

**INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON
ORGANIZATIONAL PERFORMANCE OF NON-GOVERNMENTAL
ORGANIZATIONS IN NAIROBI COUNTY**

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**A Thesis Submitted to the School of Business and Economics in Partial Fulfillment
for the Conferment of a Degree of Master in Business Administration (Strategic
Management) of Kenya Methodist University**

October 2022

DECLARATION

I declare that this thesis is my original work and has not been presented in any other university

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DEDICATION

I dedicate this thesis to my entire family and friends for their support which has led to my success. May Almighty God bless you.

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ABSTRACT

Strategic management practices in the nonprofit sector are the same as in the for-profit sector. Some potential benefits that could be realized by a non-governmental organization (NGO) as a result of implementing strategic management practices include improved decision-making, enhanced organizational performance, greater clarity of purpose, and better alignment between the organization's activities and its goals. Strategic management practices bring considerable benefits not only to for-profit businesses and government but also to NGOs. NGOs in Kenya are facing challenges as a result of the dynamic environment. This therefore calls for evaluation of strategic management practices and further implementation. The study aimed to assess the influence of strategic management practices on the performance of NGOs in Nairobi County. Specifically, the study achieved the following research objectives; to examine the influence of situational analysis on the performance of Non-Governmental Organizations in Nairobi County; to examine the influence of strategy formulation on the performance of Non-Governmental Organizations in Nairobi County; to examine the influence of strategy implementation on the performance of Non-Governmental Organizations in Nairobi County and to examine the influence of strategy evaluation and control on the performance of Non-Governmental Organizations in Nairobi County. The study employed a descriptive research design. From the population of 1881 NGOs registered in Nairobi County, a sample of 100 NGOs were selected using stratified random sampling technique to select strategic managers from each NGOs within Nairobi County to participate in the study. Primary data were collected using a combination of closed-ended and open-ended questionnaires. The data was then processed so that the responses could be classified into distinct sets. The information obtained was primarily quantitative. Descriptive statistics were used to analyze the data. The investigator was able to explain the data and quantify its utility thanks to descriptive statistical tools like SPSS and Microsoft Excel. The data was displayed visually in the form of tables and figures. The study outcome revealed an existing positive and significant correlation between Situation Analysis Practice, Strategy Formulation Practice, Strategy Implementation Practice and Strategy Evaluation and Control Practice and the performance of NGOs in Nairobi County. This proves that, when Situation Analysis Practice, Strategy Formulation Practice, Strategy Implementation Practice and Strategy Evaluation and Control Practice are enhanced, the performance of NGOs in Nairobi County also greatly improves. The study therefore recommended that, Managers in non-governmental organizations (NGOs) should improve their organizations' performance through strategic management if they focus on fostering a culture of shared vision, cooperation, and empowerment. Company directors should investigate the link between strategy formulation and the strategic management methods that boost the efficiency of NGOs in Nairobi County. The study also recommended that top executives learn more about the link between strategy implementation and strategic management techniques in order to boost the efficiency of NGOs in Nairobi County.

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ABBREVIATIONS AND ACRONYMS

CEO	Chief Executive Officer
CLRM	Classical linear regression models
NACOSTI	National Commission for Science, Technology and Innovation
NGO	Non-Governmental Organization
OLQ	Ordinary Least Squares
SM	Strategic Management
SPSS	Statistical Package on Social Sciences
SPSS	Statistics is a statistical software suite
SWOT	Strengths, Weaknesses, Opportunities, and Threats
US	United State
VIF	Variance inflation factor

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In recent years, both the value of strategic thinking and the idea that strategic management may boost an organization's performance have come into wider recognition (Satyro & Giannetti, 2017). According to Prajogo (2016), a company's strategic management should evolve into a standard operating procedure and a single direction that directs the company's actions. It consists of the examinations, judgments, and actions taken by an organization in order to gain and keep a competitive advantage (Ozturk, 2020).

