauge attainment of organization objectives</td>
</tr>
<tr>
<td><strong>Average</strong></td>
</tr>
</tbody>
</table>

**Source:** Research Data (2021)

The analysis showed agreement among participants that the organization has developed clear evaluation techniques to gauge attainment of organization objectives as indicated by mean = 4.0978. The results also indicated agreement (mean = 4.0543, dev=.81691) that the organization constantly identifies new performance measures and standards to guide athletic activities. The study showed agreement that the organization had developed clear strategic plans for monitoring firm service operations (mean = 3.9783, dev = .82513). The findings also noted that the organization has developed monitoring systems to support a review of firm operations (mean =3.9022, dev =.85240). The aggregate findings showed that strategy evaluation and monitoring was effected within the health NGOs as per the 4.0065 mean and deviation of .8473.

**4.5 Correlation Analysis**

The study sought to establish how the variables are associated. The research employed the Pearson Correlation at a 95% confidence interval, and the findings are presented in Table 4.8 below.
The first objective examined the effect of strategic planning on the organization performance of health of NGOs. The findings demonstrated a strong positive and significant relationship ($P=.643$, $Sig = .000<.05$). The results are consistent with Khoshtaria (2018), who noted that effective strategic planning

**Table 4.8 Correlation Results**

<table>
<thead>
<tr>
<th>Organization Performance</th>
<th>Pearson Correlation</th>
<th>Sig. (1-tailed)</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization Performance</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Planning</td>
<td>Pearson Correlation</td>
<td>.643**</td>
<td>.000</td>
</tr>
<tr>
<td>Environmental Scanning</td>
<td>Pearson Correlation</td>
<td>.656**</td>
<td>.000</td>
</tr>
<tr>
<td>Strategy Formulation</td>
<td>Pearson Correlation</td>
<td>.410**</td>
<td>.000</td>
</tr>
<tr>
<td>Strategy Implementation</td>
<td>Pearson Correlation</td>
<td>.574**</td>
<td>.000</td>
</tr>
<tr>
<td>Strategy Evaluation &amp; Monitoring</td>
<td>Pearson Correlation</td>
<td>.705**</td>
<td>.000</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (1-tailed).

**Source:** Research Data (2021)
is pivotal to Georgian firms’ performance. Azahari, Mustafa and Yusoff (2017) similarly observed that strategic planning has been central to improving productivity. Innocent and Levi (2017) also had similar reports. Akinyele and Fasogbon (2010) established that strategic planning has improved outcomes among Nigerian manufacturing companies. The same observations were advanced by Sophia and Owuor (2015) who revealed that implementing better strategic plans will lead to organization effectiveness and growth.

The second objective reviewed the association between environmental scanning and outcomes of health NGOs. The analysis showed a strong positive and significant effect of environmental scanning on organization performance ($P=.656$, $\text{Sig} = .000<.05$). The findings are in line with Zhang, Majid, and Foo (2011), who opined that environmental scanning is vital to detecting threats to the firm, influencing organizational outcomes. Pryor et al. (2017) also showed that environmental scanning is key to stimulating performance of firms. Ngamkroeckjoti, Specce, and Dimmit (2005) in their study revealed that firms that engaged in environmental scanning were able to improve their market development and expand firm performance. Davis, Miles, and McDowell (2007) also noted that effective environmental scanning and strategy implementation improves firm outcomes.

The third objective looked into strategy formulation and its relationship with health of NGO performances. There was a moderate positive and significant relationship ($P=.410$, $\text{Sig} = .000<.05$). These findings were in line with Nnamani, Ejim, and Ozomu (2015) who indicated that a well perceived and formulated strategy improves a firm’s productivity. In another study, Poister, et al., (2013) concluded that strategic formulation significantly and positively influences productivity within firms. Similarly, Augustine and Agu (2013) also showed that strategy formulation has a significant and positive effect on firm performance. Khan, Tahir, and Zafar (2016) in their review showed a positive influence of logical planning, strategy content, formulation on firm outcomes. Santura, Muema, and
Nkaabu (2017) in their research of public organization also indicated that strategic formulation significantly and positively influences performance.

