

**STRATEGIC OPTIONS AND PERFORMANCE OF HUNGER SAFETY NET
PROGRAM AMONG PASTORALISTS COMMUNITIES IN TURKANA COUNTY,
KENYA**

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DECLARATION

This project has not been submitted in any other university for academic purposes.

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The project has not been submitted for examination with my approval as the university supervisor.

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DEDICATION

I dedicate this work to my beloved wife Lilycaren Awoton and my children; Olive Moru Ewesit, Maynard Eloto Ewesit and Abigael Napeyok Ewesit for their relentless support and inspiration.

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OPERATIONAL DEFINITION OF TERMS

Hunger safety net program	A timely, predictable, and guaranteed social protection that involves long-term transfer of money to individuals suffering from food insecurity.
Strategic options	Refers to creative alternative action-oriented responses taken by Hunger safety programmers to face the external situation faced by the program.
Performance	The hunger safety net program ability to obtain as well as exploit resources to achieve its set objectives of increasing household consumption expenditure and dietary diversity, number of beneficiaries, and the number of livestock in the households in Turkana County.
Strategic alliance	The formation of coalitions between two or more organizations for a common program to achieve certain agreed upon goals.
Strategic control	The validation of the premises set during strategic planning, conducting checks during the implementation phase, monitoring of changes that can threaten the course of action, and being alert to rapidly change the strategy if sudden unexpected events occur.

Strategic planning

The process used by the program to outline the strategy, develop detailed arrangements, and set policies to achieve the program goals.

Technology adoption

The use of technology to gather, disseminate, store, and process information aiding the execution of information-related human actions as well as service provision to the beneficiaries of the hunger safety net program in Turkana County.

ABBREVIATIONS AND ACCRONYMS

ASALs	Arid and Semi-Arid Lands
CCT	Conditional Cash Transfers
DFID	Department for International Development
FSD	Financial Sector Deepening Trust
GDP	Gross Domestic Product
HSNP	Hunger Safety Net Program
ICT	Information communication technology
IDS	Institute of Development Studies
IT	Information Technology
NACOSTI	National Commission for Science, Technology and Innovation
NDMA	National Drought Management Authority
NGOs	Non-Governmental Organizations
OPM	Oxford Policy Management
PSNP	Productive Safety Net Program
SPSS	Statistical Package for Social Sciences
UK	United Kingdom
HIV/AIDS	Human Immunodeficiency Virus and Acquired Immune Deficiency Syndrome

ABSTRACT

More than 1.5 million of the Kenyan population faces chronic food insecurity and thus dependent on emergency interventions for livelihood. To help respond to chronic food insecurity in regions that carry out pastoralism in Kenya, hunger safety nets which are assured, timely, predictable, and long-term stipend to people who are food insecure, were created. The cash transfers involved in the program are a powerful policy instrument with a range of potential benefits for the beneficiaries. Despite the existence of more than 10 years of the Hunger Safety Program in Turkana County, it was not clear whether the living conditions of people in Turkana had improved. As a result, the primary goal of this research was to determine strategic options for improving the efficiency of the Turkana County hunger safety net program. The study's main goals were to find out how strategic preparation and strategic control affected the Hunger Safety Program's performance in Turkana County. The specific objectives were to determine the effects of technology establish the effect of and establish strategic alliance on the Hunger Safety Program's performance in Turkana County. It used Theory of Change, Livelihood Portfolio Theory, Resource Dependency Theory, Program theory and Systems Theory. The current investigation used a cross-sectional survey design and gathered data from the agencies in charge of coordination and payments. The informants for the study were gathered through a census conducted by the Equity Bank in Turkana County and the National Disaster Management Authority. A sample size of 40 respondents was used, all of whom belonged to the middle and senior levels of management, as determined by primary data collected via standardized questionnaires. This analysis used material to construct validity, while the Cronbach's alpha coefficient was used to measure the testing instrument's reliability, yielding a value of 0.73. Elements of descriptive statistics and inferential analyses were applied in the examination of the survey data. Whereas descriptive statistics included percentiles, frequency, standard deviation, and mean, the inferential statistics was made up of different approaches including analysis of Pearson's correlation, factor analysis, and multiple regression. The results of the study showed that strategic planning has an impact on the success of HSNP. However, strategic partnership, strategic control, and technology adoption had no impact on the program's performance. To ensure that Turkana County experience sustainable and successful hunger safety net program, the study recommended that the National Drought Management Authority and Equity Bank review and improve their strategic influence, strategic partnership, and technology adoption.

CHAPTER ONE

INTRODUCTION

1.1 Background Information

The Hunger Safety Net program (HSNP) is a social cash transfer program whose main objective is to build a resilient society among the vulnerable communities by reducing extreme poverty in such communities. Most evidence on how social protection programs impact on poor and middle-income nations originates from Latin American on conditional cash transfer programs, of which many have undergone vigorous evaluation (Goeury, 2016). Similar programs instituted in Latin America in the 1980s resulting in improved health, nutrition, reduction of poverty gap, increased school enrolment and reduced wealth inequalities (Riches & Silvasti, 2014).

India and Bangladesh also have important social protection offers, although such benefits have been in form of short-term stipends, or food and cash, and within a small geographical location as the pilot tests were done to evaluate possible impact of the programme that would extend to include more areas over time (International Food Policy Research Institute, 2009).

In fragile nations, safety nets are at their starting stages, with South Africa carrying out social protection in the area of HIV-AIDS and Ethiopia undertaking productive safety net program (PSNP) (Rebecca, 2007). Help Age International (2005) reported that there are cash transfers in Zambia, which affect the quantity of food as well as dietary diversity among the beneficiaries.

Additionally, Save the Children's Meket project, which was implemented in Ethiopia, revealed that cash transfers facilitate regular feeding among children and women are able to spend more time with their kids. In Niger, the Save United Kingdom (UK) implemented a third pilot project on hunger safety net and from the results of evaluation and monitoring did not establish any

significant impact of the program on levels of malnutrition. However, it revealed a positive correlation between meeting the beneficiaries' basic food needs and the diet quality (Save the Children Fund, 2009).

Wealthier states of Botswana, Namibia, South Africa, and Southern Cone have advanced social protection focus that relies on donations for the concerned groups, particularly the old citizens and children. Eswatini (formerly Swaziland) and Lesotho have introduced the social pensions which signals a distinct approach to social assistance. In Namibia and South Africa, social pensions reflect a successful adaptation of the forms of social protection by the colonialists. The previous focus was to provide a lower income limit for whites and colour reds. Nevertheless, it was stretched to include everyone, and offering vital income redeployment to the disadvantaged black families to overcome the hardships of the apartheid era (Barrientos & DeJong, 2006).

The current levels of economic depreciation in Kenya are staggering; with about 47.4% of the national populace living below the poverty line while about 20% of Kenyans live in extreme poverty (Beesley, 2011). Over 1.5 million of the Kenyans face chronic food insecurity and are dependent on food relief for survival. Many of the vulnerable households to food insecurity are located in the ASAL (arid and semi-arid lands), covering about 80 per cent of Kenyan land area (Abdu, 2015).

Most of these residences in ASAL counties practice pastoralism. According to Huho, Ngaira and Harun (2011), pastoralism is an essential economy in the world's dry lands and supports lives as well as livelihoods of approximately 120 million pastoralists globally who keep goats, camels, cattle and sheep. Pastoralism in the Kenyan dry lands stands for 90 percent of employment and 95 percent of income for families and household securities. According to Haji (2014), scarce

resources, particularly water and rainfall, rainfall fluctuations along with recurrent drought episodes and thus high human pressure on these resources, characterize the pastoralists regions. The resources run out during severe drought, the pastoralists traverse large areas searching for pasture and water, and failure to access enough water, and pasture leads to death of numerous livestock and humans due to poverty conditions. The realization that unplanned and reactionary response to hunger was costly, inefficient in building long-term resilience to shocks resulted in the formation of HSNP.

Since foreseeable problems require well-planned solutions, the HSNP was developed on the acknowledgement of the need to offer regular as well as sustainable assistance through cash transfers to the poorest individuals as well as those vulnerable to disaster (Attah, Farhat & Kardan, 2012).

HSNP moves away from the implementation of adhoc, reactionary, and emergency centered food-based interventions and this is crucial in communities stricken by poverty and more prone to disasters related to drought. A survey carried out in 2006 by Kenya Household Budget Survey indicated that only 19% of Turkana population were capable of reading and writing while 94% of the same population were living below the poverty line.

HSNP operates in Kenyan northernmost counties: Mandera, Marsabit, Turkana, and Wajir and these poorest counties in Kenya, are located in the ASAL region, which experiences successive drought, and are pastoralist communities. These counties mostly rely on food donations from the government and non-governmental organizations.

HSNP involves cash payment services, emergency scale-ups, communications strategy, regular, predictable and long-term assistance, registration and targeting, monitoring and evaluation, and

administration. Cash payment services include the use of automated teller machines, cash transfer through the agents, and over the counter transactions (Asfaw, Davis, Dewbre, Handa, & Winters, 2014). The cash payment system should be cost effective, efficient, accessible and secure. Monitoring and evaluation entails analysing the HSNP progress, identifying the shortcomings in the provisions and program impact assessment (Merttenset *al.*, 2013). On the other hand, administration is tasked with registration and targeting (community targeting, category targeting, and dependency ratio targeting), case management, permanent forecasting, and ensuring an open process as well as the program being open to emerging needs.

The hunger safety net program has affected the food consumption coming from home production, formation of non-farm enterprise particularly for the females, accumulation of assets especially small livestock ownership (Asfaw *et al.*, 2014). HSNP has provided more flexibility to families in decision-making and division of labour for the families that are isolated geographically. Additionally, HSNP has led to reduced child labour.

1.1.1 Hunger Safety Net Program Performance.

Performance of a program is always a source of worry to many people and it remains a noticeable issue across the global (Muchelule, 2018). To deliver program value, there is a need for effective management against the constraints of time, scope and budget (Aduma & Kimutai, 2018). HSNP targeted Northern Part of the Kenya in May 2008 where the government commenced a trial phase which took 4 years and government through the Department for International Development (DFID) devoted about GBP 122 Million to fund the program for over 10 years (Abdi, 2015).

The HSNP in Kenya aims at reducing chronic shocks, which characterize the pastoralist communities in Northern Kenya. HSNP was implemented in Mandera, Marsabit, Turkana, and Wajir Counties since the year 2009, and it continuing to enhance the people's livelihoods. Initially, the program was targeting 69,000 households as beneficiaries, approximately 496,800 people and every household was given 2150 Kenyan Shillings. The amount was later raised to Kshs. 3,500 (Attah *et al.*, 2012). The pilot phase received funding from the state, donors, NGOs, and the civil society. Turkana County registered households 137,534 and the targeted households were 39,918.

The program in the piloting phase comprised of various independent components (Abdi, 2015). Administration had the responsibility of identifying and locating beneficiaries in the four districts, enrolling, as well as registering them to the program and Oxfam GB headed this. The other component was payment, which was tasked with the provision of secure, accessible, efficient, and cost effective cash transfers. It was executed by the non-governmental sector; Financial Sector Deepening Trust (FSD-Kenya) while collaborating with Equity Bank. The third component was monitoring and evaluation whose purpose was about providing independent means for monitoring the impact, effectiveness, and progress of the intervention (Merttens *et al.*, 2013).

The HSNP doubled following the drought witnessed in 2011 and presently the hunger safety net program II is targeting about 100,000 beneficiaries from the four-targeted counties of Mandera, Marsabit, Wajir, and Turkana. However, despite the existence of the program for a long time and its continued implementation, many people from the targeted counties experience acute food insecurity to the point of adverse drought consequences and death. To measure performance of

HSNP, these metrics were adopted - household consumption expenditure and dietary diversity, number of beneficiaries, and asset accumulation.

1.1.2 Strategic Options

Strategic options refer to innovative responses to the external circumstances faced by the organizations (Hurrell & Sabates-Wheeler, 2013). Strategic options are the long-term decisions that affect how a firm operates. Strategic options are concerned with the entire environment in which the organization operates, entire resources, as well as the individuals who form the firm and the interface between the two.

According to Kariuki, Owino and Ogutu (2011) strategic options incorporate the subjectivist and objectivist viewpoints of the firm's environment and are premised on actors and facts, opportunities and threats, and trends in the outside world (Haitham, 2015). Organizations are able to identify strategic options after organization's assessment while focusing in the vision of the firm. They help in identifying as well as making a preliminary screening of the available alternatives to be adopted (Asuma, 2012). Strategic options have an important performance implication and are linked to the environment (Senaratne & Wijesiri, 2008). According to Haitham (2015), there is relationship between strategic options and crisis management.

The strategic options used in this study focused on strategic planning, control, alliance, and technology adoption. Strategic planning gives a clear direction and involves specifying the objectives of the organization, development of plans to achieve the objectives, as well as prudent allocation of assets to successfully carry out the interventions (Nzuki, 2017). Strategic planning is premised on the concept that the future is highly dependent on the actions undertaken presently. With focus on priorities and emphasis on long-term goals, resources are appropriated

to reflect company charter (Ong'ayo, 2012). The results of strategic planning are derived from the procedures, processes, and insight provision (Rothermel, 2012).

Strategic control involves shaping the behaviour of the organization's business units as well as the context within which the management operates (Hovovitz, 2013). It creates synergy and value addition in the definition and directing of the overall strategy; it helps in defining engagement standards of operation between various units, setting rules as well as assessing performance of different units. It ensures that strategic plans become a reality (Kuye, 2013). Strategic control ensures the absence of confusion and unethical practices in organizations as it allows the management to step back, look at the big picture, and ensure that all the pieces are aligned correctly. It involves ensuring validation of the premises that is set during strategic planning, conducting checks during the implementation phase, monitoring of changes occurring in the environment that can threaten the course of action, and being alert to rapidly change the strategy if sudden unexpected events occur in the internal and external environment.

Information communication technology (ICT) refers to a group of new technologies that are used in dissemination, storage, and processing of information (Mwangi, 2016). ICT is a pillar of success that facilitates good customer reach as well as understanding the needs of customers. According to Wanyoike, Mukulu and Waititu (2012), organizations should adopt ICT for their own good.

The adoption of ICT supports the process of managing information, reduces transactions cost, and upsurges the swiftness of connections for transactions. HSNP involves cash payment services, emergency scale-ups, communications strategy, regular, predictable and long-term assistance, registration and targeting, monitoring and evaluation, and administration. Cash

payment services include the use of automated teller machines, cash transfer through the agents, and over the counter transactions (Asfaw, Davis, Dewbre, Handa & Winters, 2014) and thus should introduce new technologies to be cost effective, efficient and effective, accessible, and secure.

Alliances are relationships and are vehicles for diffusion of knowledge that contributes to improved performance (Masira, 2017). Strategies to come together are the likelihood to harness related assets of various organizations, for instance, different organizations can come together with their strengths to deliver services. Coalitions are formed to help reduce risks when undertaking high cost projects or highly speculative strategic incentives. More so, one organization may lack adequate resources to invest in projects and thus by involving others they can aptly offer quality services or products (Martin, 2014). The study narrowed its context on the influence of the number of partners and collaborations on performance of HSNP among pastoralist communities in Turkana County.