Strategic management refers to the process by which managers make decisions and take actions to plan, direct, and control the activities of the organization in order to achieve the organization's goals (Adobor, 2019). In this regard, strategic management is the set of decisions and actions resulting from the process of defining and achieving the organization's goals. Therefore, strategic management is a systematic, continuous and planned process that is based on strategic planning. Implementation and control of organizations. The purpose of strategic management is to ensure that the organization meets its goals and optimizes its performance.

Strategic management is a continuous process that is used by organizations to plan, implement and control their actions to achieve the goals set in the environment in which they operate (Thompson et al., 2020). Strategic management according to Chaibakhsh (2017) is a comprehensive, continuous and concerted effort of managers to achieve the goals of the organization. In this regard, the strategic management process includes four

steps: strategic planning, strategy implementation, strategy evaluation and strategy modification. The strategic management process is a continuous and dynamic process that is always performed by organizations to achieve the goals set in the operating environment

The role of strategic management in non-governmental organizations is to help them to establish and achieve their long-term goals (Fowler, 2016). It also helps NGOs to identify and respond to opportunities and threats in their external environment. Furthermore, strategic management provides NGOs with a framework for making decisions about how to allocate their resources in order to achieve their objectives (Fowler, 2016). There are a number of strategic management practices that can be adopted by NGOs in order to improve their performance. These include setting clear objectives, carrying out environmental scanning, engaging in stakeholder analysis, developing strategies, and implementing and monitoring these strategies (Abdel-Kader & Wadongo, 2018).

Some common strategic management practices that are often considered to be important in the NGO sector include developing a clear mission and vision, setting strategic goals and objectives, conducting stakeholder analysis and engagement, and performing regular monitoring and evaluation (Hansen, 2020). Having well-defined goals is crucial in strategic management (Guyen, 2020). In addition, they need to fit in with the overall goals and objectives of the organization. Once objectives have been set, the NGO can develop strategies to achieve them. Scanning the surrounding environment is a crucial part of strategic planning. This entails keeping an eye on the outside world for potential benefits and dangers that could have an effect on the NGO. Non-governmental organizations (NGOs) need to keep tabs on the world around them so that they can adapt their methods accordingly (Cofrancesco, 2016).

Stakeholder analysis is another key aspect of strategic management (Jaleha, & Machuki, 2018). This involves identifying and assessing the interests and needs of different stakeholders. It is important for NGOs to understand the different stakeholders so that they can develop strategies that are responsive to their needs. Once objectives have been set and the external environment has been scanned, NGOs need to develop strategies to achieve their objectives. Strategies should be aligned with the NGO's mission, vision and values. They should also be responsive to the opportunities and threats identified in the external environment (Lee & Griffith, 2019).

After strategies have been developed, it is important to implement and monitor them. Implementation involves putting the strategies into action. Monitoring involves tracking the progress of the NGO in relation to its objectives. It is important to make adjustments to the strategies if they are not working as planned (Masero, 2016).

NGO's, like for-profit enterprises and the government, can gain a lot by adopting strategic management practices (Meresa, 2019). Strategic management can have a major effect on non-governmental organizations (NGOs), and not just in terms of the money they bring in (Kohlmann & Gatermann, 2016). Companies that are more prepared to face the competition in today's global market are more likely to succeed than those that are not. Non-governmental organizations (NGOs) need to learn and implement strategies that will increase employee productivity if they are to achieve their goals. This is getting harder in today's business climate because of all the competition (Agussani, & Akrim, 2020).

In order to stay in business and compete in today's market, many companies employ strategic management strategies (Aboramadan & Borgonovi, 2016). Management activities

such as analyzing the current situation, developing a plan of action, putting that plan into action, and monitoring and adjusting the results are all examples of strategic management at work, bringing the company and its environment into harmony so that it can achieve its goals. Strategic management methods establish the overarching course for the organization (Meresa, 2019).