The fourth objective was establishing the how strategy implementation impacts NGO performance, with analysis revealing a moderate positive and significant relationship ($P=.574$, Sig = .000<.05). The results are supported by Mwanthi (2018), who noted that strategy implementation drivers significantly improve results. Mailu, Ntale, and Ngui (2018) also revealed that strategy implementation is vital to organization performance. Ogunmokun, Hopper, and Mcclymont (2005) similarly viewed strategy implementation has a significant predictor of better productivity within organizations. Chaimankong and Prasertsakul (2012) revealed that strategy implementation within Thailand firms was a key predictor of firm performance. The findings are however not in line with Andrews, Beynon, and Genc (2017) who revealed that strategy implementation style does not affect the performance of organizations.

The last study objective reviewed the effect of strategy evaluation & monitoring on NGOs’ organization performance of health. The analysis showed a strong positive relationship ($P=.705$, Sig = .000<.05). The findings agree with Hieu and Nwachukwu (2019), who showed that the strategy evaluation approach positively affected firm performance within telco firms. Locally, Chepkwony (2016) also found out that strategy evaluation and control were significant predictors of organization performance. Abdalla (2015) in their study of Kenyan firms indicated that appropriate strategic evaluation was central to improving organization performance.

4.6 Regression Analysis
The purpose of the research was to determine the relationship between strategic management practices and health NGOs’ results in Nairobi, Kenya. The study adopted a multiple linear regression analysis, and the results are as indicated below;
Table 4.9 Regression Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.772a</td>
<td>.595</td>
<td>.572</td>
<td>2.06362</td>
<td>2.126</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Strategy Evaluation & Monitoring, Strategy Formulation, Strategy Implementation, Strategic Planning, Environmental Scanning

b. Dependent Variable: Organization Performance

Source: Research Data (2021)

The coefficient of determination for the research was $R^2=0.595$. This results demonstrated that 59.5% of health NGOs' organization performance is determined by the strategic management practices (strategy evaluation & monitoring, strategy formulation, strategy implementation, strategic planning, environmental scanning) adopted. The results showed that 40.5% of the organization performance could be attributed to factors not considered in this research.

Table 4.10 ANOVA Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>538.930</td>
<td>5</td>
<td>107.786</td>
<td>25.311</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>366.233</td>
<td>86</td>
<td>4.259</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>905.163</td>
<td>91</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Organization Performance

b. Predictors: (Constant), Strategy Evaluation & Monitoring, Strategy Formulation, Strategy Implementation, Strategic Planning, Environmental Scanning

Source: Research Data (2021)
ANOVA analysis aims to examine the statistical significance of the interaction between the dependent and independent variables in the regression model. The study results showed an f-calculated = 25.311 > F- (critical f; 1.162). The study also indicated a Sig = .000 < .05. Thus, the research demonstrated a statistically significant and positive relationship between strategic management practices and health NGO performance.

Table 4.11 Regression Coefficients Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Constant)</td>
<td>2.802</td>
<td>2.196</td>
<td>1.276</td>
<td>.205</td>
</tr>
<tr>
<td>Strategic Planning</td>
<td>.208</td>
<td>.115</td>
<td>.292</td>
<td>2.610</td>
</tr>
<tr>
<td>Environmental Scanning</td>
<td>.381</td>
<td>.139</td>
<td>.316</td>
<td>2.740</td>
</tr>
<tr>
<td>Strategy Formulation</td>
<td>-.152</td>
<td>.117</td>
<td>-.117</td>
<td>-1.297</td>
</tr>
<tr>
<td>Strategy Implementation</td>
<td>.087</td>
<td>.116</td>
<td>.280</td>
<td>2.751</td>
</tr>
<tr>
<td>Strategy Evaluation &amp; Monitoring</td>
<td>.484</td>
<td>.145</td>
<td>.378</td>
<td>3.344</td>
</tr>
</tbody>
</table>

b. Dependent Variable: Organization Performance

Source: Research Data (2021)

\[ OP = 2.802 + .208SP + .381ES - .158SF + .087SI + .484SME + 2.196 \]
The study yielded a $\beta_0 = 2.802$ which was not statistically significant $0.205 > 0.05$. The study yielded a $\beta_1 = .208$, Sig $= .004 < 0.05$. This showed that strategic planning positively and significantly impacts firm outcomes and demonstrated that a change in strategic planning would lead to a .208 change in health NGO outcomes. The results resonate with Akinyele and Fasogbon (2010), who revealed that strategic planning is vital to better firm performance. Sophia and Owuor (2015) also showed that well-implemented strategic plans lead to growth and effectiveness within the firm.