1.1.3 Pastoralists Communities in Kenya

Pastoralism is a productive strategy in which individuals raise herd animals to earn a livelihood, mostly in ASALs (Abdi, 2015). Pastoralism is supported by the availability of labour to thrive, pasture, and water as the determining factor. In Kenya, pastoralism is practiced in the northern region by the Maasai, Pokot, and Samburu, and among other communities (Mohamud, 2018). For so many years, numerous severe droughts in Kenya have occurred due to climate change and have affected pastoralism negatively.

The pastoral communities' social-economic activities are being shaped negatively and this affects the people's livelihoods adversely. The pastoral land is not capable of supporting pastoralism as drought is increasingly worsening forcing the pastoralists to relocate in search of

greener pastures; food, water, and grass for the animals. There has been a steady rise in poverty levels in the pastoral communities. Similarly, there has been a decline in size, as well as the diversity of herds because people can no longer support large herds of livestock. As such, the government is increasingly having trouble in addressing regular hunger epidemics that affect the pastoral communities since more households in these areas have fallen into poverty (Beesley, 2011).

1.1.4 Turkana County

Turkana is the north-western County in Kenya and it is located in the former Rift Valley Province (Opiyo, Wasonga, Nyangito, Schilling & Munang, 2015). As the second largest county by land area in Kenya, Turkana County covers 77,000 square kilometres, covering over 13 per cent of the surface of Kenya. Turkana County is bordered by South Sudan, Uganda, and Ethiopia to the North, West, and Northeast in that order, and by Lake Turkana to the East.

West Pokot, Baringo, and Samburu and Marsabit counties to the Eastern border the County to the South and East. Turkana boasts of a modest population of 926,976 (2019 Kenya Population and Housing Census). Turkana County's capital is Lodwar. Turkana County is an awakening economic giant since beneath its surface lies vast oil deposits that are being exploited currently and will see extraction in an industrial scale in the future (Johannes, Zulu & Kalipeni, 2015). Moreover, Turkana County prides in solar energy, wind, flowing water as well as geothermal power generated from underground steam, which can transform it into an incredible sustainable energies powerhouse.

However, Turkana has a long political history of marginalization with poor infrastructure, communications and resources (Wanjala, 2016). Turkana County has a longstanding issue of

food insecurity necessitating extensive aid, and lately Turkana has gone through a series of unpredictable, futile rainy seasons as well as fatal diseases affecting livestock all of which have severely affected the ability of the people to cope (Turi, 2013).

Turkana County is classified as poorest County in Kenya with its poverty index at 79.4% against a national average of 31.6% and thus necessitating the intervention through social protection, (KIHBS report, 2018).

Oxfam GB has been economically involved in Turkana since 1963 and a program changes in 2007 resulted in the combination of humanitarian and development strategies. Part of this realignment was centred on innovative cash based alternative livelihood programs, of which HSNP is part (Beesley, 2011). An illustration of the location of Turkana County is as shown in appendix 4.

1.2 Statement of the Problem

HSNP is a programme, which is dedicated to unconditional provision of financial resources for social protection whose goal is to address poverty through reducing reliance on food aid by developing, and strengthening sustainable living through cash transfers in Northern Kenya (Abdi, 2015). Overall, programs like HSNP have a range of potential benefits for the program beneficiaries.

Despite the existence of Hunger Safety Net programme in Turkana for over a decade, it is not clear whether the living conditions of people in Turkana have improved. People from Turkana County always suffer from food insecurity and livestock diseases that affect the ability of the people to cope (Beesley, 2011) and poverty index is at 79.4 percent compared to a national

average of 31.6 percent and thus necessitating the intervention through social protection (KIHBS report, 2018).

The HSNP was started in Turkana to ensure increased consumption expenditure as well as reduce poverty, increase food security, uptake of healthcare services, high education enrolments and performance, increased livelihoods diversity, increased women empowerment, and improve the wellbeing of children and the older people (Wanjala, 2016).

According to Haushofer and Shapiro (2018), the HSNP recipients have higher levels of food security, asset holdings, consumption, and psychological well-being compared to non-recipients in the same village. HSNP impacts on changes in the composition of households, social conflicts, tensions, and insecurity, as well as changes in household mobility, significantly improves welfare, both economically and psychologically, for the recipients (Davis et al., 2016).

The households have had increased consumption expenditure by 23 percent, on several goods such as medical, food, social events, and expenses on education (Klein & Mayer, 2011). HSNP also has psychological impacts driven by increased gladness and longevity of life as well as reduced depression. Despite the existence of the HSNP in Turkana over many years, minimal studies have been done to allow for full understanding of the programme components being studied in this research.

Merttens *et al.*, (2013) evaluated the impact of Kenya HSNP monitoring and evaluation component on the last report for the period 2009 to 2012, observed that HSNP helps in livestock retention, and found no significant effect on child nutrition. The study however did not elucidate the strategic options influencing performance of HSNP in Turkana County.

A report by Abdi (2015) on an inquiry about factors that influence successful implementation of HSNP in Wajir County revealed that hunger safety is generally the main challenge facing rural households and concluded that payment points should be made accessible to the beneficiaries.

Crea, *et al.*, (2015) studied the impact of cash transfers on the health of children and social protection in Sub-Saharan Africa by analysing variance in outcomes centred on orphan status as well as household assets and concluded that the increased earnings inspired by transfers provided a significant boost to improve orphans status.

Mohamud (2018) studied the management of the effects of drought among pastoralists of El-Wak in Mandera County in Kenya and observed that droughts result in death of people, livestock, and migration of people with their livestock and conflicts over resources. The study showed that besides migration, the pastoralists destock their herds as well as seek for relief (food aid) from the government as well as NGOs and the study recommended that the government should support households that live in poverty.

HSNP involves cash payment services, emergency scale-ups, communications strategy, regular, predictable and long-term assistance, registration and targeting, monitoring and evaluation, and administration. Cash payment services include the use of automated teller machines; cash transfer through the agents, and over the counter transactions (Asfaw, Davis, Dewbre, Handa & Winters, 2014). In order to deliver a comprehensive social protection, the Hunger safety net program has to adopt strategic planning, control and alliances.

Strategic options have important performance implications and are generally linked to the environment (Senaratne & Wijesiri, 2008). Strategic planning gives direction and involves

clarification of the organizational objectives, development of plans to achieve objectives, as well as prudent allocation of resources.

Ali (2018) studied the influence of strategic planning on organizational performance by reviewing as well as analysing a total of 15 previous studies as well as literature from well-chosen electronic academic resources and databases. The study found that the impact of strategic planning on organizational performance varies and is contradictory in an uncertain setting, so the current study looked into the causality between strategic planning and the performance of the HSNP in Turkana County.

Strategic control ensures that strategic plans become a reality (Kuye, 2013). Strategic control ensures the absence of confusion and unethical practices in organizations as it allows the management to step back, look at the big picture, and ensure that all the pieces are aligned correctly.

Gaturu (2017) examined the effects of strategic control on organizational performance of Mission Hospitals in Kenya. The findings showed that it is one of the major practices in mission hospitals in Kenya and it is an important tool in enhancing organizational performance. However, the study was limited to strategic control in mission hospitals in Kenya and did not offer sufficient diversity. This presented a need for a study to establish strategic control on performance of HSNP in Turkana County.

Alliances are relationships and are vehicles for diffusion of knowledge that contributes to improved performance (Masira, 2017). Benefits to collaborate are the likelihood to bring together complementary assets of different organizations, for instance, when two organizations come together with their strengths to deliver services.

Mong'are (2016) undertook a study to find out how strategic alliances influence performance of ICT firms in Kenya. Findings showed that IT firms in Kenya enter into strategic alliances with other firms to remain relevant and operational in the market, compete, and improve their bottom-line performance. However, the study fell short of establishing the influence of strategic planning, strategic control, and adoption of technology on performance and thus this current study addressed those gaps.

From the preceding discussions, it is clear that there are varieties of outcomes on the current subject. As a result, the current study sought to uncover strategic options for improving performance of HSNP among pastoralist communities in Turkana County, Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

To develop strategic options for the success of the Turkana County hunger safety net network.

1.3.2 Specific Objectives

The following objectives were used in this study:

- i. To determine effects of strategic planning on the HSNP performance in Turkana County.
- ii. To establish the effect of strategic control on the HSNP performance in Turkana County.
- iii. To determine the effect of technology adoption on the HSNP performance in Turkana County.
- iv. To establish the effect of strategic alliance on the HSNP performance in Turkana County.

1.4 Research Questions

- i. What is the effect of strategic planning on the HSNP performance in Turkana County?
- ii. How does strategic control influence the HSNP performance in Turkana County?

iii. How does technology adoption affect HSNP performance in Turkana County?

iv. In what ways does strategic alliance influence the HSNP performance in Turkana County?

1.5 Significance of the Study

Findings of this research will be significant in many ways to different stakeholders in Turkana County and beyond, especially those who are involved in policymaking. Social protection is closely associated with economic growth the finances as well as the number of people to facilitate social protection to the vulnerable communities. HSNP increases allow for the acquisition of human capital that increases a country's productivity. Effective planning and implementation of the HSNP is essential in the elimination of hunger in the country and thus the government may benefit by identifying how HSNP promotes the livelihood of the pastoral communities in Kenya and identify ways to enhance the effectiveness of the program.

The study may also be significant to the NGOs, other organizations, and individuals who support the social protection programs to promote the quality of life of the vulnerable households because they would understand the areas that need more attention as well as various ways to make the aid beneficial to the recipients.

The community at large, and particularly the vulnerable pastoral communities may benefit from this study because hunger safety nets are the answer to chronically insecure individuals. It offers predictable, timely, guaranteed, adequate and multi-year resources to the hunger stricken areas, which would enable them to engage in education, have increased access to employment and sensitization campaigns, and thus improve their quality of life.

1.6 Scope of the Study

The inquiry was conducted in Turkana County in Kenya as it is plagued by hunger as well as physical challenges. It sought to establish the strategic options on performance HSNP among pastoralist's in Kenya and it was specifically a case study of Turkana County. Strategic options were independent variables and performance of Hunger Safety program was the dependent variable. The content scope covered strategic planning, strategic alliance, technology adoption and strategic control. The study targeted a population comprising of the two institutions tasked with the HSNP administration and payments in Turkana County, which were National Drought Management Authority and Equity Bank.

1.7 Limitations of the Study

This inquiry makes meaningful contributions to the topic under inquiry. However, it was based on the use of self-report survey measures (survey of top and mid-level management staff from Equity bank and NDMA) which makes it vulnerable to the possible biasing impact of common methods. This limitation was addressed by iterative questioning in the questionnaires and allowing respondents to recant their earlier views to for the purpose of truthfulness and objectivity.

The study-experienced limitations related to unavailability of the respondents because of severity of the hunger epidemic in Turkana County some of the respondents were busy in the field or developing plans on how to solve the problem. The researcher had to extend the collection of data period and engage other data collection professionals in order to reach the number of required informants.

1.8 Organization of the Study

This inquiry consist of five main sections: first chapter introduced the study through various subsections such as background information, stating the problem under study, objectives and their corresponding questions in addition to the limitations, scope and significance thereof. The second chapter comprised of the literature review outlining theoretical framework, empirical literature, conceptual framework, literature review summary as well as research gaps were captured. The third chapter involved the methodological approach of the study which consisted of the design of the study, its targeted population, procedures and techniques through which the study sample established, research instrument and data collection procedures, pilot study, research instrument's reliability and validity, analysis and presentation of data and ethical consideration. The fourth chapter comprised of data analysis. The researcher computed the response rate and explained the statistical methods used to analyse data. Each research question was analysed in two parts: the first part involved descriptive analysis to tell the researcher the characteristics of the data while the second part involved inferential statistics to elucidate the relationship between variables. Lastly, the fifth chapter concluded the study by summarizing the research findings and giving appropriate recommendations. Here, the researcher presented a detailed summary of each research finding in relation to research questions and made conclusions. Recommendations targeting various research stakeholders were presented as well as suggestions for follow-up research based on the identified gaps.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Literature review presents theories whose underpinnings are related to study constructs, empirical review of past studies related to the subject under study, the hypothesized conceptual framework, and the summary of reviewed relevant literature and the identified research gaps that the study addressed.

2.2 Theoretical Literature Framework

This theoretical framework entailed a discussion of the theories that explained the relationship between strategic options and the performance of HSNP in Turkana County. The study supported by five theories namely; the change theory, resource dependency theory, systems theory, program theory, and the theory of livelihood portfolio.

2.2.1 The Theory of Change

The main theory that anchored this study was the theory of change. Weiss (1995) who explained how and why an initiative works initially published it. According to Cox (2009) the theory of change centres not only on giving valuable knowledge on concerning project effectiveness, but it elucidates strategies used to obtain effectiveness. This theory offers the means in which a project is presumed to operate and provides the road map of where a project's destination. The theory of change represents a thought system alternate to many highly rigid approaches and logics. A change theory outlines the segments in addition to the steps needed by organizations to realize their long-term goals (Serrat, 2013). According to Perls (2005), a theory of change describes the various interventions necessary to cause the expected results. The theory of change holds that reality could be untold in the future (Rogers, 2008). The theory of change helps to explain how

disagreements might take place in different phases of a project without a definite projection explaining how strategic interventions is applicable in successful changes management (Njama & Kyalo, 2015).

To support the long-term procedure of instituting a comprehensive socio-economic protection system the social protection activity believes that the government should begin the execution of a progressive social protection policy for the vulnerable populations (Mohamud, 2018). The theory of change was applicable to the study of hunger safety net program's strategic options and the output among pastoralist communities in Turkana County. It explained how the team as well as stakeholders should prioritize specific future dimensions that are essential in the successful implementation of projects. The theory of change involves planning, participation and evaluation to promote social change by first defining the long-term goals and then followed by a move backwards to identify the required preconditions. The goal of the HSNP is to reduce hunger and poverty among the vulnerable communities and thus with the un-ending incidences of drought in Turkana County the program needed to identify a workable long-term goal as well as long-term outcomes.

2.2.2 Livelihood Portfolio Theory Based on the Welfare Pentagon

The Welfare pentagon stands as an essential and distinct component of 'social risk management' tactic as advanced by de Neubourg and Weigand (2000) and de Neubourg (2002). The Neubourg welfare pentagon describes five main institutions; family, membership institutions, markets, public authorities, and social networks.

The theory uses a fundamental economic assumption that households and individuals ten to maximize their income when faced with constraining circumstances. The theory assumes that

every household faces the risk of becoming poor sometimes in their life time; they are anticipated to encounter the risk that they get incapable of meeting their members' current and future needs (Buor & Konkor, 2016). Mitigation of the risks requires the households' consumption to be smoothened to enhance the well-being of the vulnerable households and when it is clear that the income is not enough, families can result in seeking alternative funding for their expenses (Abdi, 2015). It is a person's ability to fulfil the need for the next day irrespective of risk as well as presence of shocks and therefore communities keep moving from one place to another to satisfy their needs (Hagen-Zanker, 2010).

