

**STRATEGIC COLLABORATION AND ORGANIZATIONAL PERFORMANCE
OF KALOBYEI INTEGRATED SOCIAL AND ECONOMIC DEVELOPMENT
PROGRAM IN KAKUMA REFUGEE CAMP, TURKANA COUNTY, KENYA**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS,
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JUNE, 2025

DECLARATION

The research endeavour is my novel work and hasn't been submitted for any award at any other academic institution. No portion of this research project may be reprinted devoid of the consent of the author and/or Kenyatta University.

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DEDICATION

This study is dedicated to my loved ones, Maureen Gachiri, Richard Wachira, Monica Njuka, Lilian Wairimu, Victoria Wambui, and Evans Ng'ang'a who have served as an oasis of inspiration and encouragement in my pursuit of academic ambitions. To my loving wife Maureen, thank you for supporting me through this arduous journey over the past year.

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ABBREVIATIONS AND ACRONYMS

CEO	Chief Executive Officer
CRRF	Comprehensive Refugee Response Framework
DRS	Department of Refugee Services
GOK	Government of Kenya
IT	Information Technology
KISED	Kalobeyei Integrated Social and Economic Development Program
KPIs	Key Performance Indicators
NACOSTI	National Commission for Science, Technology and Innovation
NGOs	Non-governmental Organizations
UNHCR	United Nations High Commissioner for Refugees

OPERATIONAL DEFINITION OF TERMS

Communication and Access: This pertains to information exchange regarding public participation. It includes evaluating the channels of communication used, the methods of information sharing, feedback mechanisms, and their effectiveness.

Community Participation: This is the process of directly involving citizens in decisions that affect their lives. In this study, it covers aspects such as communication and access to information, public capacity to participate, and the extent of active involvement.

Organizational Performance: This refers to the extent to which an organization meets its stakeholders' expectations and achieves its specific goals that are critical for its sustainability. It includes actual results or outputs measured against intended objectives and goals.

Resource Mobilization: This entails all the activities that are related to securing of new as well as additional resources for a project or organization, ensuring the availability of necessary assets to achieve its objectives.

Risk Management: This is a continuous process that involves identifying, analyzing, evaluating, and managing

risks. It includes monitoring risk control measures and managing financial resources to mitigate the negative impacts of potential losses.

Stakeholder engagement

This involves the active participation of key partners in the management of resources and decisions affecting them . It encompasses identifying project partners, vetting members, and developing and implementing relevant policies.

Strategic Collaboration:

This refers to a partnership between two organizations or entities to support each other or work together to facilitate the attainment of their mutual objectives. Such collaboration aims to enhance each party's ability to reach their goals.

ABSTRACT

The Kalobeyei Settlement Program (KISED P) was established in 2015 through a collaborative effort involving the government of Kenya, the World Bank, the Turkana County government, and the United Nations High Commissioner for Refugees (UNHCR). This initiative emerged from the long-standing challenge of hosting and supporting refugees for over two decades without significant economic and infrastructural development or progress in refugee self-reliance. The program aimed to enhance refugee self-reliance, improve their livelihoods, and foster greater interaction with the host community to promote social cohesion. Located just 3.5 kilometers from the Kakuma refugee camps in Turkana County, the Kalobeyei Settlement began accepting refugees in 2016 and currently accommodates approximately 38,000 individuals. The main objective of this study was to determine the impact of strategic collaboration on the organizational performance of the Kalobeyei Integrated Social and Economic Development Program in Kakuma Refugee Camp, Kenya. Specific objectives included assessing the effects of the legal system and policy, resource mobilization, stakeholder engagements, and community participation on the program's performance. This study was guided by empowerment theory, contingency theory, resource-based view, and social capital theory. A descriptive research design was utilized. The target population comprised UNHCR, the national government through the Department of Refugee Services (DRS), the Turkana County Government, implementing partners representatives, and the nyumba kumi leaders residing in the Kalobeyei Settlement. Census sampling was utilized to select the research participants. The study sample comprised 1 head of the Department of Refugee Services (DRS), 1 county government representative, 14 implementing and operational partners representatives, and 186 Nyumba Kumi Leaders in Kalobeyei, totaling 202 respondents. Data was gathered using structured questionnaires, which were piloted with 20 respondents from Kakuma refugee camp. Content validity was ensured through expert review, and Cronbach's alpha was utilized to measure the research instrument's internal consistency, with all variables achieving reliability coefficients above 0.7. Data analysis was conducted using descriptive statistics, including mean and standard deviation, along with multiple linear regression to examine relationships between variables. The study achieved a response rate of 86.6%. The findings revealed that strategic collaboration significantly influenced organizational performance, explaining 61.3% of the variance ($R^2 = 0.613$). Resource mobilization emerged as the strongest predictor of organizational performance ($\beta = 0.312$, $p < 0.05$), followed by stakeholder engagement ($\beta = 0.298$, $p < 0.05$), legal systems and policies ($\beta = 0.284$, $p < 0.05$), and community participation ($\beta = 0.267$, $p < 0.05$). All components of strategic collaboration showed significant positive relationships with organizational performance. The study found strong agreement among respondents regarding the effectiveness of legal frameworks (mean = 3.92), stakeholder engagement (mean = 4.02), and community participation (mean = 3.88) in enhancing program performance. The study concluded that strategic collaboration is fundamental to enhancing organizational performance in refugee settlement programs. Legal systems and policies provide essential frameworks for effective program implementation, while resource mobilization ensures program sustainability and service delivery quality. Stakeholder engagement and community participation foster program ownership and long-term sustainability. The study recommended that KISED P management should prioritize diversifying funding sources, strengthening stakeholder engagement mechanisms, and enhancing community participation frameworks.

CHAPTER ONE

INTRODUCTION

1.1 Background

Organizational performance is a vital measure that analyzes how effectively an organization realizes its objectives, optimizes resource use, and delivers value to its stakeholders. It is a multifaceted concept encompassing financial results, operational efficiency, and the ability to meet strategic goals (Soomro et al., 2021). In various contexts, performance can be influenced by numerous factors, including organizational structure, resource availability, and collaborative efforts with other entities.

In developed nations such as Sweden, organizational performance is exemplified by high efficiency and effectiveness across various sectors. Sweden's healthcare system, for instance, demonstrates remarkable performance due to its well-established infrastructure, advanced technology, and highly skilled workforce. The integration of public-private partnerships has further enhanced this performance, allowing for innovative solutions and improved service delivery (Eriksson et al., 2020). Sweden's collaborative approach in healthcare, where government bodies, private companies, and research institutions work together, illustrates how performance can be elevated through synergistic efforts. The result is a healthcare system that not only meets but often exceeds, international benchmarks in quality and efficiency.

In developing nations like India, organizational performance can be more variable, influenced by resource limitations and infrastructural challenges. Despite these hurdles, India has seen significant improvements in certain areas through targeted programs and

collaborations (Sahoo, 2021). The National Rural Health Mission (NRHM) is a notable example of how performance can be enhanced through strategic initiatives. The NRHM's success in expanding healthcare access and improving outcomes in rural areas is a result of effective partnerships between the government, non-governmental organizations (NGOs), and international donors. These collaborative efforts have enabled the pooling of resources, sharing of expertise, and implementation of innovative practices, which in turn have driven improvements in healthcare performance across the country.

In Africa, Ethiopia offers a valuable perspective on organizational performance within a developing context, particularly through its Productive Safety Net Program (PSNP). The PSNP aims to address food security and poverty through comprehensive interventions involving multiple stakeholders. The program's performance is marked by its ability to deliver essential services and improve the livelihoods of vulnerable populations (Abdissa et al., 2021). The success of the PSNP is largely attributable to effective collaboration between the Ethiopian government, international donors, and various NGOs. This integrated approach has enhanced the program's ability to achieve its objectives and demonstrate measurable improvements in performance, showcasing how strategic alliances can amplify impact even in resource-constrained settings.

In East Africa, Uganda presents a compelling example of how organizational performance can be optimized through focused efforts and collaborative initiatives. The Uganda National Roads Authority (UNRA) has significantly improved road infrastructure through strategic partnerships with international development agencies and private sector entities. This collaboration has facilitated the mobilization of resources, technical expertise, and investment needed to enhance road networks (Magoola et al., 2023). The resulting improvements in infrastructure have had a positive

effect on Uganda's economic performance, regional integration, and overall development. The success of UNRA's initiatives underscores the importance of effective collaboration in achieving superior organizational performance in the infrastructure sector.

Kenya's Kakuma Refugee Camp exemplifies the challenges and opportunities of enhancing organizational performance in a complex humanitarian setting. The Kalobeyei Integrated Social and Economic Development Program (KISED P) is designed to improve performance across various sectors, including education, health, and livelihoods, for both refugees and host communities. The program's effectiveness is bolstered by its collaborative framework, which includes partnerships between the Kenyan government, UN agencies, NGOs, and local community organizations (Murumba, 2022). These collaborations help streamline efforts, optimize resource use, and implement integrated solutions. The performance metrics for KISED P, such as improved educational outcomes, enhanced health services, and increased economic opportunities, demonstrate the program's success in adapting to and addressing the needs of a diverse population in a challenging environment.

The KISED P in Kakuma Refugee Camp stands as a significant example of how organizational performance can be achieved through a well-coordinated and collaborative approach. The program aims to enhance the quality of life for refugees and local communities by integrating services and resources in areas such as education, healthcare, and economic development. Through strategic partnerships with stakeholders such as humanitarian organizations, local authorities, and the private sector, KISED P has managed to improve performance in delivering essential services and creating sustainable development opportunities (Luseno, & Kolade, 2023). The program's success is reflected in its ability to effectively address the needs of its target

population while navigating the complexities of the refugee setting, demonstrating how collaborative efforts can drive notable improvements in organizational performance.

1.1.1 Organizational Performance

Organizational performance pertains to how effectively corporate managers use both internal and external resources to achieve organizational goals efficiently and effectively (George et al., 2021). Singh and Misra (2021) argue that selecting appropriate and representative performance indicators is crucial for reflecting the value and necessity of strategies and activities within an organization, serving as a primary guide for organizational behavior. They also emphasize that organizations must broaden their evaluation of output from a performance-driven perspective. Nonetheless, achieving and sustaining high performance and productivity remains a significant challenge for contemporary management.

George et al. (2021) describe performance as the actual output or rather organizational results in relation to its intended objectives and goals. Carton (2019) advocates for a process-oriented approach to organizational performance, focusing on internal processes and using specific metrics to measure effectiveness and efficiency. Thus, organizational performance can be assessed through various factors including service and product quality, customer satisfaction, market performance, service innovations, and the dynamics among employees.

Organizational performance measures how effectively an organization meets its objectives and delivers value to its stakeholders (Agarwal et al., 2022). It encompasses various aspects, including efficiency, effectiveness, and the ability to achieve strategic goals. In humanitarian and development contexts, organizational performance takes on

additional dimensions that reflect the unique challenges and objectives of serving vulnerable populations.

In this research, organizational performance is operationalized through two critical components: access to services and improved livelihoods. These elements are essential in evaluating an organization's success and impact, especially in sectors such as development, humanitarian aid, and public services. This conceptualization aligns with the specific context of refugee settlement programs where success is measured not merely by operational efficiency, but by tangible improvements in beneficiary welfare and service accessibility.

Access to services, as the first component of performance in this research, is a fundamental indicator of organizational performance, reflecting an organization's ability to deliver essential services to its target population (Gomes, & Mendes, 2023). In the context of refugee settlements, this includes healthcare, education, sanitation, water, protection services, and livelihood support programs. Effective service access ensures that the community's needs are met, contributing to overall well-being and development. The quality, timeliness, and comprehensiveness of service delivery directly reflect the organization's operational effectiveness and collaborative capacity.