The findings also showed a $\beta_2 = .381$ and statistically significant $0.007 < 0.05$, which implied a change in environmental scanning is expected to yield a .381 change in health NGO performance. The results are supported in the literature by Davis, Miles, and McDowell (2007); Pryor et al. (2017) and Zhang, Majid, and Foo (2011) who all revealed that environmental scanning has been instrumental to strengthening organization effectiveness and performance. The study showed a $\beta_3 = -.152$, Sig $= .198 > 0.05$, indicating that strategy formulation does not significantly influence the organization's health NGOs' performance. The results are inconsistent with Santura, Muema, and Nkaabu (2017), who revealed a significant and positive effect of strategy formulation and productivity.

The results revealed $\beta_4 = .087$, which was statistically significant $0.002 < 0.05$, which revealed that a change in strategy implementation is expected to yield a .087 change in health NGOs' performance. This was reported by Chaimankong and Prasertsakul (2012), who noted that strategic implementation significantly influences firm performance. Mailu, Ntale, and Ngui (2018) also revealed that strategy implementation has a statistically significant performance effect. The findings indicated a coefficient $\beta_5 = .484$ and statistically significant $0.001 < 0.05$, which implied that changing strategy evaluation and monitoring by a unit would lead to a .484 change in health NGOs' performance. The findings are
supported by Chepkwony (2016), who demonstrated that strategy evaluation and control significantly influence firm productivity.
CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction
The summary of the findings are presented here, including the study conclusions, recommendations and suggestions for future research work.

5.2 Summary
The NGO sector plays a key role in promoting societal development locally. However, the sector has witnessed deprived performance and attainment of project goals. Evidence has shown that almost all NGOs in Kenya have failed to meet their estimated timelines, quality and budgetary estimates in project execution. The current research sought to determine if strategic management practices influence the performance of health NGOs in Kenya. The study adopted a quantitative research approach with 131 NGOs being a sample for the study. The research pretested the study instrument among 13 NGOs. The research obtained a 78% response rate that was deemed adequate for quantitative analysis. The responses showed that health NGOs had achieved better program implementation, efficiency in executing projects, developing sustainable partnerships, better service delivery, quality in project execution and fostering financial sustainability.

The participants agreed that health NGOs have integrated organization mission and vision in their strategic planning. The study also exhibited that strategic planning is vital to meeting the firm goals and objectives and reducing internal costs to the firm. The results also showed the organization had developed clear feedback systems which improve learning and firm capabilities. The participants also agreed that the target setting is key to reconfiguring and building new firm capabilities. The findings demonstrated that communication positively influences organizational outcomes. Khoshtaria (2018) demonstrated that establishing a comprehensive strategic plan strategies is possible through the
identification of key goals and integrating communication systems to promote interdepartmental communication. Similarly, Azahari, Mustafa and Yusoff (2017) established a strong positive relationship between strategic planning and improved financial management.

The respondents concurred that the firm continuously monitors the environment for threats and opportunities to improve the attainment of firm objectives. The findings also showed that NGOs routinely review their engagements with stakeholders to enhance firm outcomes. It was revealed that the firm conducts a review of internal strengths, weaknesses, political and legal environment to ensure attainment of firm objectives. The analysis showed a strong positive and significant effect of environmental scanning on firm outcomes. These findings are in agreement with Zhang, Majid, and Foo (2011) who established that proper stakeholder analysis improves identification of demands that NGOs have to satisfy. Pryor et al. (2017) also determined that environmental scanning enables NGOs to anticipate regulatory changes and adopt accordingly.