Strategic management approaches can't be implemented efficiently or sustainably without the growth of the many parties involved (Omsa et al., 2017). Their survivalist environmental beliefs and concerns are mirrored in their management strategies. Strategic planning can help non-governmental organizations (NGOs) build relationships with key constituencies, including potential funders, business allies, and government agencies (Omsa et al., 2017).

Strategic management is important for all businesses, but it is especially important for small businesses (Agwu, 2018). Small businesses often have limited resources and must carefully allocate those resources to maximize their chances of success. One common application of strategic management is in the area of marketing. Marketing managers use strategic management to develop marketing plans and strategies (Biteko & Ismail, 2020). They set objectives, such as increasing market share or increasing brand awareness, and then develop strategies to achieve those objectives. Another common application of strategic management is in the area of human resources (Chan et al., 2018).

Human resources managers use strategic management to develop plans and strategies for recruiting, training, and retaining employees. They set objectives, such as reducing turnover or increasing employee productivity, and then develop strategies to achieve those

objectives (Draugalis & Plaza, 2019). Operations managers also use strategic management to develop plans and strategies for optimizing production and operations. They set objectives, such as reducing costs or increasing efficiency, and then develop strategies to achieve those objectives. (Makanga & Paul, 2017).

As per Prajogo (2016), strategic management entails the formulation, execution, analysis, and assessment of non-functional choices that forward an organization's goals. There has been a true management revolution in NGOs in recent years as a result of the increased importance of strategic management techniques brought about by economic and societal changes (Durand et al., 2017). Strategic management is a method for directing an organization's efforts, improving resource allocation, reinforcing key choices, and maximizing productivity (Omsa et al., 2017). Strategic management is useful not only for for-profit corporations and governments, but also for non-profit organizations (D'Cruz, 2018). NGO work environments are notoriously difficult, risky, and financially unstable.

Organizations can deal with financing uncertainty, according to Adobor's (2019) research, if they engage in strategic management activities. For this reason, the lack of such a concept could be detrimental to the long-term financial sustainability of NGOs because it would lead to their being more focused on the here and now. D'Cruz (2018) argues that strategic management can have far-reaching effects for non-profits beyond the financial gains that may be made.

According to Amayreh's (2020) research, non-governmental organizations (NGOs) that make plans for the future improve not only their financial but also their social performance. As an added bonus, strategic management approaches may help NGOs not only make

better use of scarce resources, but also boost the efficiency and effectiveness of their programs and projects (Muriuki et al., 2017). Effective management lays the groundwork for expanding and improving NGOs' service delivery, lending credence to the idea that this could boost program results (Ogbechie, 2018).

NGO's are active all over the world and are responsible for a wide range of initiatives and operations. It's estimated that there are around 40 thousand persons working in foreign countries (Agwu, 2018). Over 65,000 nongovernmental organizations (NGOs) are officially recognized in Russia and China, with an additional 130,000 operating under the radar. More than half a million NGOs operate in India. Over a million American NGOs have registered with the US government (NGOs). More than 10.1 million representatives make up Africa's workforce, or around 7% of the continent's total (Lasserre, 2017).

There is a great need for NGOs to help expand networks, especially in rural areas (Sooducho-Pelc, 2015). There is a growing consensus that nongovernmental organizations (NGOs) are best suited to represent the interests of the population as a whole, and of its most vulnerable members, in advocating for their own needs (Hansen, 2017). When compared to the government, NGOs are better able to: address society's most pressing problems; develop effective strategies; and operate in far-flung places like Sub-Saharan Africa (Mumbe & Njuguna, 2019).

Many nongovernmental organizations (NGOs) have helped close the gap between the poor and the rich or the government by advocating for measures to end extreme poverty, protecting human rights, and gaining seats at the table in state agencies. They mediate and

act as catalysts in the strategic management process, and they are known for planting the seeds of new ideas (Frynas & Mellahi, 2015).