Each institution in the pentagon has a function to generate as well as smoothen consumption, and people in the community should benefit from the related institutions in the welfare pentagon (de Neubourg, 2009). People in the community can find the institutions in the welfare pentagon better if they have some level of capital. Whereas success in the labour market requires good human capital, building of great networks and families demands that an organization or individual should have sound social capital. Households as well as individuals vary in their tendencies of investing in social, political, and the financial capital and this is crucial in facilitating social protection (Osuagwu & Osabohien, 2018). The institutions in the pentagon substitute each other, which means that governments can step in to offer social protection and this applies for all the other institutions in the pentagon.

This theory supports construct of the study that sought to determine strategic planning on the performance of HSNP in Turkana County. It is in the view of this theory that HSNP comes in to assist Turkana County households through cash transfers to meet their needs, address vulnerabilities, as well as the risks that the families are exposed to (Siegel, 2010). Turkana County can gain access to the welfare pentagon's institutions through planning to attain

recognition and that it highlights the significance of each institution as well as their need to collaborate to promote the well-being of the households as well as promotes economic growth, which increases equity.

2.2.3 Program Theory

This theory was created and advanced by Chen, Rossi, Patton and Weiss (1995). It narrows down on effecting change as well as those to take responsibility for it. Program theory lies in theory of change and is applicable in the field development and evaluation. It was a plausible tool for assessments and well known for its conclusive mechanism to solve problems as well as address the need to conduct an evaluation to compliment the findings. According to Sethi and Philippines (2012), the program theory also has avenues that help to control key areas in project evaluation.

Many operations in firms involve human intervention programs meant to address the needs of the society; the programs are versatile and are subject to change depending on the pre-planned circumstances. This theory is a proposition that focuses on transforming input into output, measuring transformation through comparison of the organizational input against the expected output (Lipsey, 2012). The program theory has three main facets that the program entails like the inputs, outputs and means of obtaining the intended results (Rogers, Petrosino, Huebner & Hacsı, 2000). The theory illustrates how the components of the program process are supposed to impact the results. According to Rossi (2012), the program theory comprises of an organizational plan that aids the deployment of resources and coordination of activities to ensure the establishment and maintenance of a planned service system as well as explains how the targeted respondents obtain the needed intervention.

The program theory complements the second objective of this study. The program theory is relevant to this study because it provides insightful information on how planned organizational

activities for specified target persons represent the expected social benefits. It embraces an ability to attribute the outcomes of a specific program and helps in the identification of the anticipated as well as undesired outcomes of the program (Uitto, 2010). Generally, the program theory was used in strategic control to help give insight on why and how the HSNP is functioning (Rossi, 2012).

2.2.4 Systems Theory

Bertalanffy advanced the theory in 1968. It postulates that a system is characterized by interactions of various components as well as the nonlinearity of the interactions. Systems are composed of different elements bound together to deliver a desired service outcome (Njoroge, Kihara & Gichohi, 2019). The systems theory explains why interlinked parts of an organization are subjects of effective and efficiency deliveries. A system exists because of its sub-systems available to enhance successful delivery of a task. The systems theory is plausible to this study because it captures the operations such as the use of the automated teller machines, agents, and over the counter payments to the HSNP beneficiaries. The systems theory helped establish the coordination of the various departments in HSNP in Turkana County in service provision using ICT (Akoko, 2018). The theory anchored the third objective of examining how technology adoption affects HSNP performance in Turkana County. Technology is considered a sub-system in cash transfer program and it enables an effective and efficient, cost effective, accessible, and secure system.

2.2.5 Resource Dependency Theory

The development of this theory is attributed to Pfeffer and (1978). It argues that to continue operating, the organizations need resources. It offers alternative options to the economic theories of board and mergers interlocks. The resource dependency theory also gives better insight on

inter-organizational relations that caused market failures (Bryant & Davis, 2012). The goal organizations management is to guarantee the survival of the organization to enhance independence while ensuring performance in organization's exchange dealings.

The resource dependency theory holds that people who lack crucial resources seek to start partner with others to obtain the required resources (Mong'are, 2016). Additionally, organizations try to adjust their dependence relations by extending other firms' dependence on them. Firms are therefore, perceived as coalitions that alert their structure as well as behaviour patterns to acquire as well as maintain the needed outside resources (Hofer, Jin, Swanson, Waller & Williams, 2012). Therefore, strategic alliance is viewed as building coalitions to ensure continued service delivery. The resource dependency theory supports the fourth objective of this study because acquiring resources implies that organizations should interact with others who control such resources, that is, organizations depend on their environments.

2.3 Empirical Review

This part included a literature review on the impact of strategic alternatives on the success of the Turkana County hunger safety net network, as well as the literature review provided in accordance to objectives of the study.

2.3.1 Strategic Planning and Performance of HSNP

Ali (2018) studied the influence of strategic planning on organizational performance by reviewing as well as analysing a total of 15 previous studies as well as literature from well-chosen electronic academic resources and databases. The findings indicated that there were inconclusive findings correlating strategic planning and organizational performance. Eight of the chosen studies indicated presence of relationship, although the findings from many of these

studies are inconclusive. Three of the chosen studies wholly indicated that there is positive relationship while four others found no significant relationship. The majority of those empirical studies propose the non-existence of the relationship. The study concluded that the effects of strategic planning on organizational performance is not linear and at times contradictory in unstable environment and thus this study sought to find out the relationship between strategic planning and performance of HSNP in Turkana County.

Nzuki (2017) explored the causality relationship of strategic practices and organizational performance of SANDOZ GmbH, Kenya, previous research findings and a study of the literature. The study adopted a case study and collected data by interviewing the managers whose roles correlated the study objectives. Data was analysed and the results revealed that strategic planning and organizational performance of Sandoz GmbH Kenya are positively related, although these findings contradict some of the studies reviewed by Ali (2018). The strategic planning variables that adopted by Sandoz GmbH Kenya were strategy formulation, objective setting, reward and recognition and employee participation. However, the study did not address the influence of other strategic choices that could significantly contribute to organizational performance. Additionally, the use of an interview guide may have led to interviewer subjectivity.

Kohzadi and Hafezi (2016) studied effects of strategic planning on industrial estate firms' organizational performance at Gachsaran in the years 2014-2015 through a survey of 102 managers. Data was analysed using structural equation model through Lisrel software and SPSS. The results revealed that as opposed to previous studies, there was no significant linear correlation between the variables. The findings support some of the observations by Ali (2018)

while opposing some of these results and at the same time contradict findings from Nzuki (2017) who reported strategic planning was positively linked to organizational performance.

Kiramana (2017) examined the impact of strategic planning on Equity Bank's organizational performance in Kenya through a case study approach. He established that Equity Bank adopted several strategic objectives including diversification, market penetration strategies, new product development strategies, and digitalization strategies that have resulted in continuous increment of performance of Equity Bank every year as measured using growth of asset base, profitability, and growth in customer base. It was discovered that successful strategic planning improves organizational efficiency. However, the study was not conclusive whether strategic planning alone contributes to organizational performance. Therefore, it recommended that further research be conducted to compare the performance of organizations that use strategic planning and those that do not.

2.3.2 Strategic Control and Performance of HSNP

Gaturu (2017) examined Mission Hospitals in Kenya. He employed descriptive design and found out that strategic control is one of the major practices in mission hospitals in Kenya and it is an important tool in enhancing organizational performance. However, the study was limited to strategic control in mission hospitals in Kenya, did not offer sufficient diversity

Lin, Chen, and Lin (2017) studied the influence of operational control and strategic control on startups' performance in China. The study tested the hypotheses using a sample of 83 new ventures with equity investment by established companies, founded between 1993 and 2007, and issued initial public offerings and not older than eight years. Findings of the study showed that strategic control and operational control do not influence the performance of

new venture. However, the study was conducted in China and was limited to strategic control and operation control on performance of new venture and thus the current study filled the gap by focusing on strategic control on performance of HSNP in Turkana County.

Kamau (2013) examined the strategic control practices by Sygenta Pollen Limited in Kenya. The study collected data through interviewing the respondents who were the top managers in charge of production, implementation of strategy, finance, human resource management and development, and business development. Content analysis approach was used to analyse the collected data. The results indicated that strategic control should fit the strategic plan of the organization and that the control practices require a feedback mechanism so that the management can identify deviations from expected operation and at the same time, the deviations should be measurable. However, the study ignored other crucial strategic options, as it was only limited to strategic control. Also, results from a case study cannot be applied to other studies and thus there was need to conduct further research.

Chelimo (2010) sought to establish the strategy evaluation and control practices at NSSF. The study adopted a case study approach through which primary information was gathered through an interview and was thematically analysed. Its findings showed National Social Security Fund Kenya uses practices such as strategic evaluation and control as strategic audit, benchmarking, strategy monitoring, international standardized organizational processes, customer surveys, and performance appraisals. The study however employed a case study limiting the generalizability of results. In addition, the use of an interview guide in data collection may have given unreliable results since different interviewers may understand the content of the questionnaire differently.

2.3.3 Technology Adoption and Performance of HSNP

Mwangi (2016) studied the relationship between adoption of ICT and performance of supply chain of parastatals in the energy sector in Kenya. The study employed a descriptive survey and nine energy parastatals in the energy sector in Kenya. The research applied semi-structured questionnaires and analysed data using regression analysis. The results indicated a strong relationship between the adoption of ICT and performance of supply chain in the energy sector of Kenya. It however ignored the influence of other crucial strategic options and therefore the current study aimed at establishing the influence of strategic options on HSNP's performance in Turkana County.

Munyao (2017) examined the effect of using ICT on performance of community-based organizations in Kitui County in Kenya. It utilized a descriptive approach targeting 168 managers. The study employed stratified random sampling in selecting 85 respondents for the study and a questionnaire to facilitate collection of primary data. Data analysis was done by the use of descriptive and parametric analysis and concluded that ICT infrastructure significantly impacted Community-based Organizations' performance. However, the study was done in Kitui and this study addressed the gap by studying the topic under inquiry.

Njoroge, Kihara, and Gichohi (2019) did an inquiry on impact of technology on performance of the public sector cash transfer programs in Nairobi, Kenya. It adopted descriptive approach which targeted 102 respondents. The study employed randomized sampling and purposive techniques to select the informants using a questionnaire. The relationship between the study variables was determined using simple linear regression and results supported that technology positively and statistically significantly influence performance of the cash transfer program. The study however failed to establish the influence of other strategic choices such as strategic

planning, strategic control, and strategic alliance on performance of HSNP and thus the current study filled the gap.

Abdi (2015) studied the factors that influence the successful implementation of HSNP among vulnerable families in Wajir County using descriptive survey. The study collected qualitative and quantitative data using a semi-structured questionnaire and interview and targeted institutions involved in the HSNP in Northern Kenya. The sampling frame was the employees from two picked organizations and a sample size of 40 respondents. Information was analyzed through SPSS and correlation analyses were used. It revealed that hunger safety is the major challenge facing the households in Wajir County and the study recommended that the cash transfer pay points need to be made accessible to the recipients as they have difficulties in travelling. In addition, the study recommended that the payment mechanism should be attached to the accounts of the recipients to allow them keep some money for themselves. However, the study failed to determine the effects of technology adoption on HSNP performance in Turkana County.

2.3.4 Strategic Alliance and Performance of HSNP

Masira (2017) explored the influence of strategic options on performance of organization of Unilever tea Kenya limited, Kericho County of Kenya. A case study was adopted and the study used data triangulation and targeted 78 employees of Unilever Tea Kenya Ltd. A census was used and data was collected using a questionnaire, and analysed using the statistical package for social sciences (SPSS).

Mong'are (2016) undertook a study to establish how strategic alliances impacts ICT firms' organizational performance in Kenya. It took a cross-sectional design and random sampling approach to select 150 ICT firms. The study used survey to collect data. The results showed that

IT firms in Kenya enter into strategic alliances with other organizations to survive, compete, and improve their bottom-line performance. However, the study did not establish the influence of strategic planning, strategic control, and adoption of technology on performance. Therefore, this current study addressed the gap.

Nzuki (2016) studied the relationship between Kenya Commercial Bank Group's performance and the bank's strategic alliance practices. The case study method was adopted to facilitate collection of qualitative data using an interview guide, and it applied content analysis to analyse data that was collected. Findings of the study revealed that strategic alliances provide customer satisfaction and new project avenues. Its findings established that technology, customer satisfaction, value addition and competition are the key reasons for banks to get into strategic relations. However, the study ignored the contribution of other strategic options and performance in this study were measured using household consumption expenditure and dietary diversity, number of beneficiaries, and the number of livestock.

Similarly, Asuma (2012) undertook a study to assess how performance of Kisii Sansora Bakery Ltd was being affected by their strategic options. This was a case study research focusing on the diversification strategy, new product development strategy, and market development strategy. The study findings exposed that organizational performance is not always influenced by all-strategic options. For example, product development led to an increase in the number of clients thus increasing performance. However, the above study failed to examine aspects of technology adoption, strategic alliance, and strategic planning and thus the current study address the gap.