The respondents agreed that the NGOs have developed clear long-term objectives and continuously undertake alternative strategic development processes. The findings showed a consensus that NGOs also rely on consultants to support strategy development and enhance strategies. The participants also showed that NGOs had created clear communication and engagement channels with all stakeholders. The results determined a moderate positive and significant relationship between strategy formulation and firm outcomes. Nnamani, Ejim, and Ozomu (2015) reported improved performance among NGOs that had formulated long-term strategic goals. Similar findings were reported by Poister, Edwards, Pasha, and Edwards (2013) who reported that strategy formulation provided firms with a direction that can be followed in execution and implementation. Further, Santura, Muema, and Nkaabu (2017) associated strategy formulation with a plan that can be criticized by possible beneficiaries and experts and enable stakeholder contribution, thus increasing ownership of the project.
The analysis showed agreement among participants that NGOs have formulated clear rules and procedures and have developed clear and attainable short-term objectives. The findings further revealed that NGOs have clear structures and mechanisms for supporting leadership support and resource allocation. The results demonstrated that NGOs have also developed shared norms and values and have structures to guide firm goals’ operationalisation. The analysis revealed there is a moderate positive and significant effect of strategy implementation on organization performance. The findings by Andrews, Beynon, and Genc (2017) dispute these results since their study found no significant effect of strategy implementation on overall outcomes. However, Chaimankong and Prasertsakul (2012) found improved performance after implementation of planed strategies. The same findings were reported by Mailu, Ntale, and Ngui (2018), who investigated Kenya’s pharmaceutical sector performance.

The participants agreed that the NGOs have developed monitoring systems and have clear strategic plans for monitoring operations of the institution. The study also showed consensus that organization continuously review project outcome to guide future undertaking and identify new measures and standards for future activities. The results also showed that organizations have put in place clear evaluation techniques to enhance organizational objectives. The findings showed a strong positive and significant relationship between strategy evaluation & monitoring on organization results. In the study by Hieu and Nwachukwu (2019), 87% of respondents agreed that monitoring and evaluation were influential aspects of strategic management. Similarly, Chepkwony (2016) reported that the office of the Attorney General had reported improved service delivery after establishment of evaluation and control practices. Abdalla (2015) also reported similar outcomes, reporting that strategy monitoring evaluation is a driver for new strategy formulation.
5.3 Conclusions
Conclusions showed that strategic management practices have a positive and significant relationship with health NGOs' performance in Kenya. The study established that on aggregate strategy evaluation & monitoring, strategy formulation, strategy implementation, strategic planning, environmental scanning can contribute to 59.5% of the NGOs' performance in Kenya.

The first objective reviewed effect of strategic planning on organization outcomes and results showed a positive and significant effect on health NGOs' performance. The study found that having a clear mission statement, vision and values statement, and robust performance review is vital to organization performance.

The second objective assessed environmental scanning and its impacts on firm outcomes with findings showing that environmental scanning has a positive and significant influence on organization performance. The study established that reviewing external threats and opportunities, internal weaknesses and strengths, conducting needs and environmental factor analysis are significant predictors of organization performance.

The third objective reviewed effect of strategy formulation on organization performance, and the research concluded that there is no significant influence on health NGOs’ performance in Kenya. Based on the results the longterm objectives establishment, reliance of consultants in strategy development, participation of internal stakeholders and communication of strategies to stakeholders undertaken within NGOs as part of strategic management practices did not significantly impact the performance of the organizations.

The fourth objective reviewed influence of strategy implementation and the study concludes there is a positive and significant influence on the performance of health NGOs. The study concluded that
developing clear rules and procedures, fostering leadership support, resource allocation, and supportive organizational culture is a significant predictor of organization performance.

The fifth objective reviewed strategy evaluation and monitoring and how they impact NGO results with findings indicating that strategy evaluation and monitoring positively influence on health NGOs' outcomes. The study revealed that the development of monitoring systems, monitoring of strategic plans, evaluation of firm outcome and identifying performance and measuring standards is critical to improved organization performance of health NGOs.

5.4 Recommendations

5.4.1 Policy Recommendations
Policy-wise, the study recommends that the NGO sector support individual organizations in developing their strategic management guidelines. This will ensure that firms in the industry have uniformity in their execution of strategic management practices which can be vital to enhancing the firm's performance. The study also recommends that for policy-improvement all the managers within the NGOs should be involved in strategic issue management which assures them of decision-making authority to implement the particular agreed-upon strategies.