Non-governmental organizations (NGOs) in Tanzania and other nearby countries have consistently failed to impress due to a lack of buy-in from key stakeholders (Biteko & Ismail, 2020). This has prompted research into the potential reasons for NGOs' poor performance and strategies for improving their results. According to the findings, the lack of strategies is the main reason non-governmental organizations (NGOs) have such poor management and output.

In Kenya, The NGO sector in Kenya plays a vital role in supporting the government and communities in a variety of areas including education, health, environment, and poverty alleviation (Maina, 2018). In addition, NGOs provide critical services and support to vulnerable groups such as women, children, and the elderly (Muriuki *et al.*, 2017).

Many NGOs exist to fill the gaps that both the public and private sectors fail to particularly during periods of economic recessions, disease outbreaks and other humanitarian emergencies, agree that NGOs have been handy in promoting the economy, environmental outcomes, health and education of Kenyans (Njue & Ongoto, 2018). Many of Kenya's nongovernmental organizations (NGOs) receive funding and support from more well-known foreign groups; as a result, some of Kenya's NGOs engage in more methodical strategic management than they could otherwise.

Covid-19 in Relation to Performance of NGO's in Kenya

Covid-19 has wreaked havoc all across the world. The continuous pandemic is already affecting many facets of everyday lives, and the worldwide society will surely be

rearranged as a result. In the last few months, the new coronavirus has completely reshaped both economics and society. More than 430 million jobs were lost worldwide in the first two quarters of this year, leading the International Monetary Fund to label the situation a "crisis unlike any other" with "an uncertain recovery" and a "catastrophic impact" on the global labor market. The crisis exacerbated the problems the non-profit sector was already having with a shrinking civic space in many parts of Kenya and the world (Assessment, 2020).

A number of NGOs had to shut down since they could no longer operate without significant government support. The percentage almost certainly increased when the lockdown procedures were put into place at the end of March. The capacity of the non-profit sector to meet those demands is under strain, notwithstanding the heightened dangers to the underprivileged communities that NGOs generally serve.

Termination of NGO employees is indeed another impact of covid-19. This is being done to reduce expenditure of these organizations. Furloughing employees, enforcing paid yearly vacation, relocating employees to part-time hours, and terminating employees were among the measures implemented (Rashid et al., 2020). Many companies halted recruitment, postponed new hires by three months, or plan to minimize costs in the future. Others were considering making greater payroll cuts or laying off employees if the situation didn't improve.

The epidemic has added pressure to the already heavy workload of many nongovernmental organizations as they fight for survival and continued relevance in an increasingly competitive nonprofit sector. Competition is severe because of shifting fundraising norms,

such as corporations slashing CSR budgets in anticipation of a recession and individuals becoming more-thrifty in their giving (Amayreh, 2020).

However, the COVID-19 situation has also presented some chances. When Kenya implemented its lockdown measures, non-governmental organizations (NGOs) were among the first to undertake a quick digitalization process and consider relocating at least some of their operations online. The widespread adoption of digital resources and supplementary community services provided online as a result of the pandemic will undoubtedly affect the way NGOs function in the aftermath of the epidemic (Lohrke et al., 2021).

NGO Sector in Nairobi County

The 2020 census estimates a population of 4.73 million within Nairobi County's 684 square kilometers of land. In addition to being the seat of government, numerous national and international organizations have their primary offices in Nairobi, Kenya's capital and largest city (Kitonga, 2016). There are two main types of NGOs operating in the country, and they are defined by the place of their founding. In addition to the international NGOs, there are also national NGOs, which are sometimes referred to as "local" NGOs (Anunda, 2016). National nongovernmental organizations (NGOs) are those that have their roots in and are based entirely within a single country. The organizations may be classified as "local," but in most cases, they rely heavily on funding and support from outside the country (Gitonga, 2018).

There are international nongovernmental organizations (NGOs) in Kenya, but most of them are branches of larger organizations based elsewhere. However, there are also NGOs based in Kenya whose work extends beyond the borders of the country. Between 1997 and 2021,

the number of organizations in this sector that were formally registered in the country increased by almost 58%. At a rate of 500 new businesses annually, the sector has expanded rapidly since 2011 (Gaiku et al., 2016).