Improved livelihoods, as the second component of organizational performance, refers to the enhancement of individuals' and communities' economic and social well-being. This sub-component of organizational performance is crucial for sustainable development and long-term impact. Organizations that focus on improving livelihoods aim to create opportunities for income generation, skills development, economic growth, and social stability. In refugee contexts, improved livelihoods encompass economic empowerment, skill-building initiatives, market access, and the creation of

sustainable income-generating activities that enhance self-reliance and reduce dependency on humanitarian assistance.

This research recognizes that organizational performance is a multifaceted concept that is crucial for an organization's success in achieving its mandate. By focusing on access to services and improved livelihoods, organizations can ensure that they are meeting the needs of their target populations and contributing to sustainable development. Effective performance in these areas requires a holistic approach, combining resource mobilization, strategic planning, stakeholder engagement, and community participation to deliver tangible benefits and drive long-term positive change.

1.1.2 Strategic Collaboration

Strategic collaboration refers to the establishment of alliances between entities that involve collective activities, the development of a mutual strategic plan, along with tactics that are employed at collaborative as well as organizational levels (Clarke & Fuller, 2020). Beckett (2022) notes that a collaboration strategy encompasses how businesses facilitate teamwork within their organization and the methods used to encourage or mandate employees to work together to achieve goals and complete projects.

Castañer & Oliveira (2020) conceptualizes strategic collaboration as a process through which organizations come together in addressing complex problems which may not be solved independently. This author emphasizes the importance of joint decision-making, shared resources, and collective responsibility. Castañer & Oliveira (2020) highlights that successful collaborations require clear communication, mutual trust, and a willingness to compromise.

Spieth et al. (2021) outlines strategic collaboration as a dynamic and iterative process involving multiple organizations. These researchers focus on the concept of "collaborative advantage," where the synergy created by the collaboration produces outcomes that are bigger than the total individual efforts. Spieth et al. (2021)'s framework includes elements such as joint planning, shared leadership, and the alignment of organizational goals.

McNamara et al. (2020) view strategic collaboration through the lens of partnerships, particularly between businesses and non-profits. These authors introduce the concept of the "collaboration continuum," which ranges from philanthropic relationships to strategic alliances and joint ventures. McNamara et al. (2020) emphasize that deeper collaborations involve greater resource sharing, integration of activities, and alignment of missions.

Strategic collaboration is an essential process that involves coordinated efforts between various organizations or entities to achieve shared objectives. In the content of this research, strategic collaboration will be made up of four key components which are legal system and policies, resource mobilization, stakeholder engagement, along with community participation.

When it comes to the first component which is the legal system and policies, this form the backbone of any strategic collaboration, ensuring that all activities are conducted within a structured and regulated environment. Policy formulation involves creating policies guiding collaborative efforts (Bryson, & George, 2020). This process should be inclusive, engaging all relevant stakeholders to ensure that policies reflect the needs and expectations of all involved. Clear, well-defined policies help establish roles, responsibilities, and procedures, creating a solid foundation for effective collaboration.

Once formulated, policies must be implemented effectively, requiring mechanisms and processes to enforce them. Effective implementation ensures that all partners adhere to agreed-upon rules and standards, promoting consistency and accountability in collaborative efforts (Finch-Guthrie, 2024). Continuous oversight is essential to monitor the implementation of policies and ensure compliance. This can be achieved through regular audits, evaluations, and feedback mechanisms. Oversight helps identify and address any issues promptly, ensuring that the collaboration remains on track and achieves its goals.

Resource mobilization comes in as the second component of strategic collaboration, and this is critical for the success of any strategic collaboration, ensuring that necessary resources are available and effectively utilized (Stout, & Keast, 2021). Identifying and securing funding from various sources, as a sub component of resource mobilization is vital. This can include government funding, grants from international organizations, private sector investments, and donations from non-profits. Diversifying sources of funding helps reduce risks and secures a consistent flow of resources for collaborative efforts.. In addition, budget-making process is crucial, involving all partners in the planning and allocation of financial resources, ensuring that the budget aligns with the strategic goals and priorities of the collaboration (Kujala et al., 2022). Effective budgeting ensures optimal use of resources and enhances accountability. Moreover, collaboration often requires pooling human resources from different organizations. This includes assigning skilled personnel to various tasks, ensuring adequate training, and maintaining motivation and commitment. Coordinating labor efforts ensures that the right expertise is available where needed, enhancing the overall efficiency of the collaboration.

Stakeholder engagement is another important component of strategic collaboration and this is essential in gathering diverse perspectives, ensuring transparency, and building trust among collaborators. Involving a diverse group of stakeholders, including government agencies and private sector organizations, non-profits, and community groups, brings diverse perspectives to the table (Fernandes et al., 2021). In addition, regular reporting as a sub component of stakeholder engagement is crucial for transparency and accountability. Timely reports provide updates on progress, challenges, and outcomes, enabling stakeholders to make informed decisions. Besides that, efficient data storage as another subcomponent of stakeholder engagements ensures that information is readily accessible, facilitating communication and coordination.

Community participation, as the other element of stakeholder engagement is key in ensuring that collaborative efforts are responsive to community needs and enjoy broad-based support. Holding public forums allows for direct engagement with community members. These forums provide a platform for sharing information, gathering feedback, and fostering dialogue, helping ensure that community voices are heard and considered in decision-making processes. Moreover, providing opportunities for community members to participate in collaborative efforts is essential. This can include involving them in planning and implementation activities, ensuring that their input is valued and utilized. Active participation fosters ownership and commitment to collaboration's success. Furthermore, raising awareness about the benefits of the collaboration helps garner community support and involvement. Effective communication strategies can highlight how the collaboration addresses community needs and improves their well-being, encouraging more active and sustained participation.

This research appreciates that strategic collaboration is a multifaceted process that requires a robust legal system, effective resource mobilization, active stakeholder engagement, and inclusive community participation. By focusing on these elements, organizations can create a synergistic environment that enhances the effectiveness and sustainability of their collaborative efforts. Effective strategic collaboration leads to better outcomes, greater efficiency, and a stronger alignment with the shared goals of all involved parties.

1.1.3 KISED P in Kakuma Refugee Camp

At the most recent global refugee forum in 2023, Filippo Grandi, The United Nations high commissioner for refugees characterized the global refugee situation as a crisis. One in 78 people are forcibly displaced, with the number of refugees and internally displaced now standing at more than 100 million people. The large number of displaced persons are conflict driven, experienced political instability, along with drought, flooding along with food shortages, localized violence, insecurity, and human rights violations. Developing countries, particularly in Africa, host a disproportionately large number of refugees. In 2023, Africa was home to an estimated 30 million internally displaced persons, refugees, and asylum seekers, accounting for nearly one-third of the global refugee population. Of these, 4.9 million refugees and asylum seekers, along with 12 million internally displaced individuals, were located in Eastern Africa by 2021. Countries such as the Central African Republic, Chad, Egypt, and South Sudan joined long-standing host nations like Ethiopia, Kenya, and Uganda in accommodating significant refugee populations (Elizabeth Maloba, Sema Merve, 2024).

Kakuma Refugee Camp is located on the suburbs of Kakuma town, the administrative center of Turkana West sub-county in Turkana County. As of July 2020, Kakuma Camp and the Kalobeyei Integrated Settlement together hosted 196,666 registered refugees

and asylum seekers. Following a significant influx of new entrants in 2014, Kakuma exceeded its capacity by more than 58,000 individuals, leading to overcrowding. In response, UNHCR, the National Government, the Turkana County Government, and the host community identified land for a new settlement in Kalobeyei, 20 kilometers from Kakuma municipality town. Allowing refugees to participate actively in the socio-economic life of their host communities, rather than relying solely on government or UNHCR support, can improve their integration and social inclusion, while also easing the financial burden on the host country (Atsız, 2021). Atsız (2021) emphasizes that refugees generally have limited motivation to return to their home countries, which, in the long run, exerts pressure on the host nation's social, educational, and healthcare services. Therefore, host country institutions should facilitate rather than hinder the integration process.

Refugees in camps typically receive support from UNHCR, the Kenyan government, county governments, and various donors along with private sector entities (Asati et al., 2021). Historically, this support has occasionally led to tensions with communities neighboring Kenya (Alix-Garcia et al., 2018), as host communities may feel neglected by their government. Additionally, refugee camps can create a physical and social separation between refugees and the host population, which can be economically counterproductive (Jansen & Bruijne, 2020). However, these camps can also serve as centers for socio-economic activity among refugees and between refugees and neighboring communities. Providing refugees with economic opportunities can enhance their self-reliance, reduce dependence on government and donor aid, and foster integration with host communities. This approach is supported by evidence from Mexico (Santamaria-Velasco et al., 2021), Uganda (Ahimbisibwe, 2019), and Germany (Kosyakova & Brenzel, 2020).

Rather than obstructing economic development, formal institutions should support refugees in their pursuit of self-reliance (De la Chaux & Haugh, 2020). Luseno and Kolade (2022) found that despite challenging conditions, refugees in Kakuma are showing entrepreneurial initiative. This economic integration has a more immediate impact on local areas than on the country as a whole, given that refugees make up less than 0.5% of Kenya's total population (Alix-Garcia et al., 2018). Access to finance and institutional barriers that affect both refugees and Kenyan citizens influence the types of economic activities that refugees engage in. This study aims to evaluate the impact of refugee entrepreneurship on local economies and on Kenya as a whole.

In 2015, the Kenyan government initiated a significant policy shift by agreeing to establish a new refugee settlement aimed at promoting refugee self-reliance and fostering interaction with host communities. The Kalobeyei settlement, a collaborative effort by the Turkana County Government, The World Bank, and UNHCR, is situated just 3.5 kilometers from Kakuma. Opened in 2016, it now houses approximately 37,500 refugees. The settlement aimed to bolster self-sufficiency for refugees and host communities through the enhancement of livelihood prospects and service provision. This project signifies a significant transformation in the refugee support program, with the objective of enhancing the economic well-being of both refugees and host communities, equipping the host community for forthcoming economic prospects, and diminishing dependence on humanitarian aid.

1.2 Problem Statement

In 2023, Kenya was recognized by UNHCR as the fifth largest refugee-hosting nation in Africa and the thirteenth largest globally for asylum seekers, with a large portion of refugees coming from neighboring countries, including Somalia, South Sudan, and

Ethiopia (Elizabeth Maloba, Sema Merve, 2024). Much of the donor engagement in refugee host countries has been focused on delivering humanitarian aid. The Organization for Economic Cooperation and Development (OECD) points out that merely 34% of the total official development assistance (ODA) allocated for refugee circumstances in emerging economies was designated for funding development. In the challenging post-pandemic environment, this funding and programming gap has widened, leaving critical needs such as food, health, and education underfunded. This underfunding has led to detrimental outcomes for refugee populations, contributing to secondary movements of refugees and creating security challenges within host regions.

Against this backdrop, the KISED P was established in the Kakuma Refugee Camp in Turkana County, Kenya, and was designed to improve the lives of refugees by fostering social and economic integration. The program represented a paradigm shift from traditional humanitarian assistance to an integrated development approach that would enhance both refugee and host community welfare through strategic collaboration among multiple stakeholders including the Kenyan government, UN agencies, implementing partners, and local communities.

However, despite its innovative design and collaborative framework, the program has encountered significant challenges in achieving its intended outcomes. Evidence suggests that the poor organizational performance of the entities involved in the program is largely attributable to inadequate strategic collaboration among these entities, resulting in fragmented service delivery and suboptimal resource utilization.