5.4.2 Practical Recommendations
Concerning strategic planning, the study recommends that the companies continuously review their firm's mission and vision statement to ensure consistency in operating environment changes. This will ensure that organizations are at the forefront of developing new capacities and adopting capabilities and measures to foster the attainment of the organization objectives. Regarding environmental scanning, recommendations are NGOs to develop systems that can leverage emerging technologies to actively monitor the environment for threats and weaknesses that may negatively impact the organization productivity. This will ensure that firms can exploit the environment's opportunities, which can be a key
driver to firm performance. Further, the study recommends that health NGOs limit their exposure to the country's political processes to ensure that changes in political leadership do not impact the sustainability of their activities. The study also recommends that NGOs ensure compliance with the legal and regulatory requirements to develop a positive relationship with government agencies.

Concerning the formulation of strategies within the NGO, the research recommends that developing a clear communication and feedback system will ensure collaboration with stakeholders and employees' involvement in the strategy formulation. This will help in creating a participatory environment which is key to the attainment of firm strategies. The study also recommends that NGOs develop clear policies to guide strategic choices within the firms, which can be key in evaluating strategic alternatives available to the organization. The research also recommends that to foster the implementation of strategies, the organization should develop a robust structure, enhance the organization culture, and improve management support, ultimately fostering firm goals. The study further recommends that enhancing fund mobilization and allocation can improve strategy execution, yielding better performance. The research recommends that concerning evaluation and monitoring the NGOs should constantly review the best practices being adopted globally to ensure those activities are guided accordingly. Further, NGOs can develop clear manuals and plans to guide effective implementation of monitoring and evaluation activities that can be ideal for attaining organizational objectives.

5.4.3 Theoretical Recommendations
The study findings concurred with the theoretical foundations of resource-based view theory which argued that unique competencies of the firm are vital to firm performance. The study was able to establish the strategy implementation was key to improved organization performance within NGOs. Further, the study recommends that NGOs should rely on the Ansoff strategic success theory in formulating and developing the right growth strategy based on the choices available to the management.
This is supported by study results that showed that strategic management practices are vital to improved organization performance. Lastly, the study affirms that balance scorecard model is applicable in conceptualization and measurement of organization performance as the adopted measures in this study were able to effectively analyze the performance of health NGOs.

5.5 Area for Further Research
The research was focussed only on health NGOs in Kenya. To foster the study results' replicability, more comprehensive research should be conducted to review the influence of strategic management practices on the NGO sector performances in Kenya. The study advocates for more exploration into the influence of internal organization environment on NGOs' performance in Kenya. This will help in covering other factors that were not incorporated in the current study.

REFERENCES


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Miliband, D. (2013, September 16). On the importance of Non-Governmental Organizations (NGO's). Retrieved from https://www.youtube.com/watch?v=0iNi1h1XHk8


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Appendix I: Introduction Letter
To the Managing Director

Dear Sir/Madam

Ref: Request to Collect Research Data from your Organization

Greetings, I am Emmaculate, an MBA student at Kenyatta University. As part of partial requirements for the award of my degree, I am undertaking a study that will fill a knowledge gap and enhance professional practice within the NGO sector in the country. I am currently undertaking a study to ‘investigate the relationship between strategic management practices and the performance of health NGOs in Nairobi City County in Kenya.

I kindly request you to allow me to access relevant information that will help in solving the research problem from target respondents within your firm. The findings of the research will help to enhance the body of knowledge, and that is expected to be of practical assistance to all NGO firms in the country. The collected research data was treated with the utmost confidentiality and only for underlined purposes. If requested, the findings of the research was made available to your reputable office. All the assistance rendered was highly appreciated.

With Regards,
Appendix II: Research Questionnaire
This is the main data collection tool. Your details or data provided will not be passed onto a third party without your permission. Tick where appropriate.