As of August 2013, a total of 6,075 NGOs in Kenya had been registered with the NGO Coordinating Board. In 2017, there were 1425 NGOs operating in Nairobi County; by 2019, the number had grown to 1574, and they worked in fields as diverse as disaster assistance, youth empowerment, economic empowerment, agriculture, social welfare, and health. Currently, according to NGO Coordination Board 2020, there are 1,881 registered NGOs in Nairobi County.

Performance of NGOs

The idea of an organization is a method of coordinating the allocation of time, energy, and money to achieve a certain set of goals in accordance with the group's stated beliefs and goals (Obegi & Kimutai, 2017). In order to achieve success, businesses must first provide value for their customers. This means that "organizational performance" is a term that encompasses not just the past, but also the present and the future. It's possible that elements other than financial gain, such as customer happiness, productivity, and expansion of the company's influence, should also be considered when assessing a company's success (Masero, 2016).

In order to assess how well an organization is performing, it is necessary to compare the latter to the former in the form of stated goals and objectives (Gitonga, 2018). Financial, market, and shareholder value are the three most commonly examined outcomes in business settings; production capacity performance is also included in some circumstances. Performance can also be measured by how happy customers are and how loyal employees

are to the company, as well as by the amount of money the company makes or how much of a surplus it has, as well as by how well it manages its expenses, the quality of its products, and the amount of money it wastes (Obegi & Kimutai, 2017).

Fundraising effectiveness, income growth, and expenditure effectiveness are all metrics that can be used to evaluate a nonprofit's success. The efficiency of a fundraising effort can be measured by dividing the amount raised by the amount spent on operations (Hurduzeu, 2015). The ability of the NGO's strategic leadership to attract the necessary money for organizational stability and program effectiveness is a key factor in the organization's financial performance, which is assessed by revenue growth. It also breaks down how much was spent on philanthropic activities and how much went toward program costs (D'Cruz, 2018).

In the end, the proportion of administrative costs to total costs is a measure of cost effectiveness. In order to improve the effectiveness of non-governmental organizations (NGOs), it is essential that they implement best-in-class strategic management methods. Strategic decision-making is hindered significantly by a lack of quantitative and qualitative evaluation measures (Serrat, 2017). The cornerstones of strategic management techniques include goal-setting and -accomplishment at the individual level, problem-solving based on analysis of obstacles to goal-attainment, and the implementation of solutions. Consequently, studies of strategic management techniques are grounded in an examination of the variation in company performance that contributes to the actualization of a firm's stated goals (Masero, 2016).

1.2 Statement of the Problem

In Kenya, most NGOs demonstrated their good performance through application of best strategic management practices. This includes proper and clear vision and mission, strategic plans, adequate and skilled human resource among other factors (Kenya NGOs Management Policy, 2015). According to Maina (2019), some NGOs have not been able demonstrate similar characteristics and are facing management related problems and some have been forced to shut down. Most of the NGOs in Kenya are facing challenges as a result of the dynamic environment (Maina, 2019). This therefore calls for evaluation of strategic management practices and further implement.

Several studies have been done strategic management practices for instance according to Meanwhile, Odera (2018) asserts that NGOs dealing with food insecurity have been ineffective in formulating and implementing strategies, and as a result, they have failed to improve food security levels among the poor. Yunis (2019) reported a strong relationship between strategic management and NGOs access to donor funds. Kihara (2017) asserts that strategic management practices are essential in improving performance of agricultural NGOs in Kenya while Wanjiru (2019) determined that strategic management practices are key to emergency response NGOs such as the Red Cross. Sang (2018) established that strategic management practices had improved performance of LAPFUND which is national mandated retirement benefits scheme. None of the aforementioned research has been able to establish a causal relationship between strategic management and the performance of NGOs in Nairobi County, Kenya. Therefore, the study sought to fill the gap by assessing the effect of strategic management practices on the performance of NGOs in Nairobi County, Kenya.