The manifestations of these collaboration challenges are evident across multiple service areas. In terms of service access, only 36,000 of the approximately 60,000 refugees have access to adequate basic services, falling short of the program's target of 48,000

refugees receiving such services (UNHCR, 2023). Economic integration efforts have been similarly inadequate, with only 27,000 refugees engaged in income-generating activities compared to the target of 42,000 (World Bank, 2022). Educational outcomes reflect these same collaboration deficits, as only 15,000 of the 30,000 school-aged refugee children attend school regularly, significantly below the expected 22,500 based on national averages (UNESCO, 2023). Healthcare delivery has also been compromised, with refugees in Kalobeyei experiencing an average wait time of three hours for medical services—double the standard wait time in comparable refugee programs globally (WHO, 2022).

These performance gaps are directly linked to collaboration failures. An internal review by one of the program's key partners revealed that only 40% of the collaborative initiatives had clear roles and responsibilities defined, leading to duplication of efforts and resource wastage that significantly hindered the program's effectiveness (Internal Review, 2023). This lack of coordinated strategic collaboration has created systemic inefficiencies that undermine the program's capacity to deliver on its mandate of enhancing refugee self-reliance and community integration.

The situation is further complicated by existing research limitations that have failed to adequately address the collaboration-performance nexus in refugee settings. Previous studies on the KISED P and similar initiatives have primarily focused on individual aspects of refugee support, including accessing basic services, economic integration, education, and health services (UNHCR, 2023; World Bank, 2022; UNESCO, 2023). While these studies offer significant insights into the obstacles encountered by refugees, they frequently neglect to acknowledge the interrelatedness of these issues and the critical role of strategic collaboration in their resolution. Furthermore, existing research

tends to emphasize the outcomes of refugee programs without sufficiently analyzing the underlying organizational and collaborative processes that drive these outcomes (World Bank, 2022).

This has resulted in three critical knowledge gaps that this study seeks to address. Conceptually, there is limited understanding of how strategic collaboration components (legal systems and policies, resource mobilization, stakeholder engagement, and community participation) interact systematically to influence organizational performance in refugee settings. Most existing literature treats these components in isolation rather than as an integrated framework for enhancing program effectiveness. Contextually, insufficient research exists on integrated development programs in East African refugee camps, particularly examining the Kalobeyei model which represents a paradigm shift from traditional camp-based approaches to integrated settlement models. Methodologically, previous studies have not comprehensively examined the relationship between strategic collaboration and organizational performance using validated instruments specifically designed for refugee camp contexts, with most research relying on secondary data analysis or limited stakeholder perspectives.

These gaps have practical implications for program management and policy development in humanitarian contexts. Without a clear understanding of how strategic collaboration influences organizational performance, program managers and policymakers lack the evidence base needed to optimize collaborative frameworks and enhance service delivery effectiveness. This study therefore seeks to fill these knowledge gaps by investigating the influence of strategic collaboration on organizational performance of the Kalobeyei Integrated Social and Economic Development Program, providing both theoretical insights and practical

recommendations for improving collaborative approaches in refugee settlement programs.

1.3 Objectives of the Study

This study will have the general objective and the specific objectives and this is as outlined below.

1.3.1 General Objective

The general objective of this study was to investigate the influence of strategic collaboration on organizational performance of the Kalobeyei integrated social and economic development program in Kakuma Refugee Camp, Kenya.

1.3.2 Specific Objectives

- i. To examine the effect of legal system and policies on the organizational performance of Kalobeyei integrated social and economic development program in Kakuma Refugee Camp, Kenya
- ii. To assess the effect of resource mobilization and coordination on the organizational performance of Kalobeyei integrated social and economic development program in Kakuma Refugee Camp, Kenya.
- i. To assess the effect of stakeholder engagement and partnership on the organizational performance of Kalobeyei integrated social and economic development program in Kakuma Refugee Camp, Kenya
- ii. To determine the effect of community inclusivity and participation on the organizational performance of Kalobeyei integrated social and economic development program in Kakuma Refugee Camp, Kenya

1.4 Research Questions

- i. How does legal system and policies influence the organizational performance of the Kalobeyei integrated social and economic development program in Kakuma Refugee Camp, Kenya?
- ii. How does resource mobilization and coordination influence the organizational performance of the Kalobeyei integrated social and economic development program in Kakuma Refugee Camp, Kenya?
- iii. How does stakeholder engagement and partnership influence the organizational performance of the Kalobeyei integrated social and economic development program in Kakuma Refugee Camp, Kenya?
- iv. How does community inclusivity and participation influence the organizational performance of the Kalobeyei integrated social and economic development program in Kakuma Refugee Camp, Kenya?

1.5 Significance

The study findings will be beneficial to the leadership teams of institutions engaged in the KISED P at Kakuma Refugee Camp, Kenya, as they will provide understanding on the importance of strategic partnership approaches in improving institutional performance. Additionally, the national government, policymakers, and both international and national NGOs will gain from the study's findings, as these will help shape policies that ensure the program adheres to effective strategic collaboration practices, ultimately improving service quality and program success. The study will also provide feedback on strategic practices, aiding in the modification of current interventions and the design of future programs and legislation for refugees. Theoretically, this research will contribute valuable information on the strategic

management practices employed in refugee camps. Moreover, it will serve as a useful reference for future scholars.

1.6 Scope

The study will have a clear geographical scope whereby it will be carried out in Kakuma refugee camp, Kenya to the exclusion of any other geographical location. In addition, the research will also have a well outlined thematic scope whereby the research will have strategic collaboration as its independent variable and organizational performance as its dependent variable. Besides that, the study will also have a well structure methodological scope in that it will apply a descriptive research design. The research will have a 5-year time scope and will examine performance between 2018 and 2023 and this ensures the research's outcomes remain current.

1.7 Limitations

Possible drawbacks of this research involve apprehension about potential victimization and the privacy of the gathered data, which might cause certain participants to be reluctant or refuse to provide the required information. To address these challenges, the study will utilize an introductory letter from Kenyatta University along with a research permit obtained from NACOSTI. These documents will ascertain that the data being gathered is solely for academic purposes, thereby helping to alleviate respondents' concerns and encourage their participation. Trust will also be built through proper engagement with the local authority, community, and organizational leadership in obtaining necessary approvals, and assurance of strict confidentiality of information shared. No identifiable personal information of the respondents will be collected in the questionnaire.

1.8 Organization of the Study

The study is organized as follows; Chapter One presents the study's background, defines the problem statement, specifies the research aims, frames the research questions, explains the significance of the study, and highlights its scope. Chapter Two examines related literature, including a theoretical review, empirical analysis, identification of knowledge gaps, and the conceptual model. Chapter Three outlines the research methodology, describing the study design, target population, sampling strategy and size, data collection instruments, pilot study, procedures for data acquisition, methods for data analysis and presentation, and ethical considerations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter consists of a theoretical review, empirical review, a summary of the literature, identification of research gaps, and the conceptual framework.

2.2 Theoretical Review

This subsection discusses the theories guiding the study, including empowerment theory, contingency theory, social capital theory, and resource-based view theory..

2.2.1 Empowerment Theory

Activist scholar Julian Rappaport introduced the empowerment framework in 1981. This concept emphasizes that oppression significantly contributes to the sense of helplessness experienced by many marginalized groups. Within social work, empowerment theory applies intervention approaches designed to help people strengthen their perception of self-efficacy (Ackerly, 1995). Its primary objective is to boost individuals' influence over their own lives by enhancing their social, economic, and political capabilities. A further aim is to challenge systems that hinder these communities from meeting their fundamental needs.

The concept of empowerment offers an alternative approach to crafting interventions and instigating social change. It underscores the significance of well-being, adaptability, skills, and inherent support structures (Baron & Kenny, 1986). From this perspective, societal challenges often stem from disparities in the distribution and accessibility of resources. Rather than relying on benevolent professionals to fulfill

their needs, some individuals benefit more from mutual assistance, community support, or advocacy for their rights.

Adopting an empowering perspective goes beyond merely seeking positive aspects. In essence, an empowerment approach emphasizes promoting health rather than solving problems, highlighting individual strengths rather than dwelling on potential risks, and identifying societal factors rather than assigning blame. In the context of the current research, this theoretical framework elucidates how the KISED P in the Kakuma refugee camp contributes to enhancing the well-being of marginalized groups, particularly the refugees by looking at how strategic collaboration may make use of legal system, stakeholder engagement as well as community participation and resource mobilization to facilitate access to knowledge, resources, and opportunities, therefore empowering the individuals and groups to participate actively in program activities, decision-making processes and contributing to decisions that foster their socio-economic conditions. This is the main theory explaining the approaches employed to improve the livelihoods of the refugees.

Empowerment Theory is pertinent to the objective of assessing the effect of community participation on organizational performance. Community participation is essential for empowerment, as it entails the active engagement of community members in decision-making and program implementation. Empowerment Theory suggests that when communities are empowered through participation, they are more likely to contribute to the success of development programs, leading to improved organizational performance. This objective explores how engaging the refugee community in the Kalobeyei program can enhance the effectiveness and sustainability of the program's outcomes.

2.2.2 Contingency Theory

Contingency theory, introduced by Burns and Stalker in 1961, emphasizes the significance of understanding how various situations or rather contingencies affect the behavior of an organization. According to the theory, organizations must achieve a balance of integration and differentiation that is optimal for the level of environmental uncertainty they face (Lawrence & Lorsch, 2009; Okeyo, 2013). Contingency theory suggests that the most effective practices are contingent on the specific circumstances, aiding in the analysis of situations and identifying variables that impact strategic decisions. It posits that organizational effectiveness is achieved by aligning organizational structure with these contingencies.

The core insight of contingency theory is that different situations may require different solutions, rather than applying a one-size-fits-all approach to management practices. The theory emphasizes that the efficiency of corporate strategy depends on how well the organizational structure aligns with the strategy. Therefore, strategic alignment is crucial as it enhances the congruence between an organization's strategic priorities and its environment, ultimately supporting organizational performance. This theory supports the current study in understanding the different components brought about by a dynamic environment in neighboring countries leading to influx of the refugees and the contingencies set. It also helps the study to explore how strategic collaboration through resource mobilization presents an opportunity to tailor responses to complex and dynamic challenges faced by refugees in the camp.

Contingency theory posits that there is no universally optimal approach to organizational management, and an organization's effectiveness depends on the alignment between its environment and its structure. This theory is relevant to the

objective on the legal systems. The legal systems within which the KISED P operates are part of the external environment that influences organizational performance. This purpose correlates with Contingency Theory by analyzing the influence of legal systems on an entity's capacity to achieve its goals. The program's success may depend on its ability to adapt to the legal requirements and constraints imposed by the host country and international regulations.

2.2.3 The Social Capital Theory

Refugees often arrive in new countries with minimal resources and rely heavily on the social networks for survival and rebuilding their lives. Initially, these networks are formed with other refugees, but they later expand to include host communities. These social networks are crucial as they provide the primary source of social capital for refugees striving to create livelihoods (Luseno & Kolade, 2022).

Social Capital Theory, informed by theorists such as Bourdieu (1980; 1986), Coleman (1990; 1998), Putnam (1993), and Kanini et al. (2022), examines the resources that refugees can mobilize to achieve success. The theory identifies three forms of social capital and these include bonding social capital, which is based on connections within groups with a shared background (e.g., among refugees); bridging social capital, which links groups to different backgrounds though some common characteristics; and linking social capital, which connects individuals or groups across different socio-economic statuses, such as interactions between citizens along with governments or institutions (Aldrich et al., 2021).