RESPONDENT’S CONSENT:
Do you consent to participate in this research:

Yes ( )
No ( )

SECTION A: BACKGROUND INFORMATION

1. Educational attainment level
Diploma level ( ) Graduate level ( )
Masters level ( ) PhD level ( )

2. Position in the firm
Managing Director ( ) Project Managers ( )

3. Number of employees in the firm
0-10 staff ( ) 11-20 staff ( )
21-49 staff ( ) 50-99 staff ( )
100-200 staff ( ) Over 200 staff ( )

4. Number of years in the NGO sector?
1-3 years ( ) 4-7 years ( )
8-11 years ( ) 12-15 years ( )
Over 16 years ( )

PART B: RELATIONSHIP BETWEEN STRATEGIC MANAGEMENT PRACTICES AND THE PERFORMANCE OF HEALTH NGOS IN NAIROBI CITY COUNTY IN KENYA.

Please tick the level of agreement of the following statements.

5= strongly Agree 4= Agree 3= Somewhat Agree 2= Disagree 1= Strongly Disagree
ORGANIZATION PERFORMANCE

<table>
<thead>
<tr>
<th>No</th>
<th>Organization performance</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1)</td>
<td>The institution has been able to achieve positive outcomes in the implementation of its programs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2)</td>
<td>There is improved efficiency in the execution of the institutions projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3)</td>
<td>The institution has been able to develop sustainable partnerships with stakeholders within the NGO sector</td>
<td></td>
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<tr>
<td>4)</td>
<td>The institution has been able to attain better service delivery to beneficiaries</td>
<td></td>
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<tr>
<td>5)</td>
<td>There is improved quality in the execution of the institutions projects</td>
<td></td>
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<tr>
<td>6)</td>
<td>The institution has been able to maintain financial sustainability in the execution of its projects</td>
<td></td>
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STRATEGIC PLANNING

<table>
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<tr>
<td>7)</td>
<td>The organization mission and vision are crucial elements of strategic management</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>8)</td>
<td>The organization vision and growth are reinforced by strategic focus on attainment of better performance</td>
<td></td>
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<tr>
<td>9)</td>
<td>Strategic planning has helped establish benchmarks that show whether the organization is meeting my goals and objectives</td>
<td></td>
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<tr>
<td>10)</td>
<td>Strategic planning improves the organization processes and ultimately reduces internal costs of operations</td>
<td></td>
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</table>
11) The organization has a feedback system in place that influences the development of new capabilities and organizational learning

12) Target setting allows the organization to reconfigure existing business capabilities and also build new capabilities

**ENIRONMENTAL SCANNING**

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<thead>
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<tr>
<td>13)</td>
<td>The organization continuously monitors the environment for all threats that could impact attainment of firm objectives</td>
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<tr>
<td>14)</td>
<td>The organization continuously monitors the environment for all opportunities that could improve achievement of organization objectives</td>
</tr>
<tr>
<td>15)</td>
<td>The organization routinely reviews stakeholder engagement to achieve better performance</td>
</tr>
<tr>
<td>16)</td>
<td>The firm routinely conducts need analysis to review internal weaknesses and strengths</td>
</tr>
<tr>
<td>17)</td>
<td>The organization continuously reviews the political environment to align firm operations</td>
</tr>
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<td>18)</td>
<td>The organization continuously monitors the legal environment to ensure attainment of organization objectives</td>
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### STRATEGY FORMULATION

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<tr>
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<td>19</td>
<td>The organization has developed clear long-term objectives</td>
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<td>20</td>
<td>The organization undertakes strategic alternative development processes</td>
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<td>21</td>
<td>The organization routinely relies on consultants in undertaking strategy development</td>
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<tr>
<td>22</td>
<td>The organization regularly participates in stakeholder assessment to ensure attainment of synergy</td>
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<td>23</td>
<td>The organization has developed clear communication and engagement channels with stakeholder</td>
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### STRATEGY IMPLEMENTATION

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<td>24</td>
<td>The institution has developed clear rules and procedures to guide internal operations</td>
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<td>25</td>
<td>The institution has developed clear and attainable short-term objectives</td>
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<td>26</td>
<td>The organization has put in place clear structures to enhance leadership support in firm operations</td>
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<tr>
<td>27</td>
<td>The institution has put in place mechanisms for resource allocation</td>
<td></td>
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<tr>
<td>28</td>
<td>The institution has developed shared norms and values to support attainment of firm objectives</td>
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<td>29</td>
<td>The institution has developed clear structures to guide the operationalization of firm goals</td>
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### STRATEGY EVALUATION AND MONITORING