2.4 Summaries of the Reviewed Literature and Knowledge Gaps

Table 2.0: Summaries of the Reviewed Literature and Knowledge Gaps

Author	Study focus	Findings	Methodology	Knowledge Gaps
Njoroge, Kihara, and Gichohi (2019)	The Influence of technology cash transfer programs in the public sector in Nairobi County, Kenya.	Technology positively and statistically significantly influences performance the cash transfer program.	Conducted a descriptive research. Used random and purposive sampling. Collected data using a questionnaire.	The study failed to ascertain the influence of alternative strategic choices such as strategic planning, strategic control, and strategic alliance.
Ali (2018)	Strategic planning–organizational performance relationship	The impact of strategic planning on performance of organizations is not linear in unstable environments.	Review of electronic past literature	The study present varied and contradictory arguments.
Gaturu (2017)	The effects of strategic control on Mission Hospitals' performance in Kenya.	Strategic control is one of the major practices in mission hospitals in Kenya and it is an important tool in enhancing organizational performance.	The study used mixed methods approach of quantitative and qualitative paradigms, descriptive cross-sectional design. Targeted 58 mission hospitals in Kenya.	The study covered a limited scope of strategic control in mission hospitals in Kenya. It does not offer sufficient diversity.
Lin, Chen, and Lin (2017)	The influence of strategic control and operational control on new venture performance.	Strategic control and operational control negatively associate with the performance of new venture.	The study tested the hypotheses using a sample of 83 new ventures.	The study was done in China and narrowed on strategic control and operation control on performance

				of new venture.
Kiramana(2017)	Strategic planning and organizational performance of Equity Bank, Kenya.	Effective strategic planning has a positive effect on organizational performance.	Adopted a case study approach. A combination of secondary and primary data were collected. Interview schedule was employed in the collection of the primary data.	The study was not conclusive whether it is strategic planning alone that contributes to organizational performance thus recommending that further studies be conducted.
Nzuki (2017)	Strategic planning practices and organizational performance of SANDOZ GmbH, Kenya.	Reported a positive influence of strategic planning on Sandoz GmbH's organizational performance.	Used a case study. Collected data by interviewing the managers. Analyzed data using content analysis.	Findings contradict some of the studies reviewed by Ali (2018).
Munyao (2017)	Impact of the use of ICT on performance of community based organizations in Kitui County, Kenya	ICT infrastructure influenced the performance of the Community Based Organizations.	Used a survey design, stratified random.	The study was conducted in Kitui County and ignored the contribution of other crucial strategic options.
Masira (2017)	Influence of strategic options on performance of organization: a case of Unilever tea Kenya limited, Kericho County	Relationship between strategic alliance and performance of organizations.	Used a case study, used qualitative and quantitative data, census, collected data using a questionnaire, and analysed using SPSS.	The study was limited to Unilever Tea Kenya Ltd.
Mong'are (2016)	Strategic alliances and performance of	ICT companies form alliances with other	Adopted a cross-sectional survey, stratified random, and	It did not establish the influence of

	ICT companies in Kenya.	organizations to survive, compete, and improve their bottom-line performance.	self-administered questionnaire to collect data.	strategic planning, strategic control, and adoption of technology on performance.
Nzuki (2016)	Strategic alliance and company performance by Kenya Commercial Bank Group.	Strategic alliances provide customer satisfaction, new business opportunities, and increase convenience.	Conducted case study, collected qualitative data using interviews.	Performance in this study will be measured using household consumption expenditure and dietary diversity, number of beneficiaries, and the number of livestock.
Kohzadi and Hafezi (2016)	Effects of strategic planning on organizational performance in industrial estate companies of Gachsaran 2014-2015 years.	No significant linear correlations between strategic planning and organizational performance.	It conducted a survey of 102 managers. Data was analyzed through structural equation model and SPSS and Lisrel software.	Findings support some of the observations by other studies while opposing some of these results.
Mwangi (2016)	Adoption ICT and supply chain performance of parastatals in the Kenya's energy sector.	Performance of supply chain in the Kenyan energy sector is strongly linked to their ICT adoption.	The study employed a descriptive survey; semi-structured questionnaire was used in the collection of the primary data. Regression analyses alongside descriptive statistics were employed in the data analysis.	The study however ignored the influence of other crucial strategic options.
Abdi (2015)	Determinants of successful	Hunger safety is the major	Descriptive survey. Used qualitative and	Failed to find out the

	implementation of hunger safety net program among poor households in Wajir County.	challenge facing the households in Wajir County.	quantitative data. Data semi-structured questionnaire and interview. Data analysed through SPSS.	influence of HSNP on household strategic choices.
Kamau(2013)	Strategic control practices by Syngenta pollen limited in Kenya.	Strategic control should fit the strategic plan of the organization and require a feedback mechanism to identify deviations.	Adopted a case study. Collected data via interview guide and analysed using content analysis.	The study ignored other crucial strategic options and results from a case study cannot be applied to other studies.
Asuma(2012)	Effects of Strategic Options on Performance of Organization. A case Study of Sansora Barkery Ltd, Kisii.	Not all strategic options increase organizational performance.	The study conducted a case study.	The study did not focus on strategic alliance, technology adoption, and strategic planning.
Chelimo (2010)	Strategy Evaluation and Control Practices at National Social Security Fund Kenya.	The study findings showed National Social Security Fund Kenya uses practices such as strategic evaluation and control practices.	The study adopted a case, collected data through an interview, and analysed using content analysis.	Study used a case study limiting the generalizable of results. Interview guide in data collection may give unreliable results due to different interpretation.

Source: Author (2019)

2.5 Conceptual Framework

Independent Variables

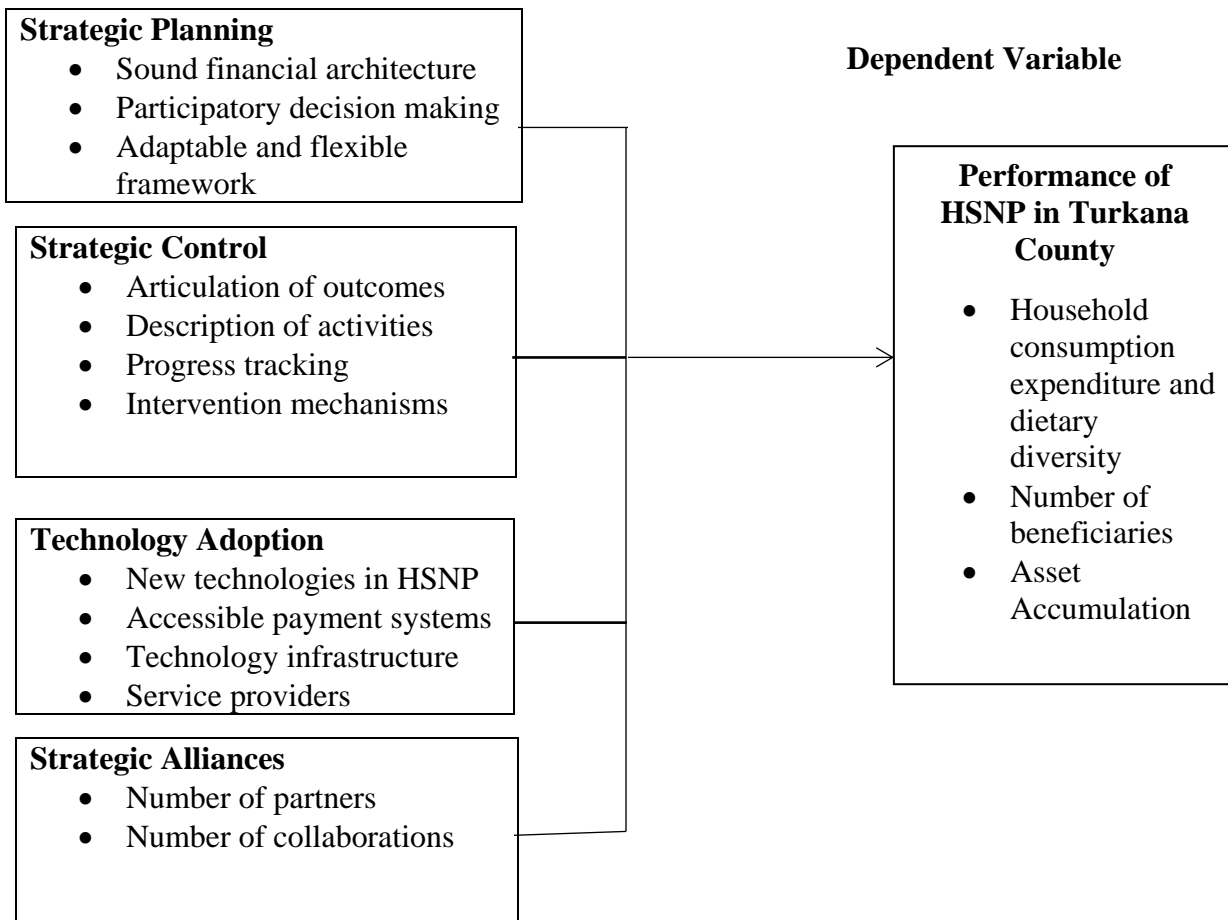


Figure 1.1: Conceptual Framework

Source: Author (2019)

The study hypothesized its conceptual framework based on four independent variables that included strategic planning, control, technology adoption, and strategic alliance. The variables influence on hunger safety net program (dependent variable), measured by three indicators; household consumption expenditure and dietary diversity, number of beneficiaries, and number of livestock.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section comprise the methodological approach of the study in terms of the design, study population as well as sampling approach and design. Other areas include tools for collecting the research data in addition to piloting of the study to ascertain suitability of the data collection tools. Also included were the methods through which analysis and presentation of data was done, and address of the study' ethical concerns.

3.2 Research Design

A descriptive research design that was cross-sectional survey in nature was adopted in this study. Kothari and Gaurav (2014), described research design as a plan and procedures used to direct the research process. A research design is a scientific approach that is used in collecting and analysing data to help in explaining the current conditions or relationships regarding a problem without modification Tromp & Kombo (2009). According to Creswell (2009), a descriptive design helps in the description and depicting of the characteristics of a particular phenomenon. Mugenda (2012) indicated that this kind of study provides truthful, accurate, as well as systematic data. Descriptive study designs help in providing answers regarding the constructs under investigation (Creswell & Creswell, 2017). This design was appropriate because the researcher did not influence the information collection when establishing the impact of HSNP on household strategic decisions in Turkana County.

3.3 Empirical Model

This study established the relationships among the variables using a model of multiple linear regression. According to Cooper and Schindler (2011), linear regression is suitable in predicting

the values of the dependent variable when there are many independent variables. Therefore, this model was suitable in this study because there were four independent variables namely; strategic planning, strategic alliances, technological adoption, and strategic influence. The regression model was expressed as;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where;

Y = HSNP performance in Turkana County

β_0 = Constant value of Y at the nominal value of all independent variables.

X1... X4= Independent variables (Strategic planning, Strategic control, Technology adoption, and Strategic alliance)

ε = Margin of Error

β_1 ... β_4 = Coefficients of the corresponding independent variables

3.4 Target Population

The study targeted a population comprising of the institutions tasked with the administration as well as management of HSNP in Mandera, Marsabit, Wajir, and Turkana counties. The institutions include, Financial Sector Deepening Trust (FSD-Kenya) collaborating with Help age International, Institute of Development Studies (IDS), National Drought Management Authority (NDMA), Equity Bank, Oxfam Great Britain, and Oxford Policy Management (OPM). Out of these six institutions, the study picked Equity Bank and National Drought Management Authority (NDMA). The two institutions were selected because Equity bank is the one that has collaborated with Hunger safety Net Program to provide payments to the poor in Northern Kenya. NDMA is an agency of the government, which implements HSNP on behalf of the government of Kenya. The study targeted the management of the two institutions.

3.5 Sampling and Sample Size

This study used census method in selecting a sample size of 45 respondents. Sampling is selecting a small number of items or people, which has qualities as the population of study (Ritchie, Lewis, & Elam, 2013). A sample refers to a sub-set of a bigger population and is made up of elements from whom the study data was obtained (Creswell & Creswell, 2017). Census is enumeration of all members of the population studied. The study purposively selected 20 senior managers (10 from Equity & 10 from NDMA) and 15 middle level managers in the two institutions (10 from Equity Bank and 15 from National Drought Management Authority (NDMA)), making a total number of 45 respondents from the two institutions. The study's respondents were obtained from the institutions' branches in Turkana County.

3.6 Data Collection Instruments

The study employed primary data obtained via structured questionnaires. A questionnaire is an instrument for gathering data from the respondents (Phellas, Bloch & Seale, 2011). According to Mugenda (2003), a questionnaire enlists probable choices from which the respondents indicate the most suitable response that accurately describes the issues under investigation. The questionnaire used a likert scale in measuring the perception of the constructs by the respondents.

This study chose a questionnaire because it is easy to administer. The questionnaire had six sections: section A was involve the background information; part B strategic planning and performance of HSNP; part C covered strategic control and performance of HSNP; part D technology adoption and performance of HSNP; part E strategic alliance and performance of HSNP.

3.7 Data Collection Procedure

In order to collect data, an approval letter for data collection was obtained from the school of business of Kenyatta University. The National Commission issued a research permit out for Science, Technology and Innovation Kenya (NACOSTI). Early arrangements were made in seeking authorization from the institutions involved to collect data. During data collection, the questionnaire were distributed to respondents and later picked after fourteen days to increase the response rate.

3.8 Pilot Study

Pilot study is a trial carried out before the commencement of the actual study (Whitehead, Sully, & Campbell, 2014). It helps in making essential changes to the data collection instruments (Turner, 2010). Mugenda and Mugenda (2003) indicate that 10 percent of the sample group is ideal for a pilot. The Pilot study was therefore conducted on 10 percent of the sample population in Turkana County. The pilot translated into five managers from Financial Sector Deepening Trust (FSD-Kenya) because the characteristics of the piloted group were similar to the research group. The sampled group did not participate in the final research. It was done to remove ambiguities, inadequate items, as well as misunderstanding of the questionnaire items.

3.9 Validity and Reliability of the Research Instrument

3.9.1 Validity

Content and construct validity were used in this analysis. The definitions of inferences from study results are encapsulated in the validity of a thesis (Mugenda & Mugenda, 2003). Content validity compared the congruency between test contents and the actual content. The questionnaire achieved content validity by having the items revised by the university supervisors. Construct validity is the extent to which the actualization of the ideas measures what a theory

proposes (Heale & Twycross, 2015). This was achieved by testing the variables in the theoretical framework.

3.9.2 Reliability

The term "reliability" refers to an instrument's stability and accuracy. Repetition yields the same results over unlike circumstances if same method is employed (Zikmund, Babin, Carr & Griffin, 2010). This study established the reliability of the questionnaire by the use of Cronbach's Alpha Coefficients tests whose values should range from 0 to 1. This analysis of data revealed a total value of coefficient value of 0.73, which was considered reliable (Tavakol & Dennick, 2011).

Table 3.0: Reliability Test

Cronbach's Alpha	Cronbach's Alpha based on Standardized Items	Number of Items on Likert scale	Items Mean
0.73	0.71	34	11.31

3.10 Data Analysis and Presentation

This describes a way of reducing, organizing data and extracting meaning out of information (Kothari, 2004). Data collected was edited and coded for analysis with the help of the Statistical Package for Social Sciences (SPSS) software. The study used descriptive and inferential statistics for analysis. Descriptive statistics used included frequency, mean, standard deviation, and percentages while inferential analysis used was Pearson's correlation applying effect sizes (r -values) and significance levels (p -value) as well as Bootstrap confidence level of 95 per cent.

3.11 Ethical Considerations

This study upheld ethics as required in research. Ethics was also upheld by Kenyatta university school of business issuing an approval for data collection to be used in application and obtaining of the research permits from NACOSTI and Turkana County Education Office. In addition, the respondents were informed about the research's purpose and guarantee of privacy; they were also advised that their involvement in this research was optional and anyone could pull out or refuse to participate at any given stage without repercussions. Moreover, materials as well as reference materials from other scholars were duly acknowledged through citations and references.

CHAPTER FOUR

ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents the findings of a report on strategic options for improving the efficiency of the hunger safety net program in pastoralist communities in Turkana County. Survey questionnaires were used to collect quantitative data from the informants. This quantitative data was analyzed using IBM SPSS version 26, Professional Edition. There was no qualitative data.

4.2 Response Rate of Questionnaires

The total number of questionnaires issued to respondents towards the end of March 2020 was 45. After two weeks, which was the stipulated period for data collection, the researcher had received a total number of 40 completed questionnaires. This was an actual response rate of 89% (40 out of 45 *100). Completed questionnaires only included those that were filled in at that time interval; therefore all incomplete (5) questionnaires were excluded prior to this analysis. This information is shown in Table 4.0.