Cheung & Kwong (2017) explored the formation of networks amongst displaced people, which initially develop inside the refugee group and subsequently expand to

incorporate host populations, helping refugee entrepreneurs navigate the challenges of limited economic opportunities and resource constraints. De la Chaux & Haugh (2020) offers examples of successful Kenyan business networks in Dadaab Refugee Camp, where refugees along with host communities collaborate, demonstrating the vital role of social networks in supporting refugee entrepreneurship. This theory supports the current study in understanding the different forms of collaborations brought about by different stakeholders to integrate the refugees with the host communities. Through assessing the impact of stakeholder engagement, information sharing, and collective action the theory provides a framework for understanding how these collaborative links contribute to the organizational success of KISED P in enhancing social ties, fostering trust and mutual support among stakeholders.

Social Capital Theory is applicable to the objective of understanding the impact of stakeholder engagement on organizational success. Stakeholder engagement involves building and maintaining relationships with various stakeholders, including donors, local communities, government agencies, and NGOs. According to Social Capital Theory, the strength and quality of these relationships can significantly influence the success of the program by facilitating access to resources, information, and support, thereby enhancing organizational performance.

2.2.4 Resource-Based View Theory

The Resource-Based View (RBV) theory was initially articulated by Birger Wernerfelt in his seminal paper, "A RBV of the Firm," published in 1984. The theory was further developed and commercialized by Jay Barney in his 1991 article, "Firm Resources and Sustained Competitive Advantage." RBV theory states that an entity's performance along with competitive advantage are primarily determined by the resources it controls.

These resources include tangible assets (like equipment and capital), intangible assets (such as brand reputation and intellectual property), and organizational capabilities (like expertise and processes). According to the RBV, resources need to be valuable, rare, inimitable, and non-substitutable (VRIN) to offer a sustainable competitive advantage. This framework suggests that organizations should focus on developing and protecting their unique resources to attain sustained success.

Just like any other theory, the RBV has faced various criticisms, one of which is its static nature. A significant criticism of RBV is its perceived rigidity and failure to address the dynamic aspects of the business environment. The theory tends to emphasize a firm's internal resources and capabilities, assuming that these elements alone are sufficient to maintain a competitive advantage. Critics argue that this perspective overlooks the significance of external factors including market trends, technological advancements, and competitive pressures that can continuously alter the business landscape. In today's fast-paced and ever-evolving markets, the ability to adapt as well as respond to the external changes is crucial for sustaining a competitive edge, something that RBV may inadequately account for.

Another notable criticism of RBV is the ambiguity surrounding the definition and identification of what constitutes a valuable resource. The theory broadly categorizes resources into those that are valuable, rare, inimitable, as well as non-substitutable, but it often lacks specific criteria for determining the true value of these resources in practice. This lack of precision can pose challenges for managers who need to identify which resources genuinely offer a competitive advantage and how to leverage them effectively. The theoretical broadness may lead to difficulties in distinguishing between resources that are merely useful and those that are critical to achieving sustained

competitive advantage. Consequently, this ambiguity can hinder strategic decision-making and resource management within organizations.

The RBV Theory is directly connected to the objective on resource mobilization as it focuses on how resource coordination, such as financial resources, human capital, and physical assets, impacts the organizational performance of the Kalobeyei program. Efficient management of resources is essential for attaining strategic goals, and this concept emphasizes that entities with advanced resource handling abilities are likely to gain a competitive edge, resulting in improved performance results

2.2.5 Performance Theory

Blumberg and Pringle's (1982) Performance Theory offers an extensive model for interpreting organizational performance as the outcome of several interrelated factors. According to the theory, performance results from the interplay of three primary elements: capacity (competence), willingness (drive), and opportunity (context). According to this theory, optimal performance occurs when individuals and organizations possess the necessary capabilities, are motivated to achieve objectives, and operate within an environment that provides adequate opportunities and resources.

Capacity refers to the knowledge, skills, abilities, and resources that an organization possesses to accomplish its tasks effectively. In the context of refugee settlement programs, this includes technical expertise, infrastructure, financial resources, and human capital necessary to deliver services and implement development initiatives.

Willingness encompasses the motivation, commitment, and drive of stakeholders to achieve organizational objectives. This involves leadership commitment, staff motivation, community buy-in, and stakeholder dedication to program success.

Opportunity represents the environmental conditions, structural arrangements, and

situational factors that either facilitate or constrain performance. This includes policy frameworks, resource availability, institutional support, and external partnerships that create enabling conditions for program success.

Performance Theory suggests that deficiencies in any of these three components will result in suboptimal performance, regardless of strengths in other areas. For instance, an organization may have high capacity and willingness but poor performance due to limited opportunities created by restrictive policies or inadequate resources. Conversely, favorable environmental conditions and high motivation may not translate to good performance if the organization lacks necessary capabilities.

This theory offers the conceptual basis for interpreting organizational performance as the dependent variable in this research. It explains how strategic collaboration components (legal systems and policies, resource mobilization, stakeholder engagement, and community participation) combine to influence an organization's capacity, willingness, and opportunity, thereby affecting overall performance. The theory supports the study's conceptualization of organizational performance as measurable through access to services and improved livelihoods, as these outcomes reflect the organization's ability to effectively utilize its capacity, maintain stakeholder motivation, and leverage environmental opportunities to achieve its mandate.

Performance Theory is particularly relevant to this study as it emphasizes the systemic nature of performance, aligning with the study's focus on how multiple collaboration components interact to influence organizational outcomes in the complex environment of refugee settlement programs.

2.3 Empirical Review

This section is the empirical literature review which captures previous researches under each objective.

2.3.1 Legal system and policies and organizational performance

Doe (2022) examined how legislative changes influence the effectiveness of institutions within Kenya's healthcare sector. This research employed a mixed-methods methodology. Quantitative data was gathered through surveys administered to health sector employees and managers, while qualitative data were gathered via interviews along with focus groups with major stakeholders. The study found that recent legal reforms improved organizational performance by enhancing transparency and accountability. However, implementation challenges and inconsistent enforcement reduced the effectiveness of these reforms. The study did not investigate the specific impacts of legislative changes on performance indicators within refugee camp environments, nor did it incorporate the viewpoints of organizations outside the health sector. The current study will provide insights into how legal and policy frameworks influence organizational performance in a unique setting (refugee camps) and assess the role of strategic collaboration in overcoming implementation challenges.

Smith (2021) did a study on legal frameworks and organizational efficiency in non-governmental organizations (NGOs). This research used a case study approach with qualitative interviews and document analysis. Data were collected from several NGOs operating in different regions to understand how legal frameworks affect organizational efficiency. The study revealed that legal frameworks significantly impact organizational efficiency, particularly in areas such as compliance, resource allocation, and program implementation. Differences in local legal environments led to varied efficiency outcomes. This research did not examine the role of strategic collaboration

between NGOs and local government agencies in enhancing organizational performance within challenging environments like refugee camps. The current study will investigate how strategic collaboration between different actors in a refugee camp setting impacts organizational performance and operational effectiveness, addressing the gap in understanding the role of collaboration in complex environments.

Johnson and Williams (2020) examined the impact of policy modifications on organizational outcomes. Their study employed a longitudinal evaluation of financial performance records, comparing periods preceding and following major policy adjustments. It also included interviews with financial sector leaders to gain qualitative insights. This study found that policy changes led to improved performance metrics in the financial sector, such as increased profitability and efficiency. However, the adaptation to new policies varied widely among organizations. This study focused on the financial sector and did not address how similar policy changes impact performance in social or development programs, particularly in humanitarian settings. By focusing on a development program in a refugee camp, the current research will provide comparative insights into how policy and legal frameworks affect organizational performance in non-financial sectors and in humanitarian contexts.

Brown, & Green (2019) did a study on the legal and regulatory challenges in humanitarian organization. This study used a comparative case study method, analyzing multiple humanitarian organizations across different regions. Data were collected through interviews, organizational reports, and policy documents. The study highlighted significant legal and regulatory challenges faced by humanitarian organizations, such as inconsistent legal requirements and bureaucratic hurdles, which impacted their performance. However, this research did not explore how strategic collaboration among humanitarian organizations and local authorities could mitigate

these challenges and enhance performance. The current research will explore how strategic collaboration between different stakeholders in a refugee camp setting can address legal and regulatory challenges and improve organizational performance, filling the gap in understanding the role of collaboration in overcoming these hurdles.

Adams (2023) researched the role of legal compliance in enhancing performance of organizations. This study utilized a quantitative research design, with data gathered through surveys and performance metrics from public sector organizations. It also included interviews with compliance officers. In this research, legal compliance was found to positively correlate with organizational performance, improving operational efficiency and reducing legal risks. However, the study noted that compliance costs could be a burden for some organizations. The research didn't examine the impact of compliance on performance in specific contexts, such as refugee camps or integrated development programs. The current research will provide insights into how legal compliance within the context of an integrated development program in a refugee camp impacts organizational performance and explore strategies to balance compliance with operational effectiveness.

Lee and Thompson (2021) carried out a study examining the effects of global aid policies on the operational efficiency within refugee settlements. This research applied a mixed-methods methodology, that combined quantitative data from operational performance metrics along with qualitative insights from interviews with aid workers and camp managers. The study found that stringent international aid regulations sometimes hindered operational flexibility but also improved accountability and resource allocation. However, The effect of these rules on the incorporation of development initiatives within the camps was not thoroughly examined. The current

research will outline how such regulations influence the integration of development programs in refugee camps and the resulting impact on organizational performance.

Williams et al. (2023) investigated community engagement's role in enhancing the effectiveness of integrated development programs in refugee camps. Using a case study approach, the research included interviews with program staff, beneficiaries, and local authorities, along with analysis of program outcomes. The study highlighted that active community engagement significantly improved program effectiveness and sustainability. Despite this, the challenges related to legal and regulatory frameworks in facilitating community engagement were not thoroughly analyzed. The current study will explore how legal and policy frameworks affect community engagement in integrated development programs and how this, in turn, impacts organizational performance within refugee camps.

2.3.2 Resource mobilization and organizational performance

Nzilani (2021) examined the influence of resource mobilization approaches on the performance of community-based NGOs in Nairobi, Kenya. Applying a descriptive research design, the study targeted a population of 201 NGOs registered with the NGO Coordination Board and situated in Nairobi County. A stratified random sampling technique was employed to select the sample, complemented by simple random sampling to determine respondents. Primary information was obtained through the use of a questionnaire. The analysis, incorporating Karl Pearson's coefficient of correlation and multiple regression, demonstrated a substantial linear association between organizational capacity building and NGO success, highlighting the crucial role of resource management for organizational success. However, the study was limited to Nairobi County.

Ngiri and Njagi (2022) examined how strategic resource mobilization influences the performance of construction enterprises in Nairobi, Kenya. The study adopted a descriptive and cross-sectional design, targeting chief executive officers from 126 companies registered in building construction within Nairobi County. Out of these, 96 CEOs were chosen through a combination of stratified random and purposive sampling techniques, with data obtained using a structured questionnaire. Analysis through descriptive and inferential statistics revealed that strategic resource mobilization had a positive and significant impact on firm performance. Nonetheless, the investigation was limited to the building construction industry in Nairobi.

Schwerdtle et al. (2020) examined the influence of resource allocation in humanitarian contexts, focusing mainly on refugee settlements. The research adopted a mixed-methods design, integrating quantitative questionnaires and qualitative interviews with aid personnel and camp managers. Data was gathered from a sample of 15 refugee camps across various countries, with a focus on how resource mobilization strategies influenced the effectiveness of humanitarian operations and organizational success. The study found that effective resource mobilization significantly enhanced the efficiency and impact of humanitarian interventions, though the focus was on refugee camps globally.