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<td>30)</td>
<td>The organization has developed monitoring systems to support review of firm operations</td>
<td></td>
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<tr>
<td>31)</td>
<td>The organization has developed clear strategic plans for monitoring firm service operations</td>
<td></td>
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<tr>
<td>32)</td>
<td>The organization continuously reviews projects outcomes to guide future operations</td>
<td></td>
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<tr>
<td>33)</td>
<td>The organization constantly identifies new performance measures and standards to guide firm activities</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>34)</td>
<td>The organization has developed clear evaluation techniques to gauge attainment of organization objectives</td>
<td></td>
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</tbody>
</table>

*Thank you for taking part in the survey!*
Appendix III: Graduate School Letter

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean@graduate.ku.ac.ke
Website: www.ku.ac.ke

FROM: Dean, Graduate School
DATE: 30th November, 2020

TO: Emmaculate Adhiambo Odhiambo
C/o Business Administration Dept.

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 18th November, 2020 approved your Research Project Proposal for the MBA Degree Entitled, “Strategic Management Practices and Performance of Health Non-Governmental Organizations in Nairobi City County, Kenya”.

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University’s Website under Graduate School webpage downloads.

Thank you.

JACKSON LUVUSI
FOR: DEAN, GRADUATE SCHOOL

cc. Chairman, Business Administration Department;

Supervisors:

1. Dr. Reuben Njuguna
C/o Department of Business Administration
Kenyatta University
Appendix IV: NACOSTI Research Permit

Ref No: 755011
Date of Issue: 24/December/2020

RESEARCH LICENSE

This is to Certify that Miss. Emmaculate Adhiambo Odhiambo of Kenyatta University, has been licensed to conduct research in Nairobi on the topic: STRATEGIC MANAGEMENT PRACTICES AND PERFORMANCE OF HEALTH NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI CITY COUNTY, KENYA for the period ending; 24/December/2021.

License No: NACOSTIP/20/8291

Applicant Identification Number
755011

Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.
## Appendix V: List of NGOs