1.3 Objective of the Study

General Objective

The general objective of the study was to assess the influence of strategic management practices on the performance of NGOs in Nairobi County.

Specific Objectives

This study aimed to attain the following specific objectives:

- i. To examine the influence of Situation analysis on organizational performance of NGOs in Nairobi County.
- ii. To examine the influence of Strategy formulation on organizational performance of NGOs in Nairobi County.
- iii. To examine the influence of Strategy implementation on organizational performance of NGOs in Nairobi County.
- iv. To examine the influence of Strategy evaluation and control on organizational performance of NGOs in Nairobi County.

1.4 Research Hypothesis

The following hypotheses was tested;

- i. **H₀₁:** Situation Analysis has no significant effects on organizational performance of NGOs in Nairobi County.
- ii. **H₀₂:** Strategy Formulation has no significant effects on organizational performance of NGOs in Nairobi County.
- iii. **H₀₃:** Strategy Implementation has no significant effects on organizational performance of NGOs in Nairobi County.

- iv. **H04:** Strategy Evaluation and Control has no significant effects on organizational performance of NGOs in Nairobi County.

1.5 Significance of the Study

This section explains individuals, organizations, corporations which will benefit from strategic management practices and performance of NGOs in Kenya.

Strategic managers, who are the engines that propel non-governmental organizations, will find the study's conclusions important. The research's findings will allow them to assess their approaches and fill the voids in their non-governmental organizations. The findings of this study will help both corporate and private donors as well as individual volunteers assess the impact of the non-governmental organizations (NGOs) they support. The findings of this research will be useful for NGO workers since it will encourage them to develop long-term strategies for success. This research will help policymakers at the NGO bureau, NGO council, and the Kenyan government better understand how NGOs are managed in the country. In the end, this study will encourage the desire to conduct additional research among academics and researchers by providing them with new information.

1.6 Limitations of the Study

There were a number of issues that tried to prevent this research from being more comprehensive. Researchers encountered hostility and skepticism from respondents in some institutions. However, the researcher was able to reassure them that the study was conducted for academic purposes alone by providing a letter from the university. The research was also hampered by the participants who did not complete and return the

questionnaires. The respondents were contacted through phone, email, and in-person by the researcher. Kenya's Ministry of Health implemented strong precautions to safeguard its citizens from the Covid-19 outbreak, which restricted the research. The researcher followed the guidelines set forth by the Ministry of Health by keeping a formal distance from the respondents throughout the interview process.

1.7 Scope of the Study

This study focuses on NGOs in Nairobi County in Kenya to examine how strategic leadership practices impact the performance of Kenya's nonprofit sector. Even though there are numerous strategic management practices that affect NGOs' performance in Nairobi County, Kenya, this research focused on just four of them: situation analysis, strategy formulation, strategy implementation, and strategy evaluation. Strategic managers from a random selection of 100 non-governmental organizations (NGOs) in Nairobi County, Kenya were the only participants in the study. The year 2021 was chosen as the cutoff for the study's time frame. The research was carried out between the months of June and August of 2021.

1.8 Assumptions of the Study

The research focused-on NGOs registered in Nairobi County. The study assumes that the data collected is representative of the population being studied, that the data collected is accurate and reliable, and that the data collected can be used to answer the research question. This study also relied on the assumption that adequate resources would be made available to the researcher in order to complete the study and contact the respondents in a timely manner. Finally, respondents thought that CoV-19 pandemic regulations prevented them from taking part in the study.