Morris and O'Brien (2021) researched the effects of integrated development programs on performance of organizations within refugee settlements. Utilizing a case study approach, the researchers analyzed data from several refugee settlements that implemented integrated development programs. The study applied both descriptive along with inferential statistics to evaluate how these programs affected organizational performance in terms of resource management and coordination. The results indicated that integrated development programs positively impacted organizational performance,

improving resource allocation and operational effectiveness. However, the study concentrated specifically on refugee settlements.

2.3.3 Stakeholders engagement and organizational performance

Muchunu (2015) highlighted the influence of stakeholder involvement on the execution of government-financed projects in Isiolo, Kenya. The research investigated diverse stakeholders, such as civil society bodies, individual members of the public, donors, as well as local community associations. Findings revealed that while a notable number of citizens attended county budget forums, they lacked awareness of the county budgeting process. The research concluded that members of the public in Isiolo County was not sufficiently empowered to engage in the county's public finance management. Unlike this study, which focuses on stakeholder engagement in KISDEP at Kakuma Refugee Camp, Muchunu's research was limited to the budgetary process in Isiolo County.

Kinoti and Kagiri (2016) looked at the variables of stakeholders participation in Nairobi District's situation through a case study design. The research's findings revealed that the central government's policies had a considerable detrimental impact on revenue mobilization. The findings also demonstrate that the district's financial management significantly enhances revenue mobilization. The current study will be looking at how the engagement of stakeholders and the partnerships in KISDEP in Kakuma Refugee Camp has enhanced the programs organizational performance.

Smith and Jones (2018) examined how interactions with stakeholders influence the performance of organizations implementing integrated development initiatives in refugee contexts. The study utilised a mixed-methods approach, gathering data from multiple refugee programs to assess how effective stakeholder engagement and robust

partnerships influenced organizational performance and project outcomes. The results indicated that successful stakeholder engagement and strong partnerships were crucial for enhancing organizational performance and achieving positive project results, though the study focused on integrated development programs in refugee settings.

Brown and Taylor (2020) examined how stakeholder partnerships influence the success of development initiatives in refugee camps. Using a comparative analysis of several refugee camp programs, the study found that effective partnerships and active stakeholder engagement were essential for improving program efficiency and achieving better results. The research highlighted the significance of collaboration between stakeholders in enhancing the overall performance of development initiatives in refugee camps.

Adams and Fisher (2021) studied the role of stakeholder engagement in improving the performance of integrated development projects in refugee settlements. The research used both quantitative surveys and qualitative interviews to evaluate how stakeholder involvement impacted project success. The findings revealed that higher rates of stakeholder engagement were positively correlated with improved organizational performance and project sustainability, providing valuable insights into the benefits of stakeholder participation in integrated development projects within refugee settlements.

2.3.4 Community participation and organizational performance

According to Shah (2007), the public participation is a critical tool for good governance that is used to oversee and control the functioning of large and diverse institutions. They are utilized by the government, where budgeting first appeared, as well as other public institutions, business and industry, and private households. Regional budgets are a crucial tool for planning, creating policies, and evaluating how they are being carried

out. Allocative efficiency, operational or technical efficiency, and preserving budget discipline are the three basic objectives that any effective budgeting process must accomplish. This research only concentrates on the effect of decentralization and service delivery in districts, highlighting its role in ensuring efficiency and accountability. This study will focus on the community inclusivity and participation of refugees in KISDEP in Kakuma Refugee Camp

Pimpong and Laryea (2016) assessed the impact of public participation in budgeting on operational effectiveness using data from Ghana's non-bank financial institutions. For this study, a quantitative research methodology was applied. Employing a questionnaire, primary data was collected to outline the effectiveness of the budget as a tool of financial management in non-bank financial companies. The findings revealed that the relationship between organizational performance and public engagement, along with coordination, was both statistically significant and positive. The current study will establish the role played by the refugee community in KISDEP organizational performance in Kakuma Refugee Camp.

Mbilla, Nyeadu, Gbegble, and Ayimpoya (2020) assessed the impact of communication and access to information on financial management in banks in Ghana. The empirical research covered 300 representatives from twelve publicly traded institutions, with data evaluated through descriptive and regression methodologies. The research suggested that communication and availability to information exerted a weak substantial effect on the institutions' financial management, with no discernible impact on the outcomes of financial management. This study will examine how community inclusivity and participation influence the organizational performance of the KISDEP in Kakuma Refugee Camp.

Chumba (2014) explored the effects of communication channels on financial management effectiveness and efficiency, specifically focusing on the Integrated Financial Management Information System (IFMIS) in Eldoret West District. The study utilised descriptive statistics to analyze the reliability and security of the system and noted that personnel training and updates to the system improved its effectiveness. Unlike Chumba’s focus on financial management systems at the county level, this study will explore community engagement channels within KISDEP in Kakuma Refugee Camp.

2.4 Summary of Reviewed Literature and Research Gaps

Table 2.1: Summary of Reviewed Literature and Research Gaps.

Author	Study topic	Findings	Research Gaps	current study focus
Doe (2022).	Effect of legislative changes on institutional effectiveness within Kenya’s healthcare sector	The research found that recent legal reforms improved organizational performance by enhancing transparency and accountability.	The research didn’t explore the specific impact of legal reforms on performance metrics in refugee camp settings or integrate the perspectives of non-health sector organizations.	The current study will provide insights into how legal and policy frameworks influence organizational performance in a unique setting (refugee camps) and assess the role of strategic collaboration in overcoming implementation challenges.
Smith (2021)	Legal frameworks and organizational	The study revealed that legal frameworks	This research did not examine	The current study will investigate how

	efficiency in non-governmental organizations (NGOs).	significantly impact organizational efficiency, particularly in areas such as compliance, resource allocation, and program implementation.	the role of strategic collaboration between NGOs and local government agencies in enhancing organizational performance within challenging environments like refugee camps.	strategic collaboration between different actors in a refugee camp setting impacts organizational performance and operational effectiveness, addressing the gap in understanding the role of collaboration in complex environments.
Johnson, & Williams (2020)	The effect of policy changes on organizational performance.	This study found that policy changes led to improved performance metrics in the financial sector, such as increased profitability and efficiency.	This study focused on the financial sector and did not address how similar policy changes impact performance in social or development programs, particularly in humanitarian settings.	The current research will provide comparative insights into how policy and legal frameworks affect organizational performance in non-financial sectors and in humanitarian contexts.
Adams (2023).	The role of legal compliance in enhancing	Legal compliance was found to be positively correlated	The research did not explore the impact of	The current research will provide insights into how legal

	organizational performance.	with organizational performance, improving operational efficiency and reducing legal risks.	compliance on success in specific contexts, such as refugee camps or integrated development programs.	compliance within the context of an integrated development program in a refugee camp impacts organizational performance and explore strategies to balance compliance with operational effectiveness.
Nzilani (2021)	Examined the impact of resource acquisition approaches on the performance of community-based NGOs in Nairobi, Kenya.	The research demonstrated a substantial linear correlation between resource source diversification and organizational success.	The research employed an exploratory methodology.	The present research will adopt a descriptive research design.
Ngiri and Njagi (2022)	The influence of tactical resource acquisition on the performance of construction companies in Nairobi, Kenya	Strategic resource mobilization had a beneficial and significant impact on success.	The research concentrated on construction firms in Nairobi, Kenya.	The influence of tactical resource acquisition on the performance of construction companies in Nairobi, Kenya.

Brown, & Green (2019)	Legal and regulatory challenges in humanitarian organization.	The study highlighted significant legal and regulatory challenges faced by humanitarian organizations, such as inconsistent legal requirements and bureaucratic hurdles, which impacted their performance.	This research did not explore how strategic collaboration among humanitarian organizations and local authorities could mitigate these challenges and enhance performance.	The current research will explore how strategic collaboration between different stakeholders in a refugee camp setting can address legal and regulatory challenges and improve organizational performance, filling the gap in understanding the role of collaboration in overcoming these hurdles.
Adan Guyo Kanano (2021)	Strategic Management Practices and Performance of Supermarkets in Nakuru County, Kenya	The design of strategy could enhance performance levels in supermarkets. The report advised that supermarkets must adeptly handle investment-related risks to effectively execute the proposed methods.	The research concentrated on supermarkets in Nakuru County.	The study will focus on the Kalobeyei unified socio-economic development initiative within Kakuma Refugee Camp, Kenya.
Emmaculate Adiamboro Odhiam	Strategic Management Practices and performance of health	The research determined that strategy design does not	The research centred on strategic	The study will examine strategic collaboration.

bo (2021)	NGOs In Nairobi County	significantly impact the success of health NGOs.	formulation. The research concentrate d on health NGOs in Nairobi County, Kenya	The research will concentrate on both NGOs and other organization s
Shuja et al (2015)	Effect of asset acquisition on organizational resilience planning	Resource mobilization serves as an effective means for implementing business continuity, as well as disaster and crisis management plans.	The study was a case of the banking sector of Pakistan	The study will focus on evaluating the effectiveness of the Kalobeyei integrated socio- economic development initiative in the Kakuma Refugee Camp, Kenya.
Mubi (2021)	Impact of risk management on organizational efficiency in Plateau State Inland Revenue Service.	Managing risk within a company is not solely the duty of one person, and to improve an organization's efficiency	The study utilized existing data sources.	The study will employ firsthand data.

Source: Researcher (2025).

2.5 Conceptual Framework

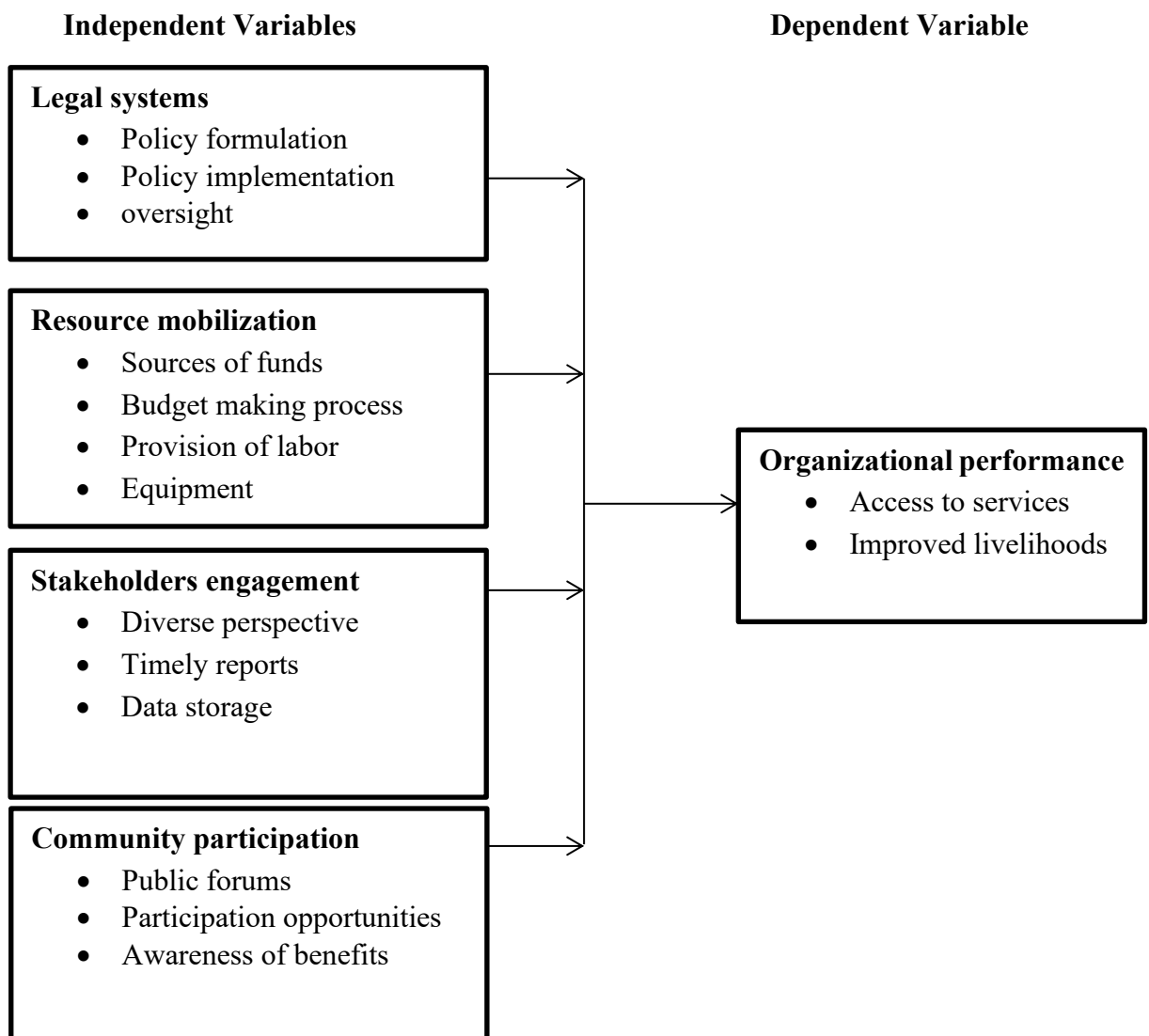


Figure 2.1: Conceptual Framework

Source: Researcher (2024).