Table 4.0: Questionnaire Response Rate

Number of Issued Questionnaires (N)	Completed Questionnaires (k)	Incomplete Questionnaires (j)	Response Rate (%)
45	40	5	89

$$\text{Response rate} = N-j = [(k/N)*100]$$

4.2.1 Descriptive and Inferential Statistics

For each research question, some data were represented numerically. Descriptive statistics described characteristics of the data (EMSTAC, 2018). They were important precursor to doing inferential statistical analyses because they informed the researcher of the parameters of the data and often indicated the need for a particular change of a statistical test (Field, 2019). Descriptive

statistics that were computed and presented included frequency, percentile, mean and standard deviation. In addition, inferential statistics – Pearson’s correlation was used to explicate the relationship between variables.

4.3 Demographic Information of the Respondents

Respondents were requested to indicate their demographic information to facilitate understanding of their composition as listed in table 4.1. This information included, gender, age, managerial position, level of education and working experience. This information is presented in subsequent sections.

Table 4.1: Demographic Information of Respondents

Demographic Information	Frequency	Percentage (%)
Gender		
Male	26	65.0
Female	14	35.0
Age		
25-34 years	25	62.5
35-44 years	13	32.5
45-54 years	2	5.0
Managerial Position		
Top level management	4	10.0
Mid-level management	36	90.0
Level of Education		
Certificate	2	5.0
Diploma	7	17.5
Bachelor's degree	27	67.5
Master degree	4	10.0
Work Experience (years)		
Less than 2 years	6	15.0
2 - 10 years	31	77.5
More than 10 years	3	7.5

N = 40

The results of analysis in Table 4.1 indicate that the majority 65% (n = 26) of the respondents were male. Female respondents accounted for 35% (n = 14) of all the top and mid-level management staff in the two institutions. This finding implies that gender disparity exists in recruitment of staff in the two institutions in Turkana County.

The outcome of the analysis showed that majority of the respondents 62.5% (n = 25) were within the age bracket of 25 – 34 years. This finding implies that majority of the staff in the two organizations is made up of the youth which is requisite for talent development and productivity. Thirteen (32.5%) of the respondents were aged between 35 – 44 years while 5% (n = 2) of the respondents were between 45-54 years old.

In terms of managerial positions in the two firms, the results of the analysis intimated that majority of the respondents 90% (n = 36) were in the mid-level management positions while 10% (n = 4) were in the top-level management positions. This approach was salient in providing insights on the topic under scrutiny from both top and mid-level fronts of the two firms.

The results of analysis in Table 4.1 indicate that the majority 67.5% (n = 27) of the respondents had attained Bachelor's degree as their highest academic achievement. Seven (17.5%) of the respondents had attained diplomas, 10% (n = 4) of the respondents had Master degrees. Two staff members representing 5% of the respondents attained certificates-level courses. These findings mean that the two organizations had qualified staff with the professional capacities to effectively run the hunger safety net program.

The analysis also revealed that majority 77.5% (n = 31) of the informants had worked in their respective organizations for a period of 2 – 10 years. Six (15.0%) had worked for less than two years while 3 (7.5%) respondents had working experience of over 10 years in their respective

organizations. These findings imply that majority of the staff had adequate professional experience to address challenges affecting the running of hunger safety net program.

4.4 Strategic Planning and HSNP Performance

The first goal of the study was to see how strategic preparation affected the success of the Turkana County hunger safety net program. The five point Likert scale was rated from 1.0 to 5.0 with the median being 3.0 as follows: 1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree, 5 = Strongly agree. A mean score less than 3.0 implied that most of the respondents agreed that strategic planning had small effect on HSNP performance while a mean score greater than 3.0 indicated that strategic planning had large effect on HSNP performance. This information is presented in Table 4.2.

Table 4.2: Descriptive Statistics on Effect of Strategic Planning on the Performance of Hunger Safety Net Program

Effects of Strategic Planning	Frequency	Percentage (%)	Mean	Std. Deviation
The hunger safety net program has an adaptable and flexible framework			4.45	.82
Strongly Disagree	1	2.5		
Moderate extent	2	5.0		
Large extent	14	35.0		
Very large extent	23	57.5		
Every employee of the hunger safety net program is assigned specific roles and responsibilities			4.45	.71
Small extent	1	2.5		
Moderate extent	2	5.0		
Large extent	15	37.5		
Very large extent	22	55.0		
The program has a sound financial architecture			4.35	.83
Small extent	1	2.5		
Moderate extent	6	15.0		
Large extent	11	27.5		

Very large extent	22	55.0		
The program management encourages participative decision making			4.15	.80
Small extent	2	5.0		
Moderate extent	4	10.0		
Large extent	20	50.0		
Very large extent	14	35.0		
The management embraces a two-way communication approach that facilitates employee participation in decision making			3.92	1.05
Strongly Disagree	1	2.5		
Small extent	4	10.0		
Moderate extent	5	12.5		
Large extent	17	42.5		
Very large extent	13	32.5		

The information presented in Table 4.2 revealed that the mean scores on the strategic planning ranged from 3.92 to 4.45. A difference of 1.16 was observed between the lowest to the highest mean score, showing minimal outliers within the dataset. Ideally, for the data to obtain its conceptual fit, the range should be close to zero. Standard deviations were computed to ascertain deviation of the responses from the mean score. The computed standard deviation were ranging from 0.71 to 1.05. Statistically, the results implied agreement among the respondents on the items on the Likert scale measuring strategic preparation for the hunger safety net program's success.

Majority of the respondents agreed to very large extent (n = 23, 57.5%) that the hunger safety net program has an adaptable and flexible framework. Twenty-two (55%) agreed that every employee of the hunger safety net program is assigned specific roles and responsibilities to a very large extent. This was similar to those who indicated the program has a sound financial architecture. Twenty respondents (50%) indicated that the program management encourages

participative decision making to a large extent while (n = 17, 42.5%) also indicated that management embraces a two-way communication approach that facilitates employee participation in decision making to a large extent.

The analysis revealed mean scores above 3.0, showing that the strategic planning affected HSNP's the performance to a large extent. HSNP has an adaptable and flexible framework as evidenced by (M = 4.45, SD = 0.82), every employee of the hunger safety net program is assigned specific roles and responsibilities (M = 4.45, SD = 0.71), the program has a sound financial architecture (M = 4.35, SD = 0.83), the program management encourages participative decision making (M = 4.15, SD = 0.80) and The management embraces a two-way communication approach that facilitates employee participation in decision making (M = 3.92, SD = 1.05). Since all the means are greater than 3.0, these findings imply that strategic preparation has affects the HSNP performance. After this analysis, inferential statistics using Correlation coefficient was employed to elucidate the effect of strategic preparation, control, technology adoption and alliance on HSNP performance.

4.5 Strategic Control and HSNP Performance

The second research goal was to determine the impact of strategic control on the success of the HSNP in Turkana County. To attain this, strategic control was measured through six items, which were calibrated in a Likert scale of five points. The scale was rated as follows: 1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree, 5 = Strongly agree. The linearity measure of scale revealed a 3.0 median value. Therefore, mean score above 3 was interpreted as to mean that most of the respondents perceived strategic control influenced HSNP performance to a small extent. In the contrary, mean score above 3 implies that strategic control influenced HSNP performance to a large extent. This information is presented in Table 4.3.

Table 4.3: Descriptive Statistics on Influence of Strategic Control on the Performance of Hunger Safety Net Program

Effects of Strategic Control	Frequency	Percentage (%)	Mean	Std. Deviation
What is the extent to which the employees are aware of the program core values			4.57	.68
Not sure	4	10.0		
Agree	9	22.5		
Strongly agree	27	67.5		
The program has articulated strategic outcomes			4.20	.76
Not sure	8	20.0		
Agree	16	40.0		
Strongly agree	16	40.0		
The management of the hunger safety net program has a description of the strategic activities			4.20	1.11
Strongly Disagree	2	5.0		
Disagree	1	2.5		
Not sure	6	15.0		
Agree	9	22.5		
Strongly agree	22	55.0		
There are defined methods of tracking progress			3.95	1.06
Strongly Disagree	3	7.5		
Not sure	5	12.5		
Agree	20	50.0		
Strongly agree	12	30.0		
The management regularly perform random inspections with the participants of the program on its performance in terms of service delivery to the participants.			4.18	1.04
Strongly Disagree	2	5.0		
Disagree	1	2.5		
Not sure	3	7.5		
Agree	16	40.0		
Strongly agree	18	45.0		
The program management ensures that there are determined intervention mechanisms in place			3.80	1.09
Strongly Disagree	2	5.0		
Agree	2	5.0		

Not sure	10	25.0
Agree	14	35.0
Strongly agree	12	30.0

Table 4.3 revealed mean scores above 3.0; implying that the strategic control had influence on the HSNP performance to a large extent; On, the extent to which the employees are aware of the program core values of $M = 4.57$, $SD = 0.68$, the program has articulated strategic outcomes recorded $M = 4.20$ and $SD = 0.76$. The management of the hunger safety net program has a description of the strategic activities recorded values of $M = 4.20$, $SD = 1.11$, there are defined methods of tracking progress, $M = 3.95$, $SD = 1.06$, the management regularly perform random inspections with the participants of the program on its performance in terms of service delivery to the participants values were $M = 4.18$, $SD = 1.04$ and the program management ensures that there are determined intervention mechanisms in place recorded $M = 3.80$ and SD of 1.09

The frequency analysis corroborated the findings from the mean. Twenty-seven (67.5%) indicated that the employees are aware of the program core values largely. While ($n = 16$, 40%) showed that the program has articulated strategic outcomes. Twenty-two (55%) indicated that the management of the hunger safety net program has a description of the strategic activities to very large extent. Twelve (30%) also agreed that there are defined methods of tracking progress to large extent. Eighteen (45%) agreed that the management regularly perform random inspections with the participants of the program on its performance in terms of service delivery to the participants to a very large extent. Twelve (30%) indicated that the program management ensures that there are determined intervention mechanisms in place to very large extent.

The findings concurs with the study of Gaturu (2017) who examined the influence of strategic control on organizational performance of Mission Hospitals in Kenya and found out that

strategic control is one of the major practices in mission hospitals in Kenya and it is an important tool in enhancing organizational performance.

These results described what the data looked like, without making any statements about relationships (effect size) between hunger safety net program's strategic oversight and success. Consequently, the researcher conducted a parametric/inferential statistics to establish this relationship in the next subsequent section.

4.6 Technology Adoption and HSNP Performance

The third research question examined the effects of technology adoption on the HSNP performance in Turkana County. Six items in a Likert scale of five calibrations measured technology adoption. The calibration of the scale was as follows: 1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree, 5 = Strongly agree. Linearity test of the scale yielded median = 3.0. This implied mean score above three implied that technology adoption affected HSNP performance to a large extent and vice versa. This information is presented in Table 4.4.

Table 4.4: Descriptive Statistics on Effects of Technology Adoption and Performance of Hunger Safety Net Program

Effects of Technology Adoption	Frequency	Percentage (%)	Mean	Std. Deviation
The hunger safety net program uses technology to efficiently run its services			4.45	.85
Strongly Disagree	1	2.5		
Not sure	3	7.5		
Agree	12	30.0		
Strongly agree	24	60.0		
The hunger safety net program has implemented the latest technology in the management of its operations			3.98	1.10
Strongly Disagree	3	7.5		
Not sure	6	15.0		
Agree	17	42.5		
Strongly agree	14	35.0		
The hunger safety net program uses			4.65	.77

banks as service providers when making payment to beneficiaries				
Strongly Disagree	1	2.5		
Not sure	1	2.5		
Agree	8	20.0		
Strongly agree	30	75.0		
The beneficiaries easily access the money during payment cycle			4.25	.93
Strongly Disagree	1	2.5		
Not sure	7	17.5		
Agree	12	30.0		
Strongly agree	20	50.0		
Existing infrastructure enhances efficient running of ICT solutions as well as service delivery			4.05	1.01
Strongly Disagree	1	2.5		
Disagree	2	5.0		
Not sure	7	17.5		
Agree	14	35.0		
Strongly agree	16	40.0		
The information flow is efficient and expectations on the progress of the hunger safety net program			3.88	1.14
Strongly Disagree	2	5.0		
Disagree	2	5.0		
Not sure	10	25.0		
Agree	11	27.5		
Strongly agree	15	37.5		

The information in Table 4.4 shows that all the respondents agreed technology adoption has effects on hunger safety net program to a large extent. The hunger safety net program uses technology to efficiently run its services ($M = 4.45$, $SD = 0.85$), the hunger safety net program has implemented the latest technology in the management of its operations ($M = 3.98$, $SD = 1.10$), The hunger safety net program uses banks as service providers when making payment to beneficiaries ($M = 4.65$, $SD = 0.77$), the beneficiaries easily access the money during payment cycle ($M = 4.25$, $SD = .93$), existing infrastructure enhances efficient running of ICT solutions as well as service delivery ($M = 4.05$, $SD = 1.01$) and the information is flowing efficiently within hunger safety net program ($M = 3.88$, $SD = 1.14$).

Twenty-four (60%) respondents indicated that the hunger safety net program uses technology to efficiently run its services to a very large extent. Fourteen (35%) showed that the hunger safety net program has implemented the latest technology in the management of its operations to very large extent. While (n = 30, 75%) indicated that the hunger safety net program uses banks as service providers when making payment to beneficiaries to very large extent. Twenty (50%) indicated that the beneficiaries easily access the money during payment cycle to very large extent similar to (n = 16, 40%) who showed that existing infrastructure enhances efficient running of ICT solutions as well as service delivery. Finally, (n = 15, 37.5%) indicated that the information is flowing efficiently within hunger safety net program to very large extent.

4.7 Strategic Alliance and HSNP Performance

The fourth research objective aimed at establishing the effects of strategic alliance on the HSNP performance in Turkana County. Four items were used to measure strategic alliance in a Likert scale with five points calibration. The scale was rated as follows: 1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree, 5 = Strongly agree. Linearity test of the scale yielded a 3.0 median value. This implied that mean score above 3 implied that most of the respondents were in agreement with the statement that strategic alliance affected HSNP performance to a small extent and vice versa. This information is presented in Table 4.5.

Table 4.5: Descriptive Statistics on Strategic Alliance and HSNP Performance

Effects of Strategic Alliance	Frequency	Percentage (%)	Mean	Std. Deviation
The hunger safety net program has made partnerships			4.40	.93
Strongly Disagree	1	2.5		
Disagree	1	2.5		
Not Sure	3	7.5		
Agree	11	27.5		
Strongly Agree	24	60.0		

The program collaborates with others to ensure service provision to the beneficiaries			4.25	.90
Strongly Disagree	1	2.5		
Not sure	6	15.0		
Agree	14	35.0		
Strongly Agree	19	47.5		
The program forms partnership in an effort to pool resources as well as strengthen together to achieve their desired goals			4.32	.92
Strongly Disagree	1	2.5		
Disagree	1	2.5		
Not sure	3	7.5		
Agree	14	35.0		
Strongly agree	21	52.5		
The hunger safety net program is able to increase the number of beneficiaries through partnerships			4.15	1.00
Disagree	3	7.5		
Not sure	8	20.0		
Agree	9	22.5		
Strongly agree	20	50.0		

The results of the analysis in Table 4.5 show that all the respondents agreed strategic alliance has effects on HSNP performance to a large extent because all the mean scores are greater than 3.0. The underlying concepts are represented as: the hunger safety net program has made partnerships (M = 4.40, SD = 0.93), The program collaborates with others to ensure service provision to the beneficiaries (M = 4.25, SD = 0.90), the program forms partnership in an effort to pool resources as well as strengthen together to achieve their desired goals (M = 4.32, SD = 0.92), the hunger safety net program is able to increase the number of beneficiaries through partnerships (M = 4.15, SD = 1.00).