1.9 Definition of Significant Terms

Financial Stability	Financial stability is the capacity of a financial system to absorb and correct for fluctuations in asset prices and other financial indicators that occur either naturally (as a result of market forces) or unexpectedly (as a result of major negative shocks) (Creel, et al., 2015).
Non-Governmental Organizations	Is a non-profit, voluntary group which is organized on a local, national or international level. Activities undertaken by NGOs include relief work, advocacy, and community development. NGOs are usually formed to provide a service or to advocate for a cause (Lewis, 2015).
Organizational Performance	Organizational Performance Management (OPM) is a systematic process that helps organizations improve their performance by setting clear goals, measuring progress, and taking corrective action. OPM is a continuous cycle that involves setting goals, measuring progress, taking corrective action, and repeating the cycle (Lewis, 2015).
Performance	Performance is a measure of how well an individual or system performs. It can be measured in terms of accuracy, speed, or other factors (Weir & Laing, 2002).
Situational Analysis	By doing a situational analysis, a company can determine what internal and external factors have an impact on its

ability to achieve its goals and objectives. The present state of affairs of the organization is taken into account in this study. For businesses, the value of situational analysis lies in its ability to improve decision-making regarding the best means of accomplishing their aims (Clarke, et al., 2015).

Strategic Control

A company's strategy is subject to strategic control, which entails constant evaluation and adjustment to maximize its effectiveness. Strategic control is the process of establishing performance targets, measuring actual results against those targets, and making adjustments as necessary. It's crucial for keeping a business on track and flexible enough to deal with environmental shifts .

Strategic Evaluation

Strategic evaluation is the process of assessing whether or not an organization's current strategy is achieving its desired objectives, and if not, what needs to be done to course correct. This evaluation involves analyzing both the internal and external factors that are impacting the organization's ability to succeed. The goal is to identify any areas where the current strategy needs to be tweaked or completely overhauled in order to improve results).

Strategic Management	Strategic management is the process of making decisions about an organization's direction and goals, and then implementing and monitoring the plans to achieve those goals (Thompson et al., 2020).
Strategic Management Practices	The term Strategic Management Practices refers to the actions and decisions that a company takes in order to achieve its goals. This includes setting objectives, developing strategies, and implementing policies and procedures (Thompson et al. 2020).
Strategy	Strategy is an action plan that is designed to achieve a specific goal. It is a plan of action that is formulated in order to achieve a desired outcome. A strategy is often designed to address a specific problem or challenge.
Strategy Formulation	Strategy formulation is the process of creating a business strategy. This process involves analyzing the internal and external environment of the company, identifying the company's strengths and weaknesses, and developing a plan of action to achieve the company's objectives (Adobor, 2019).
Strategy Implementation	Strategy implementation is the process that turns strategic plans into actions in order to achieve strategic objectives. It involves all activities that must be done to put the strategy into action (Chaffey, 2019).

Strategy Implementation

Strategy implementation is the process by which an organization puts its chosen strategy into action. This involves translating the chosen strategy into specific actions and tasks, and then assigning those tasks to individuals or groups within the organization. The goal of strategy implementation is to ensure that the organization's chosen strategy is executed effectively and efficiently, in order to achieve the desired results (Grossberg, 2016).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Theory and related empirical literature are discussed in this chapter. The conceptual framework is laid forth, and the relevant factors are highlighted. Also included in the study are the operational framework and a discussion of the research's gaps.

2.2 Theoretical Review

Theoretical frameworks are the integration of multiple theoretical perspectives into a single framework for the purpose of solving a specific research issue. This research relied on the competitive advantage theory, strategic fit theory, resource dependency theory, and stakeholder theory. These theoretical frameworks were chosen by the researcher because of their practical applicability to the study at hand.

Competitive Advantage Theory

In 1985, Michael Porter put forth his notion of competitive advantage. There are a few ways in which Competitive Advantage Theory could support NGO performance. For one, the theory posits that firms must develop a unique offering that meets the needs of their customers better than their competitors (Lohrk et al., 2021). This could mean that an NGO creates a program or service that is more effective than what other NGOs are offering. Additionally, the theory suggests that firms must continuously strive to improve their offerings and stay ahead of the competition. This could mean that an NGO is always looking for ways to improve its programs and services, and making sure that it is providing the best possible help to those it serves (Davicik & Sharma, 2016).