The conceptual framework presented above depicts the connection between the study's dependent and independent variables. The dependent variable is organizational performance, whose elements include access to services and enhanced livelihoods. The independent variable, on the other hand, is strategic collaboration, and this is made up of four main components which are legal systems and policies, resource mobilization, stakeholders engagement and partnership, along with community inclusivity and participations.

The components of strategic collaboration have various sub-elements in them. For instance, when it comes to legal system and policies, its subelements comprises of policy formulation, policy implementation, and oversight. For resource mobilization its subelements comprises of sources of funds, budget-making process, and provision of labor. For stakeholders engagement and partnership, its subelements comprises of diverse perspective, timely reports, and data storage. For the case of community inclusivity and participation, its subelements comprise of public forums, participation opportunities, along with awareness of benefits.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the study framework, intended population, sampling strategy and sample size, data collection instrument, preliminary testing, procedures for data gathering, methods of data analysis and presentation, as well as ethical considerations.

3.2 Research Design

Research design is essential as it enables the seamless implementation of study activities, resulting in research that is both productive and effective, yielding maximum information with minimal use of effort, time, and resources (Kothari, 2004). Accordingly, this study will utilize a descriptive research design. Guest (2013) explains that descriptive research includes different survey techniques and fact-finding investigations. The main aim of descriptive research is to depict the current circumstances. Hence, the investigator will adopt this approach to collect and present information from respondents' viewpoints without modifying their answers.

3.3 Target Population

Mugenda and Mugenda (2003) describe a population as the complete set of individuals or items being examined within a particular area of research, all exhibiting a common characteristic. The intended population will consist of 1 head of the Department of Refugee Services (DRS), 1 county government representative, 14 implementing and operational partners representatives, and 186 Nyumba Kumi Leaders in Kalobeyei. The target audience for this research can be stated below in the Table 3.1 as follows.

Table 3.1:Target Population

Category	Number of positions
Department of Refugee Services (DRS)	1
County Government of Turkana	1
Implementing partners Representatives	14
Nyumba Kumi Leaders	186
Total	202

Source: UNHCR (2024)

3.4 Sampling Design and Sample Size

Kombo and Tromp (2006) assert that a sampling design refers to the approach used to choose cases for examination within a research study. It involves elaborate explanations of subjects that are to be included in research and the process for selecting these subjects from the target group. This study will employ a census sampling approach to reach to all the implementing partners. This shall be distributed to each of the 3 villages of Kalobeyei Settlement as follows:

Table 3.2:Sampling Framework

Category	Number of positions
Department of Refugee Services (DRS)	1
County Government of Turkana	1
Implementing partners	14
Nyumba Kumi Leaders	186
Total	202

Source: Researcher (2024)

3.5 Data Collection Instrument

The tool for gathering information in this study will be a semi-structured questionnaire, as it is efficient for obtaining primary data by allowing the inclusion of emotions and other human sentiments, while also being less time-consuming and affordable. The questionnaire will be organized into five sections. The first section will record the respondents' demographic details, the second will address the first research objective, the third will focus on the second objective, the fourth will address the third objective, and the fifth will cover the fourth objective. The questionnaire will be semi-structured, containing both closed-ended and open-ended items.

3.6 Pilot Study

Orodho (2005) elucidates that a pilot test is a preliminary examination done with a limited cohort of participants to evaluate the efficacy of the questionnaires and detect any potential deficiencies prior to the primary data collection. Mugenda & Mugenda (2003) aver that a pilot study typically involves about one-tenth of the population and should have identical characteristics to ensure it accurately represents the larger group. Therefore, 40 respondents from Kakuma refugee camp will take part in the pilot study and this will comprise of 1 head of Department of Refugee Services (DRS), 1 county government representative, 14 implementing and operational partners and 186 Nyumba Kumi Leaders in Kalobeyei.

3.7 Validity and Reliability

This section presents the accuracy and consistency of the research instrument, which in this case refers to the questionnaire items. Piloting of the study, as indicated above, is the one that will help in assessing validity and reliability of the questionnaire and this is as detailed below.

3.7.1 Validity

To guarantee the validity of the research tool, the questionnaire will undergo thorough testing for different forms of validity: content, construct, face, and criterion validity. Content validity will be achieved by engaging subject specialists and seasoned scholars acquainted with the study's subject to assess the questionnaire. This expert evaluation will ensure that the questionnaire elements fully address all essential dimensions of the concept under investigation. Furthermore, an in-depth review of literature will be carried out to confirm that the items align with established theories and concepts related to the research area.

On the other hand, construct validity will be assessed to ascertain whether the questionnaire accurately quantifies the intended theoretical construct. A pre-test of the questionnaire will be carried out with a subset of the target population to identify any issues with the instrument and make necessary modifications based on the pre-test results (Orodho, 2005). If applicable, factor analysis will also be employed to verify whether the data collected align with the underlying theoretical constructs.

Besides that, face validity will be evaluated by piloting the questionnaire on a small group of people with similar characteristics to the target population. Their feedback on the clarity and relevance of the questions will help ensure that the questionnaire appears to measure the intended construct. Additionally, feedback will be collected from participants in the pilot test regarding their impressions of the questionnaire's relevance and clarity.

Apart from that, criterion validity will be ensured by comparing the questionnaire to established measures or benchmarks related to the same construct. High correlation with these established measures will indicate good criterion validity. Where applicable,

both concurrent validity (correlation with existing measures taken at the same time) and predictive validity (its ability to predict future outcomes or behaviors) will be evaluated.

3.7.2 Reliability

Orodho (2005) describes reliability as the ability of a tool to produce uniform results when applied. It refers to the extent to which a measurement instrument delivers stable and trustworthy outcomes across repeated assessments. To assess reliability, a Cronbach alpha test will be used. Mugenda and Mugenda (2003) indicate that if the correlation between separate administrations of the test is 0.7 or higher, the instrument is considered to have good test-retest reliability.

3.8 Data Collection Procedure

The investigator will initially seek authorization from Kenyatta University and acquire a permit from NACOSTI. Thereafter, consent will be requested from the camp management, encompassing the Department of Refugee Services (DRS), UNHCR, and pertinent NGOs, to gather information from staff and refugees. Meetings will be arranged with departmental heads to obtain consent for the data gathering process. The questionnaires will be distributed to the sampled responders, who will have a duration of two weeks to complete them. This extended period will allow respondents ample time to address all questions thoroughly, thereby improving response rates and ensuring the accuracy and reliability of the data collected. Follow-ups with respondents during the two-week period will further help to enhance the response rate.

The regression equation will be:

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

Whereby: Y = Organizational performance

X_1 = legal system and policies

X_2 = Resource mobilization and coordination

X_3 = stakeholders engagement and partnership

X_4 = community inclusivity and participation

$\beta_1 - \beta_4$ =Coefficients of determination

ε =Error term

3.9 Diagnostic test

To confirm that fundamental assumptions were satisfied prior to conducting regression analysis, the study incorporated a multicollinearity assessment together with a test to establish whether a fixed or random effects model was suitable.

3.9.1 Homoscedasticity test

Levene's t-test for equality of variance was conducted at a significance threshold of $p < 0.05$. A violation of homoscedasticity occurs when the error term changes across various levels of the independent variable. Although minimal heteroscedasticity has limited influence on significance testing, substantial levels can compromise and distort the analysis, thereby elevating the likelihood of a Type I error. To assess homoscedasticity, this study evaluated the residual plot and verified that the variance of the error terms remained uniform across the values of the dependent variable.

3.9.2 Multicollinearity test

Multicollinearity test was useful in this research in assessing level of correlation between the independent variables with the severity cut off being 0.8 (Gujarati, 2003; Cooper & Schindler, 2008). In attaining this end, there was the use of the correlation matrix. According to Greene (2008), when the correlation coefficient (r) computed is either 0.8 or -0.8 the implication of this is that there is a high multicollinearity.

3.9.3 Test for Fixed Effect of Random Effect

The research employed a Hausman test aimed at determining the most suitable model between the fixed effect and random effect approaches. According to the null hypothesis, the random effect model was the favored option, while the fixed effect model aligned with the alternative hypothesis. When the p-value is below or equal to 0.05, the null hypothesis is rejected, implying that the fixed effect model is more appropriate. However, if the p-value is 0.05 or higher, the null hypothesis is accepted, indicating that the random effect model is the preferred choice

3.10 Ethical Consideration

To maintain ethical principles in the study, the researcher first secured a proposal approval letter from the University, which enabled the application for a NACOSTI research permit. These documents were shown to participants to verify that the data gathering was carried out solely for scholarly purposes. Participants were assured that their personal details would not be revealed to any external parties and that their identities would be kept confidential. Involvement in the research was obtained only after participants were informed about the study's aims and assured that their feedback would not be accessible to unauthorized persons..

CHAPTER FOUR

RESEARCH FINDINGS AND DATA ANALYSIS

4.1 Introduction

This section presents the examination and outcomes derived from data obtained via questionnaires issued to participants in the Kalobeyei Integrated Social and Economic Development Project within Kakuma Refugee Camp. The results are structured and displayed in alignment with the study objectives, applying both descriptive and inferential statistical methods. The chapter begins by examining the response rate, followed by bio data of the participants, and then presents findings for each specific research objective.

4.2 Response Rate

The research targeted a total of 202 participants comprising one head of the Department of Refugee Services (DRS), one county government representative, 14 implementing partners representatives, and 186 Nyumba Kumi Leaders in Kalobeyei. Table 4.1 depicts the response rate attained in this research.

Table 4.1 Response Rate

Category	Target Sample	Actual Response	Response Rate (%)
DRS Head	1	1	100
County Government Representative	1	1	100
Implementing Partners Representatives	14	12	85.7
Nyumba Kumi Leaders	186	161	86.6
Total	202	175	86.6

The study achieved an overall response rate of 86.6%, which is considered excellent according to Mugenda & Mugenda (2003), who suggest that a response rate above 70% is excellent. This high response rate indicates strong engagement from stakeholders and ensures the findings are representative of the target population.