Similarly, twenty four (60%) of the respondents indicated that the hunger safety net program has made partnerships to very large extent. Nineteen (47.5%) showed that the program collaborates

with others to ensure service provision to the beneficiaries to very large extent. Twenty one (52.5%) indicated that the program forms partnership in an effort to pool resources as well as strengthen together to achieve their desired goals to very large extent and (n = 20, 50%) indicated that the hunger safety net program is able to increase the number of beneficiaries through partnerships to large extent.

These findings support that of a study carried out by Mong'are (2016) on the relationship between strategic alliances and organizational performance of ICT firms in Kenya. The study found out that there exists a positive relationship between strategic alliance and organizational performance.

4.8 Diagnostic tests

To test the assumptions of regression analysis, diagnostic tests were conducted as follows:

The correlations section of Table 4.6 shows that there might be a problem with multi-collinearity (inter-correlation of the predictors) because for two predictors, (technology adoption and strategic alliance) the values of the partial and part correlations drop sharply from the zero-order correlation. This means, that much of the variance in performance of HSNP that is explained by these two predictors is also explained by other variables.

To address multicollinearity, it was imperative to consider the Tolerance. Tolerance refers to the percentage of predictor's variance of which other predictors are unable to explain. A small tolerance is reported when other predictors explains 70% to 90% of a predictor's variance. In essence, a near zero (0) tolerance inflates the standard error among the regression coefficients while indicating high multicollinearity. However, none of the Tolerance values in this model was closer to zero indicating that the noted chances of multicollinearity was not a problem. In this

study, the predictors contributed to the performance HSNP: Strategic Planning (58.1%), Strategic Control (68.6%), Technology Adoption (58.3%) and Strategic Alliance (52.3%). It is noteworthy from the standardized beta values that only strategic planning had positive and significant influence on performance of HSNP. This implies that Equity bank and National Disaster Management Authority should re-evaluate their strategic options approach to improve the success and long-term viability of Turkana County's hunger-relief program.

Moreover, a variance inflation factor greater than 2.0 is problematic in a regression model. The results of Variance Inflation Factor (VIF) in Table 4.6 show that all the predictors had VIFs less than 2.0. This means that there was no violation of collinearity statistics.

Table 4.6: Collinearity Diagnostics

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions				
				(Constant)	Strategic Planning	Strategic Control	Technology Adoption	Strategic Alliance
	1	4.946	1.000	.00	.00	.00	.00	.00
	2	.021	15.408	.05	.07	.34	.21	.10
1	3	.016	17.631	.18	.00	.29	.43	.14
	4	.011	21.474	.39	.00	.36	.34	.35
	5	.006	28.057	.37	.92	.00	.01	.40

a. Dependent Variable: Hunger safety net program

The results in Table 4.6 on collinearity diagnostics reveal some multicollinearity problems. The predictor variables were found to be highly inter-correlated since all them had near zero (0) eigenvalues. Therefore, huge changes in the coefficient estimates are likely to occur with an introduction of any slight alteration in the dataset values.

Minor collinearity problems were expected if the computed values were above 15 while serious problems were implied by values above 30. In this study however, all the condition indices were below 15 indicating that the predictors had a no conceptual fit (multicollinearity). Therefore, each predictor did not succinctly contribute to the HSNP performance implying that multiple regression was not plausible for this analysis. This was scientifically unsound, as such, there was need to rerun the regression model on z-scores of the predictors or factor analysis on standardized values. The researcher performed factor analysis as presented in the subsequent sections in order to confirm if the strategic options were factors that influenced HSNP performance.

4.9 Exploratory Factor Analysis

The correlation matrix determinant obtained from the analysis was 5.079E-007, which is smaller than the threshold value of 0.00001. Here, the underlying implication is that multicollinearity (highly correlated variables) could be problematic since it may inflate the standard errors in the data and make some variables non-statistically significant. This would be solved by removing the most inter-correlated variable(s) from the analysis. However, since Principal Components Analysis was used, all the items were reserved for further analysis.

Table 4.7: Kaiser-Meyer-Olkin and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.706
	Approx. Chi-Square	451.701
Bartlett's Test of Sphericity	Df	210
	Sig.	.000

The analysis of all the communalities using principal component analysis to extract correlated items eliminated all communalities below the minimum loading value of 0.50. The minimum loading value of 0.50 was considered appropriate for factor analysis of responses from

respondents in the range of 100 to 200 informants. However, when communalities are above .50 a sample size below that threshold can be sufficient. In this case, the sample size is 40 and all the communalities are above .50 (the smallest is .642 and the highest is .864), thus the sample size was sufficient. The sufficiency of the sample size was also confirmed by the 0.7.6 KMO value, which is statistically acceptable. As such, the results in Table 4.7 shows 40 respondents as adequate sample size to produce reliable and distinct factors.

Further, the study made use of Bartlett's test of Sphericity to establish whether the correlation among items was large enough to facilitate factor analysis. Empirically, it examined the presence of sufficient difference between identity matrix and the correlation matrix. Here, the results in Table 4.7 indicate that it is significant at $\chi^2(451.701, p = .000 < .001)$ indicating that the correlations within the *R*-matrix were sufficiently different from zero to warrant factor analysis.

After Bartlett's test of Sphericity, the analysis listed relevant eigenvalues for every linear factor before and after the process of extracting and rotating each factor. Twenty-one (21) linear factors from the dataset were identified prior to the extraction and rotation processes. This was in conformity to the requirement of having eigenvectors equal to the number of variables and factors.

In the table below, the relevant eigenvalues for each component represented the variance explained by the specific linear factor. The analysis output also displays the eigenvalue in terms of the percentage of variance explained (so, factor 1 explains 33.91% of total variance, factor 2 explains 12.90%, factor 3 explains 8.35% of total variance and decreases downwards). Here, the researcher was only interested in extraction of four factors (strategic planning, strategic control, technology adoption and strategic alliance).

Table 4.8: Total Variance Explained

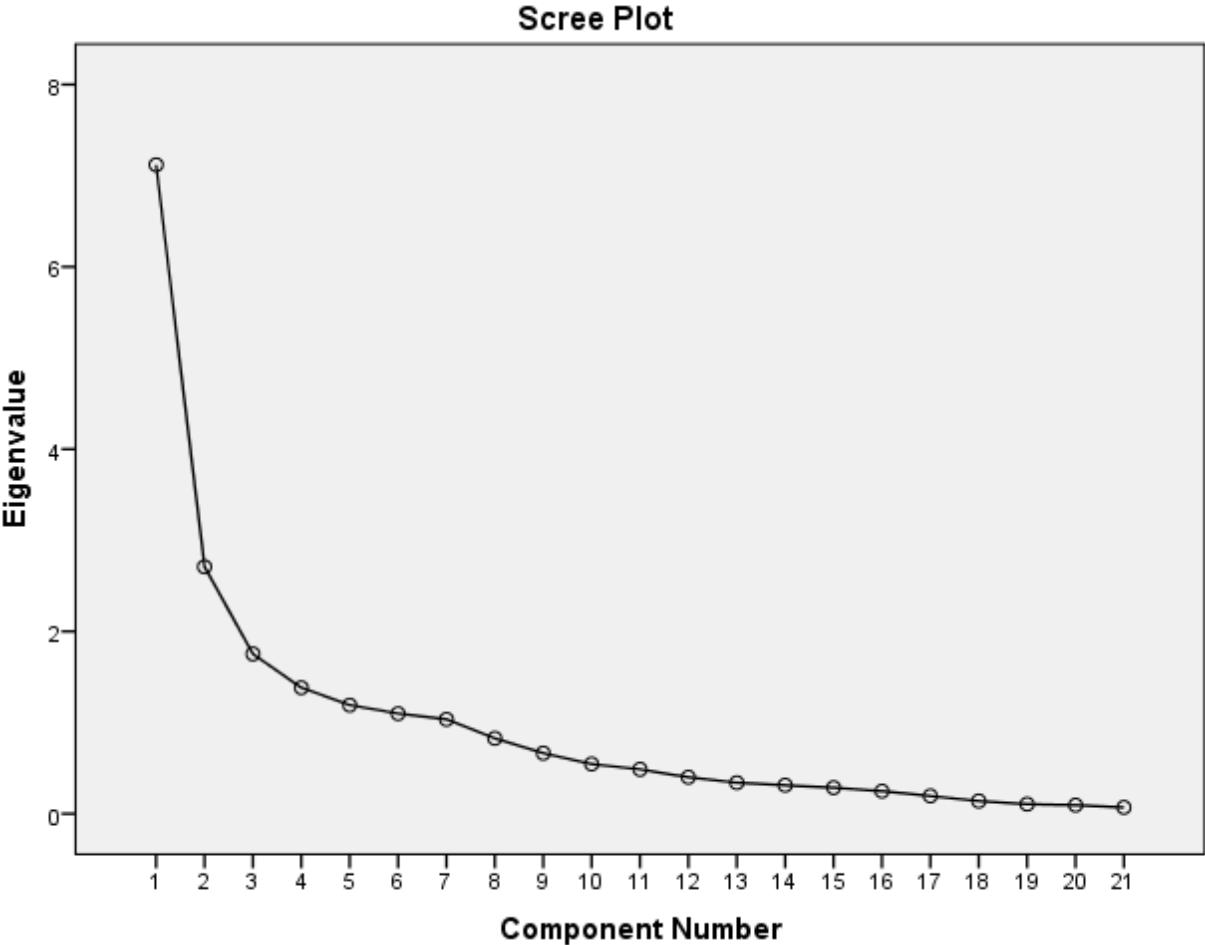
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.120	33.906	33.906	7.120	33.906	33.906	3.653	17.397	17.397
2	2.709	12.902	46.809	2.709	12.902	46.809	3.340	15.904	33.301
3	1.753	8.346	55.154	1.753	8.346	55.154	2.997	14.271	47.572
4	1.383	6.585	61.740	1.383	6.585	61.740	2.975	14.168	61.740
5	1.192	5.674	67.414						
6	1.099	5.232	72.646						
7	1.035	4.929	77.575						
8	.827	3.939	81.514						
9	.664	3.162	84.677						
10	.545	2.594	87.271						
11	.486	2.316	89.587						
12	.400	1.907	91.494						
13	.340	1.617	93.111						
14	.312	1.487	94.598						
15	.286	1.363	95.961						
16	.247	1.176	97.137						
17	.195	.927	98.064						
18	.139	.663	98.726						
19	.105	.498	99.225						
20	.094	.447	99.672						
21	.069	.328	100.000						

Extraction Method: Principal Component Analysis.

The results of extraction in Table 4.8 indicate that SPSS extracted 4 factors on the basis of having eigenvalues greater than 1 as Kaiser’s criterion. Invaluably, these data succinctly meet Kaiser’s criterion. The accuracy of Kaiser’s criterion is guaranteed in cases with variables fewer than 30 and more than 0.7 communalities after the extraction, or in sample sizes above 250 respondents alongside more than 0.6 average communality. The current study had a dataset with

40 respondents, 21 variables and 1.074 average communality. Therefore, extracting 4 factors was scientifically appropriate. The scree plot further confirmed this.

Figure 4.1: Scree Plot



Further, the scree plot indicated notable inflexions at 2, 3, 4 and 7 factors. This implies that extraction of the four factors were also justified by the scree plot. Logically, the researcher could

just extract 4 factors since all of the original constructs (four strategic options) were alluded or hypothetically anticipated to affect the performance of HSNP.

Table 4.9: Rotated Component Matrix

	Component			
	1	2	3	4
The hunger safety net program has an adaptable and flexible framework				
Every employee of the hunger safety net program is assigned specific roles and responsibilities			.611	
The program has a sound financial architecture			.782	
The program management encourages participative decision making		.733		
The management embraces a two-way communication approach that facilitates employee participation in decision making		.501	.508	
What is the extent to which the employees are aware of the program core values		.624		
The program has articulated strategic outcomes		.663		
The management of the hunger safety net program has a description of the strategic activities		.409		.749
There are defined methods of tracking progress				.904
The management regularly perform random inspections with the participants of the program on the circumstances as well as quality of their engagement with the scheme and its various processes to ensure performance.	.431			.712
The program management ensures that there are determined intervention mechanisms in place				.690
The hunger safety net program uses technology to efficiently run its services	.555			
The hunger safety net program has implemented the latest technology in the management of its operations	.593			
The hunger safety net program uses banks as service providers when making payment to beneficiaries	.581	.586		
The beneficiaries easily access the money during payment cycle	.707			
Existing infrastructure enhances efficient running ICT solutions as well as service delivery	.833			
The information is flowing efficiently within hunger safety net program	.770			
The hunger safety net program has made partnerships			.664	
The program collaborates with others to ensure service provision to the beneficiaries		.597		

The program forms partnership in an effort to pool resources as well as strengthen together to achieve their desired goals	.598
The hunger safety net program is able to increase the number of beneficiaries through partnerships	.431 .606

According to the items in Table 4.9, the constructs to be measured were not correlated thus; an orthogonal (Varimax) rotation was employed in this analysis. A cursory look at the pattern matrix in Table 4.9 (and using loadings greater than .40 revealed certain strategic options affected performance of HSNP). The researcher took the next step of looking at the content of Likert scale items that load onto the same factor to try to identify common themes in Table 4.9. Here, the mathematical factor generated from the analysis represented latent constructs (strategic options) as such, common themes among highly loading items helped the researcher identify what the constructs were. The items that load highly on factor 1 seem to all relate to technology. Therefore, the researcher labeled this factor *Technology Adoption*.

Similarly, most items that load highly on factor 2 all relate to planning; therefore, the researcher labeled this factor *strategic planning*. Most items that load highly on factor 3 relate to forming alliance and the researcher labeled this factor *strategic alliance* while items that load highly on factor 4 relate to control and was labelled *strategic control*. The analysis revealed that data collection tool was made up of four overlapping subscales, which needed to have been reviewed prior to this analysis. The overlap can be interpreted to mean two things. To start with, it might mean a failure of the instrument to measure the original objective (*strategic options on the performance of HSNP in Turkana County*) but measured other constructs related to the original ones. Secondly, the items representing the four constructs (strategic planning, strategic control, technology adoption and strategic alliance) are not distinct to each strategic option. Nevertheless, it is impossible to identify the true interpretation through factor analysis. In conclusion, the

analysis explicated all the four strategic options to have effects on the HSNP performance although only strategic planning had positive and significant effect.

Factor 1: Technology Adoption

The hunger safety net program uses technology to improve its performance. The hunger safety net program has implemented the latest technology in the management of its operations. The hunger safety net program uses banks as service providers when making payment to beneficiaries. The beneficiaries easily access the money during payment cycle. Existing infrastructure enhances efficient running ICT solutions as well as service delivery and the information is flowing efficiently within hunger safety net program.