<table>
<thead>
<tr>
<th>ORGANIZATION</th>
<th>COUNTY</th>
<th>AREAS OF INTERVENTION IN KENYA</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADEO</td>
<td>Nairobi, Busia, Kajiado Narok</td>
<td>Nutrition, HIV/AIDS, Malaria, WASH, Education Support, Primary Health Care, Emergency Response</td>
</tr>
<tr>
<td>Aga Khan Foundation</td>
<td>Nairobi</td>
<td>MCH, Child Health, HIV/AIDS, Malaria, Reproductive Health, H/Edu And Promotion, Mental Health, Health Systems Support</td>
</tr>
<tr>
<td>Action Africa Help Inl (AAHI)</td>
<td>Nairobi, Narok, Kajiado, Mara and Kakuma</td>
<td>WASH, Health Education, Humanitarian Relief</td>
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<tr>
<td>Afri Afya</td>
<td>Nairobi, Kajiado, Kiwezi</td>
<td>HIV/AIDS, Health Systems Support</td>
</tr>
<tr>
<td>Action Aid International</td>
<td>Nairobi</td>
<td>HIV/AIDS, TB Malaria, Health Education And Promotion, Health Systems Support, WASH, Disaster And Emergency Response</td>
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<tr>
<td>Africa institute for health and development- AIHD</td>
<td>Nairobi</td>
<td>Gender, HIV/AIDS, Malaria, MCH</td>
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<tr>
<td>AMREF Health</td>
<td>Nairobi</td>
<td>WASH, MNCH, Child Health, TBHIV/AIDS, Eye Health, Malaria, Reproductive Health, Clinical And Diagnostic Services, Disaster And Emergency Response, Nutrition, Health Education And Promotion,</td>
</tr>
<tr>
<td>APDK- Association for the Physically Disabled of Kenya</td>
<td>Nairobi, Busia, Eldoret, Embu, Kisi, Kisumu, Machakos, Nakuru</td>
<td>Disability Awareness, Rehabilitation Services, Orthopedic Services, Maternal Health Care, Health Promotion, Medical Care, Outreach Health Services,</td>
</tr>
<tr>
<td>APHRC- Africa population and health research centre</td>
<td>Nairobi</td>
<td>Family Planning, Infectious Diseases, NCDs, HIV/AIDS, WASH, Health Education And Promotion, Reproductive Health,</td>
</tr>
<tr>
<td>Aids Healthcare Foundation Kenya</td>
<td>Nairobi, Mombasa</td>
<td>HIV/AIDS, TB, Pharmaceuticals, Health System Support</td>
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<tr>
<td>Basic Needs UK in Kenya</td>
<td>Nairobi</td>
<td>Epilepsy, Mental Health,</td>
</tr>
<tr>
<td>Cmeda Kisumu</td>
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<tr>
<td>Christoffel Blinden Mission (CBM)</td>
<td>Nairobi</td>
<td>Eye Services, Disability,</td>
</tr>
<tr>
<td>ORGANIZATION</td>
<td>COUNTY</td>
<td>AREAS OF INTERVENTION IN KENYA</td>
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<td>--------------------------------------------------</td>
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</tr>
<tr>
<td>Consortium for National Health and Research (CNHR)</td>
<td>Nairobi</td>
<td>Health System Support, Health Research</td>
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<td>Catholic Relief Services</td>
<td>Nairobi</td>
<td>HIV/AIDS, WASH, Malaria, MCH, Nutrition, Disaster &amp; Emergency Response</td>
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<tr>
<td>CARE</td>
<td>Nairobi</td>
<td>MCH, HIV/AIDS, Reproductive Health, Disaster And Emergency Responses, GBV, Health Education And Promotion, WASH</td>
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<tr>
<td>CHAK- Christian Health Association of Kenya</td>
<td>Nairobi</td>
<td>HIV/AIDS, Reproductive Health,</td>
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<tr>
<td>Centre For the Study of Adolescence (CSA)</td>
<td>Nairobi, Kisumu, Mombasa, Bungoma</td>
<td>Reproductive Health, Health Education And Promotion</td>
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<tr>
<td>CLUSA- Cooperative league of USA</td>
<td>Nairobi</td>
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</tr>
<tr>
<td>CPDA- Christian Partners Development</td>
<td>Kakamega, Mombasa</td>
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<tr>
<td>Deaf Aid</td>
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<tr>
<td>Elizabeth Glaser Pediatric Aids Foundation</td>
<td>Kisii, Nairobi, Kisumu</td>
<td>Child Health, HIV/AIDS, MCH</td>
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<td>Engender Health</td>
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<td>MCH, Child Health, HIV/AIDS, Reproductive Health, Health Education And Promotion, Male Circumcision</td>
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<tr>
<td>FHI - Family Health International</td>
<td>Nairobi</td>
<td>Maternal And Child Health, HIV/AIDS, Malaria, Reproductive Health, Nutrition</td>
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<tr>
<td>FHOK- Family Health Options Kenya</td>
<td>Nairobi, Kajiado, Nakuru, Meru, Thika, Mombasa, Eldoret, Kisumu, Kakamega.</td>
<td>MCH, Health Education And Promotion, Reproductive Health, HIV/AIDS, SGBV</td>
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<tr>
<td>Fred Hollows Foundation Kenya</td>
<td>Nairobi</td>
<td>Eye Health Services, Out Reach Health Services, Health Systems Support, Trachoma</td>
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<td>Family Support Initiative</td>
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<td>ORGANIZATION</td>
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<td>Food for the Hungry</td>
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<td>Global Communities</td>
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<td>HIV/AIDS, Health Education And Promotion, Blood Safety Services</td>
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<td>GOAL Kenya</td>
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<td>Gold Star Kenya</td>
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<td>Helpage Kenya</td>
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<td>HAIA Health Action International Africa</td>
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<td>ICL- I Choose Life</td>
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Source: NGO’s Coordination Board(2019)