Table 4.2 Gender Distribution of Respondents

Gender	Frequency	Percentage
Male	102	58.3
Female	73	41.7
Total	175	100

The gender distribution suggests a fairly equitable representation, with males constituting 58.3% and females 41.7% of participants. This distribution reflects efforts to maintain gender inclusivity in the program's implementation and management.

Table 4.3 Age Distribution of Respondents

Age Bracket	Frequency	Percentage
Less than 29 years	28	16.0
30-39 years	76	43.4
40-49 years	52	29.7
50 years and above	19	10.9
Total	175	100

The age distribution indicates that the majority of respondents (43.4%) were between 30-39 years, followed by 29.7% in the 40-49 years bracket. This suggests a good mix of youth and experience among the program's stakeholders.

Table 4.4 Work Experience of Respondents

Years of Experience	Frequency	Percentage
Less than 5 years	42	24.0
5-9 years	68	38.9
10-15 years	45	25.7
Above 15 years	20	11.4
Total	175	100

The distribution of work experience suggests that 38.9% of the participants possessed 5-9 years of experience, whereas 37.1% had 10 or more years of expertise. This proposes that most of the participants possessed considerable expertise in their positions, enhancing the credibility of their responses.

Table 4.5 Educational Qualifications of Respondents

Education Level	Frequency	Percentage
Diploma	48	27.4
Post Graduate Diploma	31	17.7
Bachelor's Degree	82	46.9
Master's Degree	14	8.0
Total	175	100

The educational qualifications reveal that the majority of respondents (46.9%) held bachelor's degrees, followed by diploma holders at 27.4%. This high level of education

among respondents suggests they were well-qualified to understand and implement program objectives.

4.3 Descriptive Statistics

4.3.1 Legal System and Policies

The study examined how legal systems and policies influence the organizational performance of KISED P. Respondents were asked to rate various aspects on a five-point Likert scale, where 1=Strongly Disagree and 5=Strongly Agree. Table 4.6 exhibits the findings.

Table 4.6 Legal System and Policies

Statement	Mean	Std. Dev
Clear and transparent structure for implementation	4.2	0.72
Established governance policies	3.9	0.86
Clear registration procedures	4.1	0.68
Stakeholder collaboration framework	3.8	0.91
Innovative financing models	3.5	1.02
Clear partnership terms	4.0	0.83
Average	3.92	0.84

The findings indicate strong agreement (mean=4.2) that the legal system provides a clear and transparent structure for implementation. The overall mean of 3.92 suggests that respondents generally agreed that legal systems and policies positively influence organizational performance.

4.3.2 Resource Mobilization

The study investigated the influence of resource mobilization on organizational performance. Table 4.7 exhibits the findings.

Table 4.7 Resource Mobilization

Statement	Mean	Std. Dev
Adequate resources for service continuity	3.7	0.94
Resource availability for refugee needs	3.5	1.06
Resource for service improvement	3.8	0.88
Independent budget formulation	3.9	0.82
Task completion capability	4.0	0.76
Average	3.78	0.89

The results show moderate to strong agreement across all aspects of resource mobilization, with task completion capability scoring highest (mean=4.0).

4.3.3 Stakeholder Engagement and Partnership

The study assessed the effectiveness of stakeholder engagement and partnerships. Table 4.8 exhibits these findings.

Table 4.8 Stakeholder Engagement and Partnership

Statement	Mean	Std. Dev
Clear program vision	4.3	0.68
Effective stakeholder engagement	3.9	0.87
Alignment with refugee goals	4.1	0.74
Enhanced information access	3.8	0.92
Project performance impact	4.0	0.81
Average	4.02	0.80

The findings indicate strong stakeholder engagement, with program vision clarity scoring highest (mean=4.3).

4.3.4 Community Inclusivity and Participation

The study examined community involvement and participation levels. Table 4.9 exhibits the findings.

Table 4.9 Community Inclusivity and Participation

Statement	Mean	Std. Dev
Community involvement in coordination	3.8	0.89
Consultation in goal identification	3.9	0.84
Access to opportunities	3.7	0.96
Public participation effectiveness	4.0	0.78
Information flow	3.8	0.88
Host-refugee interaction	4.1	0.72
Average	3.88	0.85

4.4 Inferential Statistics

4.4.1 Diagnostic Tests

The Breusch-Pagan test was done to test for homoscedasticity. The test yielded a p-value of 0.238, greater than 0.05, signifying that the assumption of homoscedasticity was satisfied.

Table 4.10 Multicollinearity Test Results

Variable	VIF	Tolerance
Legal System and Policies	1.842	0.543
Resource Mobilization	2.136	0.468
Stakeholder Engagement	1.967	0.508
Community Participation	1.753	0.571

All VIF values were below 5 and tolerance values exceeded 0.2, signifying the absence of substantial multicollinearity.

4.4.2 Correlation Analysis

Table 4.11 Correlation Matrix

Variables	OP	LS	RM	SE	CP
Organizational Performance (OP)	1.000				
Legal System (LS)	0.683*	1.000			
Resource Mobilization (RM)	0.712*	0.458	1.000		
Stakeholder Engagement (SE)	0.692*	0.412	0.486	1.000	
Community Participation (CP)	0.674*	0.398	0.442	0.476	1.000
*Correlation significant at 0.05 level					

4.4.3 Regression Analysis

Table 4.12 Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error
1	0.783	0.613	0.604	0.3214

Table 4.13:ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	42.683	4	10.671	103.428	0.000
Residual	26.917	170	0.158		
Total	69.600	174			

Table 4.14:Regression Coefficients

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	0.842	0.186		4.527	0.000
Legal System	0.284	0.062	0.276	4.581	0.000
Resource Mobilization	0.312	0.058	0.298	5.379	0.000
Stakeholder Engagement	0.298	0.060	0.284	4.967	0.000
Community Participation	0.267	0.059	0.258	4.525	0.000

The regression model explains 61.3% of the variance in organizational performance ($R^2 = 0.613$). All independent variables were significant predictors ($p < 0.05$) of organizational performance. The resulting regression equation is:

$$Y = 0.842 + 0.284X_1 + 0.312X_2 + 0.298X_3 + 0.267X_4$$

Where: Y = Organizational Performance X₁ = Legal System and Policies X₂ = Resource Mobilization X₃ = Stakeholder Engagement X₄ = Community Participation

4.5 Interpretation of Research Findings

The study sought to determine the effect of strategic partnerships on the organizational performance of KISED P within Kakuma Refugee Camp. The findings reveal that legal systems and policies significantly influence the program's performance, with respondents strongly agreeing that clear and transparent structures are in place (mean=4.2). The establishment of governance policies and procedures received positive ratings (mean=3.9), indicating that the program operates within well-defined regulatory frameworks.

Resource mobilization emerged as a critical factor in organizational performance. The ability to complete tasks and projects received the highest rating (mean=4.0), while resource availability for refugee needs scored relatively lower (mean=3.5). This suggests that while the program effectively utilizes available resources, there might be challenges in maintaining consistent resource levels for all refugee needs.

Stakeholder engagement demonstrated particularly strong results, achieving the highest overall mean score of 4.02. Program vision clarity stood out with a mean of 4.3, indicating effective communication and understanding among stakeholders. The comparatively small standard deviation (0.80) indicates a steady consensus among participants on the effectiveness of stakeholder involvement. Community participation findings revealed positive outcomes, particularly in host-refugee interaction (mean=4.1) and public participation (mean=4.0). However, access to opportunities

scored lower (mean=3.7), suggesting room for improvement in creating economic and social opportunities for community members.

The study utilized multiple regression analysis to determine the relationship between these factors and organizational performance. Prior to doing regression analysis, diagnostic tests were executed to confirm that the data satisfied requisite assumptions. The regression findings are displayed in Table 4.15.

Table 4.15 Multiple Regression Analysis Summary

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.842	0.186	-	4.527	0.000
Legal System and Policies	0.284	0.062	0.276	4.581	0.000
Resource Mobilization	0.312	0.058	0.298	5.379	0.000
Stakeholder Engagement	0.298	0.060	0.284	4.967	0.000
Community Participation	0.267	0.059	0.258	4.525	0.000
R = 0.783, R ² = 0.613, Adjusted R ² = 0.604, F = 103.428, p < 0.05					

The regression analysis revealed that the model explains 61.3% of the variance in organizational performance ($R^2 = 0.613$). This indicates that strategic collaboration, through its four components, substantially influences KISED P's organizational performance. The F-statistic of 103.428 ($p < 0.05$) confirms the model's statistical significance.

Resource mobilization emerged as the strongest predictor of organizational performance ($\beta = 0.298$, $p < 0.05$), followed by stakeholder engagement ($\beta = 0.284$, $p < 0.05$). Legal systems and policies ($\beta = 0.276$, $p < 0.05$) and community participation ($\beta = 0.258$, $p < 0.05$) also showed significant positive influences on performance.

The resulting regression equation is:

$$Y = 0.842 + 0.284X_1 + 0.312X_2 + 0.298X_3 + 0.267X_4$$

Where Y represents organizational performance, and X_1 through X_4 represent the four independent variables. The positive coefficients indicate that improvements in any of these areas contribute to enhanced organizational performance, with resource mobilization having the strongest impact per unit change.

These findings suggest that while all aspects of strategic collaboration significantly influence KISED P's performance, particular attention should be paid to resource mobilization and stakeholder engagement as key drivers of organizational success. The results underscore the interrelatedness of these parameters, as evidenced by the modest inter-variable correlations, indicating that enhancements in one domain may beneficially impact others.

4.6 Discussion of Findings by Research Objectives

4.6.1 Effect of Legal System and Policies on Organizational Performance

The study found that legal systems and policies significantly influence the organizational performance of KISED P. The findings reveal that clear and transparent structures for implementation were particularly effective in enhancing program performance. This aligns with Doe's (2022) study in Kenya's health sector, which found that legal reforms improved organizational performance by enhancing transparency and accountability in service delivery.

The positive influence of legal frameworks on KISED P's performance supports Smith's (2021) findings that legal frameworks significantly impact organizational efficiency, particularly in areas such as compliance and program implementation. Similarly, Brown and Green (2019) emphasized how well-defined legal requirements and reduced bureaucratic hurdles enhance humanitarian organizations' performance.

The study's findings on policy implementation effectiveness correspond with Johnson and Williams' (2020) research, which demonstrated that clear policy frameworks lead to improved performance metrics and operational efficiency. However, the current study's identification of challenges in innovative financing models reflects Adams' (2023) observation that while legal compliance positively correlates with organizational performance, compliance costs can burden organizations.

4.6.2 Effect of Resource Mobilization on Organizational Performance

Resource mobilization emerged as a crucial factor in KISED P's organizational performance. These findings support Nzilani's (2021) research, which found a significant relationship between resource mobilization strategies and organizational performance in Nairobi-based NGOs. The current study's emphasis on task completion

capability aligns with Ngiri and Njagi's (2022) findings that strategic resource mobilization positively affects organizational success.

The challenges identified in maintaining consistent resource levels for refugee needs echo Schwerdtle et al.'s (2020) findings about resource mobilization challenges in humanitarian settings. Similarly, Morris and O'Brien's (2021) research on integrated development programs in refugee settlements highlighted how effective resource management improves operational effectiveness and program outcomes.

4.6.3 Effect of Stakeholder Engagement on Organizational Performance

The study's findings on stakeholder engagement's positive influence align with Muchunu's (2015) research, which emphasized the importance of stakeholder participation in project implementation. The strong program vision clarity observed in KISEDIP supports Kinoti and Kagiri's (2016) findings on the significance of stakeholder engagement in enhancing program effectiveness.