Factor 2: Strategic Planning

The program management encourages participative decision-making. The management embraces a two-way communication approach that facilitates employee participation in decision-making

Factor 3: Strategic Alliance

The hunger safety net program has made partnerships. The program forms partnership in an effort to pool resources as well as strengthen together to achieve their desired goals. The hunger safety net program is able to increase the number of beneficiaries through partnerships

Factor 4: Strategic Control

An overview of the strategic operations can be found in the management of the hunger safety net program. There are specific strategies for keeping track of growth. The management regularly perform random inspections with the participants of the program on the circumstances as well as quality of their engagement with the scheme and its various processes to ensure performance. The program management ensures that there are determined intervention mechanisms in place

Non-strategic option:

The hunger safety net program has an adaptable and flexible framework.

4.10 Inferential Statistics

This section presents the inferential statistics that were used in establishing the relationships between the strategic options and the performance of HSNP. Correlation matrices and multiple linear regression analyses were used.

4.10.1 Correlation Matrix on Technology Adoption and HSNP Performance

Table 4.10 shows the effects of technology adoption on the output of the hunger safety net program among pastoralist communities in Turkana County.

Table 4.10: Correlation Analysis between Technology Adoption and HSNP Performance

		Technology Adoption	Hunger Safety Net Program
Technology Adoption	Pearson Correlation	1	.154
	Sig. (2-tailed)		.342
	N	40	40
Hunger Safety Net Program	Pearson Correlation	.154	1
	Sig. (2-tailed)	.342	
	N	40	40

The results of the analysis in Table 4.10 show that the correlation coefficient between technology adoption and hunger safety net program was not significant at ($r = .154, p = .342$). The p-value indicates that there is no significant relationship between technology adoption and hunger safety net program ($p = .342 > .05$). The effect size in Table 4.10 indicates that the correlation coefficient is $r = .154$ which means that there is a small non-significant relationship of 15.4% ($0.154 * 100$) between technology adoption and hunger safety net program. As such, the results imply that technology adoption does not have effect on the HSNP performance.

This finding is contrary to the findings of a study by Njoroge, Kihara & Gichohi (2019) who studied the influence of technology on performance of the public sector cash transfer programmes in Nairobi in Kenya and revealed that technology positively and significantly influences performance the cash transfer programme.

4.11 Correlation Matrix on Strategic Planning and HSNP Performance

Using Pearson's correlation study, it was necessary to examine the impact of strategic planning on the success of the hunger safety net program. The suitability of correlational analysis in the study was informed by the fact that it does not make initial assumptions of interdependence between variables. Neither does correlational analysis focus on determining the relationships among variables; rather it focuses on estimating the extent of associations among variables of a study. Therefore, the current study adopted bivariate analysis (Pearson's correlation) to determine whether strategic planning and the HSNP performance are inter-dependent. The r - values (ranging from -1 to +1) pointed to the direction and strength of the relationships among the variables (Cohen, 2018). As such, $r = .10$ implied minimal effects of variables on each other while $r = .30$ and $r = .50$ pointed out to medium and strong effects respectively. Of noteworthy is that r is never determined through a linear scale. The results are indicated in Table 4.11

Table 4.11: Correlation between Strategic Planning, Strategic Control, Technology Adoption and Strategic Alliance on HSNP Performance

		Strategic Planning	Hunger Safety Net program
Strategic Planning	Pearson Correlation	1	.321*
	Sig. (2-tailed)		.044
	N	40	40
Hunger Safety Net Program	Pearson Correlation	.321*	1
	Sig. (2-tailed)	.044	
	N	40	40

		Strategic Control	Hunger Safety Net Program
Strategic control	Pearson Correlation	1	.243
	Sig. (2-tailed)		.131
	N	40	40
Hunger safety net program	Pearson Correlation	.243	1
	Sig. (2-tailed)	.131	
	N	40	40
		Technology Adoption	Hunger Safety Net Program
Technology Adoption	Pearson Correlation	1	.154
	Sig. (2-tailed)		.342
	N	40	40
Hunger Safety Net Program	Pearson Correlation	.154	1
	Sig. (2-tailed)	.342	
	N	40	40
		Strategic Alliance	Hunger Safety Net Program
Strategic Alliance	Pearson Correlation	1	.131
	Sig. (2-tailed)		.421
	N	40	40
Hunger Safety Net Program	Pearson Correlation	.131	1
	Sig. (2-tailed)	.421	
	N	40	40

The analysis on Table 4.11 indicates that the correlation coefficient was significant at ($r = .321$, $p = .044$). This significant p -value implies that strategic planning has significant effect on the HSNP performance because ($p\text{-value} = 0.044 < .05$). In consideration of this, the results show that $r = .321$ which means that strategic planning influences the HSNP performance by 32.1%, that is ($0.321 * 100$). As such, strategic planning has a positive medium effect on HSNP performance and should always be part of the HSNP project. This finding is concordant to that of a case study conducted by Kiramana (2017) on the influence of strategic planning on

organizational performance of Equity Bank of Kenya. The study concluded that effective strategic planning has a positive effect on organizational performance.

The results of the analysis in Table 4.11 show that the correlation coefficient between strategic control and hunger safety net program was non-significant at ($r = .243, p = .131$). This non-significant p -value implies that there is no significant relationship between strategic control and hunger safety net program ($p = .131 > .05$). The effect size in Table 4.11 indicates that the correlation coefficient is $r = .243$ which means that there is a small non-significant relationship of 24.3% ($0.243 * 100$) between strategic control and hunger safety net program. Overall, the results mean that strategic control does not influence the HSNP performance.

This finding is similar to those of Lin, Chen & Lin (2017) who carried out a study on the influence of strategic control and operational control on new venture performance in China. The findings of the study revealed that strategic control and operational control have a significant negative association with the performance of new venture.

The results of the analysis in Table 4.11 also show that the correlation coefficient between technology adoption and hunger safety net program was non-significant at ($r = .154, p = .342$). This non-significant p -value implies that there is no significant relationship between technology adoption and hunger safety net program ($p = .342 > .05$). The effect size in Table 4.11 indicates that the correlation coefficient is $r = .154$ which means that there is a small non-significant relationship of 15.4% ($0.154 * 100$) between technology adoption and hunger safety net program. As such, the results imply that technology adoption does not have effect on the HSNP performance.

This finding is contrary to the findings of a study by Njoroge, Kihara & Gichohi (2019) who studied the influence of technology on performance of the public sector cash transfer programs in Nairobi in Kenya, revealed that technology positively, and significantly influences performance the cash transfer program. The results explicate that the correlation coefficient between strategic alliance and the HSNP performance was non-significant at ($r = .131, p = .421$). This non-significant p -value implies that there is no significant relationship between strategic alliance and HSNP performance ($p = .421 > .05$). The effect size in Table 4.11 indicates that the correlation coefficient is $r = .131$ which means that there is a small non-significant relationship of 13.1% ($0.131 * 100$) between strategic alliance and HSNP performance. Therefore, the results empirically mean that strategic alliance does not have effect on the HSNP performance. This is contrary to the findings of a study done by Nzuki (2016) who sought to determine the relationship between strategic alliance and performance of Kenya Commercial Bank Group Limited. The study revealed that strategic alliances provide customer satisfaction, new business opportunities and increase convenience.

4.11 Statistics on Strategic Alliance and HSNP Performance

As shown in Table 4.12, the researcher used correlation coefficients to determine the effects of strategic alliance on the performance of the hunger safety net program in pastoralist communities in Turkana County.

Table 4.12: Correlation Analysis between Strategic Alliance and HSNP Performance

		Strategic Alliance	Hunger Safety Net Program
Strategic Alliance	Pearson Correlation	1	.131
	Sig. (2-tailed)		.421
	N	40	40
Hunger Safety Net Program	Pearson Correlation	.131	1
	Sig. (2-tailed)	.421	
	N	40	40

The results in Table 4.12 explicate that the correlation coefficient between strategic alliance and the HSNP performance was not significant at ($r = .131, p = .421$). The p -value means that strategic alliance and HSNP performance were not significantly related ($p = .421 > .05$). The effect size in Table 4.8 indicates that the correlation coefficient is $r = .131$ which means that there is a small non-significant relationship of 13.1% ($0.131 * 100$) between strategic alliance and HSNP performance. Therefore, the results empirically mean that strategic alliance does not have effect on the HSNP performance.

This is contrary to the findings of a study done by Nzuki (2016) who sought to determine the relationship between strategic alliance and performance of Kenya Commercial Bank Group Limited. The study revealed that strategic alliances provide customer satisfaction, new business opportunities and increase convenience.

4.12 Multiple Regression Analysis

After analysing each research question, the researcher performed a multiple regression analysis combining all the independent variables (strategic planning, strategic control, technology adoption and strategic alliance) to predict the HSNP performance (dependent variable). This was to establish the combined influence of all the four predictors on the HSNP performance.

Table 4.13: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.371 ^a	.138	.039	3.43620

- a. Predictors: (Constant), Strategic alliance, Strategic control, Technology adoption, Strategic planning
- b. b. Dependent Variable: Hunger Safety Net Program

The results of the analysis in Table 4.13 show that $R = .371$ representing the simple correlation between Predictors (Strategic alliance, Strategic control, Technology adoption, Strategic

planning) and the dependent variable (hunger safety net program). The value of $R^2 = .138$ implying that the four independent variables explain 13.8% of the HSNP performance. Consequently, the regression model is not plausible for this analysis because it explains less than half (less than 50%) the variance in HSNP performance.

Table 4.14: ANOVA Explaining Regression Model against Mean

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	66.113	4	16.528	1.400	.254 ^b
	Residual	413.262	35	11.807		
	Total	479.375	39			

a. Predictors: (Constant), Strategic alliance, Strategic control, Technology adoption, Strategic planning
b. b. Dependent Variable: Hunger Safety Net Program

The results in Table 4.14 indicate that the F statistic is significant $F(4) = 1.400, p = .254$. This shows that there is only 25.4% probability than an F -ratio of this magnitude would occur when the independent variables (strategic planning, strategic control, technology adoption and strategic alliance) had no effect on the dependent variable (HSNP performance). In overall, this implies that a combination of the four strategic options significantly predicts HSNP performance well and the use of regression model is preferred over the mean score approach as the “best guess”.

Table 4.15: Coefficients of Determination

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
(Constant)	1.420	4.725		.300	.766					
Strategic Planning	.465	.263	.363	1.765	.086	.321	.286	.28	.581	1.720
Strategic Control	.148	.154	.182	.963	.342	.243	.161	.15	.686	1.457

Technology Adoption	-.015	.187	-.016	-.079	.938	.154	-.013	-.01	.583	1.715
Strategic Alliance	-.195	.271	-.156	-.717	.478	.131	-.120	-.11	.523	1.911

a. Dependent Variable: Hunger safety net program

In Table 4.15, the strength and direction of the relationship between independent variables and dependent variable was presented as β -values (standardized beta coefficients, which are interpreted similarly to correlation coefficients, values between -1 and +1). Specifically, the closer to the absolute value of 1 the coefficient is, the stronger the effect of that independent variable on the dependent variable (controlling for other variables in the equation). The closer the coefficient is to 0, the weaker the effect of that independent variable.

The results in Table 4.15 revealed that strategic planning had the larger absolute standardized coefficient ($\beta = .363, p = .086$). This means that strategic planning has the strongest positive effect on HSNP performance (controlling for all other independent variables), followed by strategic control ($\beta = .182, p = .342$), which had a small positive non-significant effect on HSNP performance. The two positive standardized coefficients indicated that strategic planning and control had positive association (direction) on overall performance of HSNP. However, strategic control had positive relationship with no significance on the performance of HSNP. In addition, technology adoption ($\beta = -.016, p = .938$) and strategic alliance ($\beta = -.156, p = .478$) had negative and non-significant effects on performance of HSNP. Any changes in technology adoption and strategic alliance therefore resulted in non-significant negative effects on HSNP.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The aim of this study was to determine strategic options for the success of a hunger safety net program in pastoralist communities in Turkana County, Kenya. In this study, questionnaires were used to collect the quantitative data from top and mid-level management staff of Equity Bank and National Drought Management Authority (NDMA). This chapter therefore presents the summary and conclusions reached as well as recommendations, limitations and areas that need further scientific inquiry.

5.2 Summary of Findings

A cursory overview of the analyses in this revealed that a big proportion of the respondents were male; additionally, most of the respondents derived from the two organizations were aged between 25- 34 years and were working in mid-level management positions. Further, majority of the respondents had attained Bachelor's degree as the highest academic qualifications and had professional working experience of 2 - 10 years. The statistical analyses through bivariate correlation and multiple regression found out that strategic planning has a positive effect on the strategic control, technology adoption, while strategic alliance was not a significant factor in influencing the performance of the hunger safety net program, while strategic control, technology adoption, and strategic alliance were found not to influence the performance of the hunger safety net program in Turkana County. Factor analysis also corroborated the findings due to correlation and regression.

The analysis of the first research objective revealed that strategic planning has a positive influence on the HSNP performance in Turkana County. This is attributed to the ability of

strategic planning to steer the program by giving a clear direction and specifying the goals and objectives of hunger safety net program, acting as a blueprint for its development plans, and enabling prudent allocation of resources to successfully implement and meet its objectives.

The analysis of the second research objective found out that strategic control does not influence the HSNP performance in Turkana County. Here, the researcher established that there was a small non-significant relationship between strategic control and HSNP performance. This means that strategic control of the hunger safety net program by Equity bank and National Disaster Management Authority has not ensured validation of some premises set during strategic planning stage. It has also not helped in conducting checks during the implementation phase, monitoring of changes occurring in the environment that can threaten the course of action, and being alert to rapidly change the strategy where sudden unexpected events have occurred. This explicates the reason why hunger safety net program has not reached all the pastoralist community households and often has little to negligible economic impact on many households already reached.

The analysis of the third research objective showed that there was a non-significant relationship between technology adoption and HSNP performance in Turkana County. This means that technology adoption by Equity bank and NDMA to manage information, reduce transactions cost and upsurge the swiftness of connections for transactions has not had any improvement on HSNP's cash payment services, emergency scale-ups, communications strategy, predictable and long-term assistance, registration and targeting, monitoring and evaluation, and administration of the program. This is attributed to presence of inadequate Equity Bank's ATMs and banking agents within expansive Turkana County making people to walk for long distances to receive funds. In addition, abject poverty among the pastoralist community has hindered effective adoption of mobile banking technologies like (M-Pesa and Equitel e.t.c) that would allow many

people to do transactions on mobile with Equity bank because mobile phone penetration in Turkana is still very low compared to other counties.

The analysis of the fourth research objective indicated there was non-significant relationship between strategic alliance and HSNP performance in Turkana County, further the results indicate that the strategic relationship formed between Equity bank and National Disaster Management Authority to complement their strengths in addressing hunger in Turkana County has not improved the HSNP performance. This is attributed to the fact that each organization in this program has merely focused on delivering its part instead of collaboratively conducting formative and summative evaluations of the hunger safety net program and implementing the program deliverables collaboratively as a single organization for greater economic impact.