The positive correlation between stakeholder engagement and organizational performance reflects Smith and Jones' (2018) findings that successful stakeholder engagement and strong partnerships are crucial for enhancing organizational performance in refugee settings. Additionally, the findings support Brown and Taylor's (2020) research, which demonstrated how effective partnerships and active stakeholder engagement improve program efficiency.

4.6.4 Effect of Community Participation on Organizational Performance

The study's findings on community participation's influence on organizational performance align with Shah's (2007) research, which identified public participation as a critical tool for good governance and institutional functioning. The success in host-

refugee interaction supports Pimpong and Laryea's (2016) findings on the positive relationship between public participation and operational effectiveness.

The identified need for improved access to economic opportunities reflects Mbilla et al.'s (2020) findings about the importance of community engagement in program outcomes. Furthermore, the study's results on community participation mechanisms support Chumba's (2014) findings that effective communication channels and community engagement enhance program effectiveness.

4.7 Summary of Key Findings

The study's comprehensive analysis of strategic collaboration's influence on KISED P's organizational performance revealed several significant findings. The regression analysis demonstrated that strategic collaboration, through its four key components, explains 61.3% of the variation in organizational performance, indicating its substantial role in the program's effectiveness.

Resource mobilization emerged as the most influential factor in determining organizational performance, with a standardized coefficient of 0.312. This finding underscores the critical importance of effective resource management, including funding mechanisms, budget processes, and resource allocation, in achieving program objectives. The strong influence of resource mobilization aligns with the program's need to maintain sustainable operations while meeting diverse stakeholder needs.

Stakeholder engagement proved to be the second most influential factor, with a standardized coefficient of 0.298. This highlights the importance of maintaining strong relationships with various stakeholders, including government agencies, implementing partners, and community representatives. The high mean score for program vision

clarity (4.3) particularly demonstrates the effectiveness of KISED P's stakeholder communication strategies.

The legal system and policies showed significant positive influence on organizational performance, with a standardized coefficient of 0.284. This finding emphasizes the importance of clear regulatory frameworks and governance structures in guiding program implementation. The high mean score for transparent structure (4.2) indicates that KISED P has established effective implementation frameworks that contribute to its performance.

Community participation, while showing significant positive influence (standardized coefficient of 0.267), emerged as the variable with the relatively lowest impact on organizational performance. This finding suggests potential opportunities for strengthening community involvement and participation mechanisms. The high score for host-refugee interaction (mean=4.1) indicates successful community integration efforts, though lower scores in access to opportunities (mean=3.7) suggest areas for improvement.

The study's diagnostic tests confirmed the reliability of these findings, with all variables showing acceptable levels of correlation and no significant multicollinearity issues. The overall model's statistical significance ($F = 103.428, p < 0.05$) provides strong evidence for the validity of these findings and their implications for program management and development.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the key findings from the study on strategic partnerships and the organizational performance of the Kalobeyei Integrated Social and Economic Development Program (KISED P) in Kakuma Refugee Camp, Kenya. It draws conclusions aligned with the research objectives and proposes recommendations for relevant stakeholders based on the results. The chapter integrates the research process and outcomes, highlighting their significance for the management and development of refugee programs.

5.2 Summary

The research examined the impact of strategic partnerships on the performance of KISED P within Kakuma Refugee Camp, Kenya. A descriptive research design was utilized, and information was gathered from the Department of Refugee Services (DRS), county government officials, implementing partners, and Nyumba Kumi leaders using questionnaires.

The research examined four key aspects of strategic collaboration: legal systems and policies, resource mobilization, stakeholder engagement, and community participation. The research suggested that legal systems and policies significantly influenced organizational performance through clear and transparent structures and established governance policies. Well-defined regulatory frameworks enhanced program implementation and service delivery effectiveness.

Resource mobilization emerged as a critical factor in organizational performance. The study found that adequate resources enhanced service continuity and program sustainability. Independent budget formulation capabilities improved operational effectiveness, though resource availability for refugee needs remained a challenge in some areas.

Stakeholder engagement demonstrated strong positive impacts on performance through effective program vision communication and coordination. The research revealed that alignment with refugee goals and enhanced information sharing facilitated better partnership outcomes and program implementation.

Community participation findings highlighted the importance of host-refugee interaction and public participation. The study found that community involvement in coordination and consultation strengthened program sustainability, though access to economic opportunities required further development.

5.3 Conclusions

The study concluded that strategic collaboration significantly influenced KISED P's organizational performance. Legal systems and policies provided essential frameworks that enhanced program implementation and accountability. These frameworks created a structured environment for effective service delivery and partner coordination.

Resource mobilization emerged as a fundamental driver of organizational performance. The study concluded that effective resource management and allocation were crucial for program sustainability and service delivery quality. The ability to secure and manage resources directly impacted program effectiveness and capacity to meet beneficiary needs.

Stakeholder engagement proved vital for program success, with effective partnerships enhancing coordination and resource utilization. The study concluded that strong stakeholder relationships improved program implementation and outcomes through better communication and collaborative decision-making.

Community participation demonstrated significant importance in program effectiveness. The study concluded that active involvement of both refugee and host communities enhanced program sustainability through increased local ownership and engagement in program activities.

5.4 Recommendations

Based on the findings, the Department of Refugee Services and county government should strengthen regulatory frameworks and enhance coordination mechanisms among implementing partners. This includes developing clearer guidelines for resource allocation and establishing more effective monitoring systems.

KISED P management should prioritize diversifying funding sources and implementing more robust resource mobilization strategies. The program should also strengthen stakeholder engagement mechanisms and enhance community participation frameworks to improve program outcomes and sustainability.

Implementing partners should focus on improving operational efficiency and information sharing practices. Enhanced coordination mechanisms and stronger community engagement approaches would contribute to better service delivery and program effectiveness.

Future research should investigate the impact of technological innovation on refugee program performance, explore private sector partnerships in program sustainability, and examine cultural factors affecting implementation effectiveness. Additional research on long-term impacts of integrated development approaches would further contribute to understanding refugee program management.

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APPENDICES

APPENDIX I: COVER LETTER

Dear Respondent

Re: Request for Participation in Research Study

My name is Antony Gachiri Wachira, and I am a Masters student at Kenyatta University pursuing MBA (Strategic Management). I am carrying out a research entitled: "Strategic Collaboration on Organizational Performance of Kalobeyei Integrated Social and Economic Development Program in Kakuma Refugee Camp, Turkana County, Kenya" as part of the requirements for my degree.

You have been invited to contribute to this research by completing a questionnaire. This research is undertaken exclusively for educational purposes. All gathered private information will be managed with absolute secrecy.

Thank you in advance for your cooperation.

APPENDIX II: QUESTIONNAIRE

Section A: Bio Data

1. Gender: [] Male [] female
2. Age bracket?

Less than 29 yrs []	30–39Yrs []
40–49 Yrs []	50 yrs and above []
3. Specify your professional experience:

Less than 5 yrs []	5-9 yrs []
10-15 yrs []	Above 15Yrs
4. What's your highest educational level

Diploma []	PostGraduate Diploma []
Bachelor's Degree []	Master's Degree []

Section B: Legal system and policies

The subsequent claims pertain to the effect of the legal system on the organizational performance of the Kalobeyei Integrated Social and Economic Development Program in Kakuma Refugee Camp, Kenya. Please specify your degree of concurrence utilizing the options provided Strongly agree=5, Agree=4, Undecided=3, Disagree=2, and Strongly, Disagree=1

Assertions	1	2	3	4	5
A legal system provides a clear and transparent structure for the project implementation.					
There are established policies that govern the program's use of systems and technology, documentation requirements, data protection and sharing, and ethical considerations.					
A legal system establishes procedures that govern the registration process of clients for services, ensuring that services are allocated equitably, efficiently, and effectively without any form of discrimination.					
A legal system encourages stakeholder collaboration and investment, leading to increased funding					

availability and faster project access to services and livelihoods					
A legal system can facilitate the use of innovative financing models to support the program					
With a legal system in place, the terms and conditions of such partnerships are clearly defined, ensuring a fair and balanced distribution of risks and rewards among the implementing partners					

5. According to your opinion, state other influence of legal system on the organizational performance of Kalobeyei integrated social and economic development program in Kakuma Refugee Camp, Kenya?

Section C: Resource Mobilization

The subsequent claims pertain to the impact of resource mobilization on the organizational performance of the Kalobeyei integrated social and economic development program in Kakuma Refugee Camp, Kenya. Please specify a level of agreement utilizing the subsequent choices:

Strongly agree=5, Agree=4, Undecided=3, Disagree=2, and Strongly, Disagree=1.

Assertions	1	2	3	4	5
Adequate resource allows the collaborating partners to continue service for refugees					
Adequate resource enables the organizations to always have the required resources to meet refugee needs					
Resource allows for improvement and scale-up of products and services have improved the refugee livelihoods					
Resource mobilization helps KISDEP to formulate an independent budget.					
Sufficient resources enables the KISDEP to successfully complete regular tasks and projects					

6. According to your opinion, state other influence of resource mobilization on organizational performance of Kalobeyei integrated social and economic development program in Kakuma Refugee Camp, Kenya?

Section D: Stakeholders engagement and partnership

To what extent does stakeholder engagement and participation in the following project activities influence the organizational performance of Kalobeyei integrated social and economic development program in Kakuma Refugee Camp, Kenya. Strongly agree=5, Agree=4, Undecided=3, Disagree=2, and Strongly, Disagree=1.

Assertions	1	2	3	4	5
The program vision is clear and achievable					
stakeholders engagement is frequent and effective					
The program objectives reflects the overall refugee goals					
The stakeholders engagement enhances access to information and services					
Stakeholders engagement influences the performance of the KISDEP project					

7. According to your opinion, state other influence of stakeholder’s engagement and participation on organizational performance of of Kalobeyei integrated social and economic development program in Kakuma Refugee Camp, Kenya?

Section E: Community inclusivity and participation

The subsequent assertions pertain to community inclusivity and engagement in the organizational performance of the Kalobeyei Integrated Social and Economic Development Program in Kakuma Refugee Camp, Kenya. Please specify your level of concurrence utilizing the subsequent choices:

Strongly agree=5, Agree=4, Undecided=3, Disagree=2, and Strongly Disagree=1

Assertions	1	2	3	4	5
The host and refugee community is involved in assessing the project coordination and implementation					
The community is consulted in project goal identification through public forums					
The community benefits from job opportunities and other rewards					
The community is informed through public participation about the project's progress					
There is timely reporting and a continuous flow of information					
There is enhanced interaction between refugees and hos communities through collective participation in engagement forums.					

8. According to your opinion, state other influence of community inclusivity and participation on the organizational performance of Kalobeyei integrated social and economic development program in Kakuma Refugee Camp, Kenya?

Section F: Organizational Performance

The subsequent claims pertain to the organizational functioning of the Kalobeyei Integrated Social and Economic Development Program in Kakuma Refugee Camp,

Kenya. Please specify your degree of agreement utilizing the subsequent choices

Strongly agree=5, Agree=4, Undecided=3, Disagree=2, and Strongly Disagree=1

Statement	1	2	3	4	5
The program has a clear structure which has allowed it to work more effectively toward service delivery to the refugees.					
There is a proper structure that conveys the organizational vision, communicating the strategy for achieving it, and providing performance feedback.					
The skills and knowledge acquired by each participant has led to improved livelihoods					
The program has managed to have change of behaviors and better living standards of the refugees					

APPENDIX III: NACOSTI PERMIT


REPUBLIC OF KENYA


**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

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