5.3 Conclusions

The findings of the study concluded that strategic planning had positive influence on the HSNP performance in Turkana County. As such, it helped the program to meet its objective of reaching the pastoralist community in Turkana using cash payment to reduce hunger and abject poverty. In addition, strategic control created synergy and added value in the definition and shaping of the overall strategy for hunger safety net program, helped in defining engagement rules between Equity bank and National Disaster Management Authority but failed to setting standards as well as assess performance of the two institutions hence did not influence the performance hunger safety net program in Turkana. Further, technology adoption by Equity bank in disbursing funds through ATMs and agents was not adequate because these are stationed in a few areas in the large Turkana County and made it difficult for people to receive funds efficiently. This was coupled by lack of telecommunication networks and poor penetration of mobile phones in the county, which hindered their ability to transfer cash via mobile technologies such as M-Pesa,

Equitel among others. Therefore, technology adoption did not influence the HSNP performance. Finally, the strategic alliance between Equity bank and NDMA helped in implementing the hunger safety net program but did not influence its performance.

5.4 Recommendations for Policy and Practice

The following recommendations were derived from the analysis. The recommendations have been segmented to target key stakeholders as presented in the next subsequent sections.

5.4.1 National Government

The national government through National Disaster Management Authority should conduct formative evaluation of hunger safety net program by assessing its quality, implementation and impact on the beneficiaries. This will provide feedback and information for internal improvement and serve as useful information for improving practice, rethinking how to better go about the program and identify future action steps. It should also conduct summative evaluation of the program to provide information on its impact to external agencies in order to keep development partners and stakeholders informed for further improvement of the program. These will help in improving the performance and sustainability of hunger safety net program in Turkana County.

The national government should also increase the amount of cash pay-outs by sourcing for more funds from partners to address the increasing levels of food insecurity in Turkana County as well as aim to reach more households to enhance the overall HSNP performance in the county. It should also assess its strategic control and partnership with Equity Bank to ensure that it has a positive impact on the hunger safety net program's results. The positive results of strategic

control and strategic partnership will ensure that the hunger safety net program achieves its targets and objectives in order to be sustainable.

5.4.2 County Government of Turkana

Turkana County government should supplement the efforts of the national government to eradicate hunger by allocating more resources to hunger safety net program. The county government is closer to the people and should become one of the partners in the implementation of the project objectives with a view of making the program more sustainable.

The county government should come up with other sustainable hunger eradication programs like sinking boreholes and building dams to provide water for farming, animals and domestic consumption. The cash received by the population through hunger safety net program can then be used in farming to produce food locally for the people and livestock.

5.4.3 Equity Bank Limited

Equity bank should install more Automated Teller Machines in other areas outside Lodwar town to reduce the distances people have to walk to access money. It should also open more branches in and increase the number of banking agents in Turkana County for over the counter withdrawals of the hunger safety net program funds. This will enable efficient and fast reception of cash by the beneficiaries.

It should evaluate its technology adoption and partner with a telecommunication firm to issue the beneficiaries of the hunger safety net program with feature phones that can allow them transact on mobile to limit expenses associated with travel to banking halls, ATMs and banking agents.

The mobile banking fee (withdrawal charges) should not be expensive and the platform should allow beneficiaries to transact on all mobile networks (M-Pesa, Airtel Money, T-kashetc) without being restricted to use of Equitel.

5.4.4 Turkana Pastoralist Community

The community through local authorities, Community Based Organizations, NGO's, learning/religious institutions and members should be involved in planning, implementation, monitoring and evaluation of the hunger safety net program in order to promote its performance. This will help them to own the program and come up with innovative ways of ensuring its growth and sustainability beyond government and donor existence in the program. Plausibly, the community should actively participate in the program by defining how best it should serve them and share the concerns, challenges and solutions with the implementing organizations for improvement.

5.4.5 Development Partners/Sponsors

The hunger safety net program sponsors should track and audit the use of financial and material resources to ensure accountability of funds donated to the program. This will help the program to avoid misappropriation of funds due to corruption, timely meet its objectives and spur growth and performance of the program. Sponsors should participate in the need assessment, planning, implementation and evaluation phases of the hunger safety net program. They should check the governance and vision of the program to ensure risks are managed well and succinct delivery of project's economic values to pastoralist community in Turkana.

5.6 Suggestions for Further Research

From a cursory look at the findings of the study, it is clear that not every concept on strategic options and program performance has been addressed. This knowledge gap has therefore created a valid platform for further scientific inquiry related to this topic. As such, the following few areas of interest are recommended for future inquiries: An inquiry into why strategic control and alliance do not influence performance of socio-economic programs like hunger safety net

program; A study which will elucidate why the government has not been able to develop sustainable solutions to hunger in ASAL counties; A study to investigate how cash transfers can be used sustainably to address hunger in Turkana County.

In conclusion, this study underscores the significance of understanding the strategic options that can be employed to enhance performance of socio-economic programs. The results of this study suggest key strengths and weaknesses of each strategic option, which can help stakeholders to adjust appropriately and understand the effects and contributions of each option. Moreover, these results may offer donors, governments and other development partners new insights on the strategies required to successfully increase the program performance.

5.7 Contribution to the Body of Knowledge

This study also had several strengths. Several previous studies used single-item measures (respondents from single organization) to establish the issues surrounding strategic options on performance of programs (Chelimo, 2010; Kamau, 2013; Abdi, 2015; Nzuki, 2016 and Masira, 2017). However, this study has used questionnaires to obtain data from staff of two institutions (triangulation via data sources) and applied a validated approach to measuring HSNP performance (descriptive survey design and Pearson's correlation coefficients using effect sizes). The researcher was able to gain useful insight into the impact of each strategic choice on the success of the hunger safety net program as a result of these findings. Second, this study addresses gaps in the existing literature by making inquiry into all strategic options (strategic planning, control, technology adoption and alliance). These aspects were not collectively captured in the previously reviewed studies. By combining these research streams, the researcher was able to distinctly and clearly advance specific strategic recommendations that need to be implemented to improve the success of Turkana County's hunger-relief program.

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APPENDICES

Appendix 1: Letter of Introduction

Dear Respondent,

I am a Master Degree student pursuing Strategic Management from Kenyatta University. Being a requirement for the award of the degree, I am carrying out a research on *the Strategic Options on the HSNP performance among pastoralist Communities in Turkana County; Kenya*. You have been chosen to participate in this study by complete the questionnaire correctly and honestly. The responses you provide here will remain confidential, will not be shared with any other parties and will be used only for this research. Thank you in advance.

Yours Faithfully

Ekaale Pascal Ewesit

Appendix 2: Questionnaire

The purpose of this questionnaire is to aid collection of information required to realize this research. Kindly complete the questionnaire as truthful as possible by putting a tick (✓) or writing the answers in the blank spaces provided.

SECTION A: BACKGROUND INFORMATION

1. Indicate your gender

Female [] Male []

2. What is your age bracket?

65 years and above [] 55 – 64 years [] 45 – 54 years []

35 – 44 years [] 25 – 34 years []

3. What is your level of management?

Top management level []

Middle level management []

4. Highest level of education attained

Certificate [] Diploma [] Bachelor's Degree []

Master's Degree [] PhD []

Other [], please specify.....

5. For how many years have you been working in this institution?

Less than 2 years [] 2 to 10 years [] More than 10 years []

SECTION B: STRATEGIC PLANNING AND HSNP PERFORMANCE IN TURKANA COUNTY

6. Indicate your level of agreement with the following statements on the influence of strategic planning on performance of the hunger safety net program in Turkana County.

1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree, 5 = Strongly agree

Item No.	Statement	Score				
		5	4	3	2	1
i.	The hunger safety net program has an adaptable and flexible framework					
ii.	Every employee of the hunger safety net program is assigned specific roles and responsibilities					
iii.	The program has a sound financial architecture					
iv.	The program management encourages participative decision making					
v.	The management embraces a two-way communication approach that facilitates employee participation in decision making					

SECTION C: STRATEGIC CONTROL AND HSNP PERFORMANCE

7. Mark your extent of agreement with the following statements on the influence of strategic control on HSNP performance in Turkana County.

1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree, 5 = Strongly agree

Item No.	Statement	Score				
		5	4	3	2	1
i.	What is the extent to which the employees are aware of the program core values					
ii.	The program has articulated strategic outcomes					
iii.	The management of the hunger safety net program has a description of the strategic activities					

iv.	There are defined methods of tracking progress					
v.	The management regularly perform random inspections with the participants of the program on the circumstances as well as quality of their engagement with the scheme and its various processes to ensure performance.					
vi.	The program management ensures that there are determined intervention mechanisms in place					

SECTION D: TECHNOLOGY ADOPTION AND HSNP PERFORMANCE

8. Indicate your level of agreement with following statements regarding technology adoption.

1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree, 5 = Strongly agree

No.	Statement	Score				
		5	4	3	2	1
i.	The hunger safety net program uses technology to efficiently run its services					
ii.	The hunger safety net program has implemented the latest technology in the management of its operations					
iii.	The hunger safety net program uses banks as service providers when making payment to beneficiaries					
iv.	The beneficiaries easily access the money during payment cycle					
v.	Existing infrastructure enhances efficient running ICT solutions as well as service delivery					
vi.	The information is flowing efficiently within hunger safety net program					

9. Kindly recommend the aspects of technology that you think the hunger safety net program should use to ensure improved performance

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SECTION E: STRATEGIC ALLIANCE AND HSNP PERFORMANCE

10. Please indicate your level of agreement with the following statements.

1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree, 5 = Strongly agree

Item No.	Statement	Score				
		5	4	3	2	1
i.	The hunger safety net program has made partnerships					
ii.	The program collaborates with others to ensure service provision to the beneficiaries					
iii.	The program forms partnership in an effort to pool resources as well as strengthen together to achieve their desired goals					
iv.	The hunger safety net program is able to increase the number of beneficiaries through partnerships					

11. How has forming partnerships increased effectiveness of meeting the programs goals and objectives?

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SECTION F: MEASURING HSNP PERFORMANCE

12. Please indicate your level of agreement with the following statements regarding HSNP performance. Use the scale; *1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree, 5 = Strongly agree*

Item No.	Statement	Score				
		5	4	3	2	1
i.	The hunger safety net program is having a significant impact on consumption expenditure and dietary diversity					
ii.	The program has increased the number of beneficiaries					
iii.	The program has led to an increase of assets in the households levels.					

13. In what other ways can you describe the performance of the hunger safety net program in Turkana County?

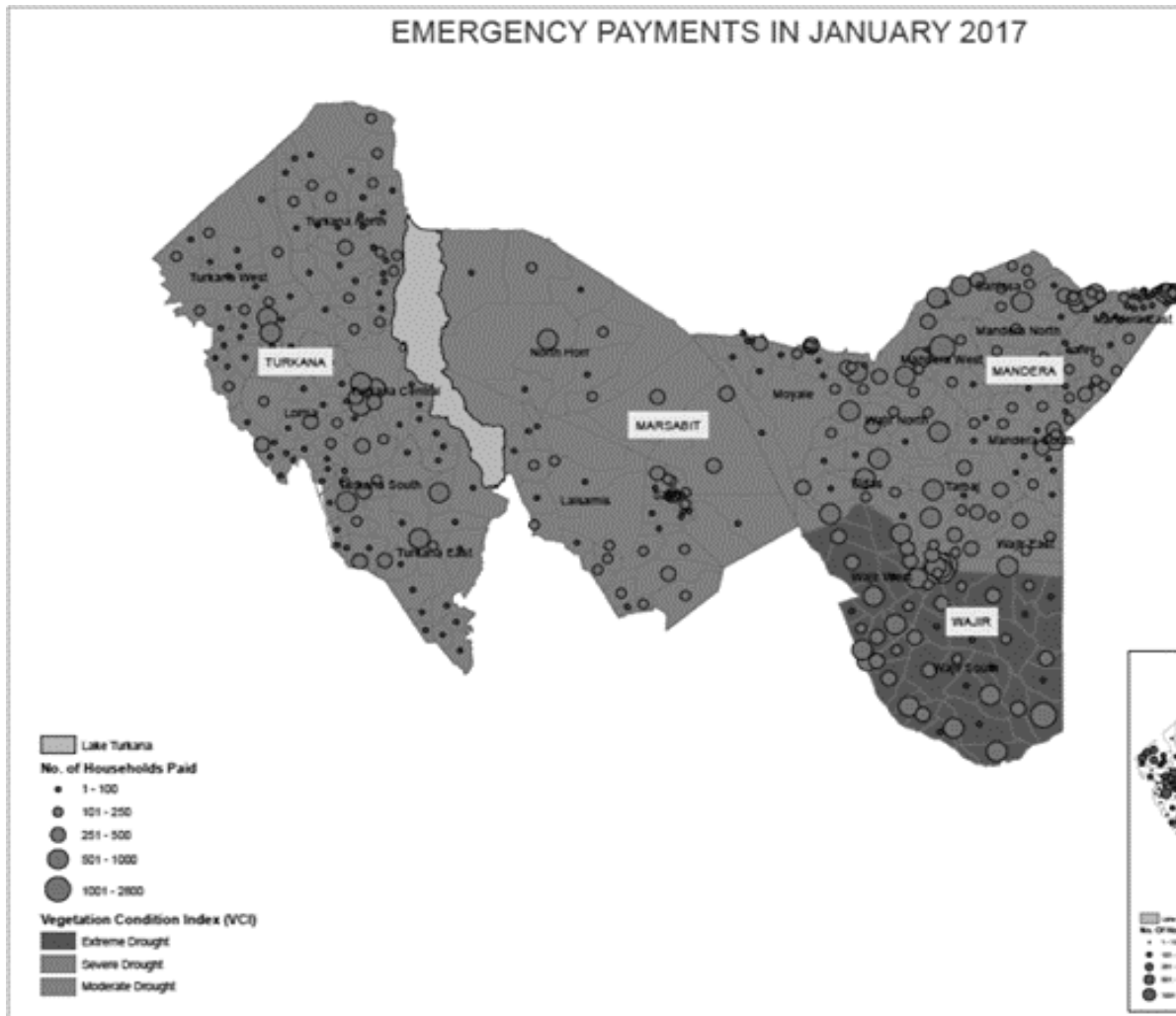
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THANK YOU

Appendix 3: HSNP Counties in Kenya



Appendix 4: Turkana County Livelihood Zones

TURKANA COUNTY LIVELIHOOD ZONES



Appendix 5: Project Schedule

Activity	Time
Project proposal writing	January- June 2020
Proposal defence	July 2020
Proposal corrections	Aug-Sep 2020
Data collection	October 2020
Data analysis	November 2020
Project Final Submission	November 2020 – January 2021

Appendix 6: Budget

Activity	Amount (Kshs)
Data bundles and airtime	5,000.00
Printing (proposal)	10,000.00
Binding (Proposal)	1500.00
CD- Burning	100.00
Travel expenses	25,000.00
Data collection	10,000.00
Draft project Printing	15,000.00
Final project Printing and binding	7,000.00
Sub-total	73,600.00
Contingency Cost (15% of ST)	11,040.00
Total	84,640.00