Competitive advantage is not only significant to profit making organizations. Research has shown that competitive advantage does not factor in NGOs in their concepts. This theory describes why organizations have to be competitive (Bel, 2018). NGOs have a lot of resources. Different NGOs have different resources employed differently. Funding also depends on the nature of the NGO and the number of projects run. The more the projects, the more the funding. There are different kind of resources for NGOs including human resource, improved technology, training experience, modified systems and structures, strategic plans (Jones et al., 2018).

NGOs can attain competitive advantage if they can be able to fully maximize on their skills in terms of specialization and in fundraising. NGOs can therefore be seen competitive if they can be sustainable in the long run (Bel, 2018). Sustainability in NGOs means that there is impact, the beneficiaries are implementing the program efficiently and that there's sufficient funding. Depending on the how long the project lasts, the program should be implemented even after exit (Bel, 2018). This theory evaluates both internal and external factors of the environment in which the NGOs operate (Davicik & Sharma, 2016).

The internal environment may include competitors in the same field competing in different spaces, almost 90% of the NGOs operating in Kenya are in the graduation space. All are competing to be able to attain the UN Goals. Michael Porter (2008) cited in Davcik and Sharma (2016) as the lead in this theory observes that the objective of maximizing profits is always key not forgetting competitive advantage.

Creating sustainable competitive advantage is obtained through positioning in the external market (Denrell & Powell, 2016). External environment in this case includes political, legal, economical, technological and social environments. Some researchers have

measured the performance of NGOs through image. NGOs performance leads to sustainability and competitive advantage. The image and the reputation of the NGO created rooms for creativity, innovation and attracted funding as well (Bel , 2018).

Porter (2008) cited in Jones, Harrison and Felps (2018) argues that the goal of strategic plans even in NGOs was not just for planning but also branding and competitiveness. Through the strategic plan, strategic managers are able to give guidance, educate and direct the organization towards its vision (Davis, 2017). Research has given evidence that most thriving NGOs had an implemented strategic plan where all staff in the organization were able to contextualize the strategic plan.

Whalen and Deacon (2016) commends that NGOs can be able to create a sustainable competitive advantage through marketing, communication, improved services and innovation. According to them, marketing and communication involves branding the company image by investing in the organization website. The website speaks a lot for the organization. Most NGOs don't invest in their websites, so it becomes difficult for donors to have any interest. What is always communicated in the website matter a lot. Innovation is always key in many NGOs and in their DNA (Denrell & Powell, 2016). Improving the services of NGOs requires a lot of innovation. Davis (2017) notes that an NGO is performing if it can be able to be competitive in the space. This theory therefore supports the variable, situational analysis on organizational performance of NGOs in Nairobi County.

Resource Dependency Theory

The theory originated in the 1970s by Jeffrey Pfeffer and Gerald R. According to Resource Dependency Theory, the more resources an NGO has at its disposal, the better it will be able to perform. This is because having more resources gives an NGO more power and influence, which in turn allows it to better achieve its goals. However, it is important to note that this is not always the case, as there are other factors that can affect an NGO's performance.

Reliance on the external resources influence the decision-making process of NGOs. Surviving in the NGO world does not only require internal resources, the involvement of the outside environment is key since most of the NGO's deal with the community. NGOs rely on the key stakeholders to assist them in identifying the beneficiaries during mapping. Examples of the stakeholders may include chief administrators, local chiefs, the commissioners, the village elders. (Roundy & Bayer, 2019).

It's through this theory that that we are able to learn the effect of the external environment on NGOs performance (Sherer et al., 2019). How well an NGO is able to attract the resources from the external environment depicts their survival in the space. The linkages with the external environment in terms of marketing and partnerships when applied effectively creates sustainability in the NGOs. Especially with the NGOs which are business related, most of them need to partner their beneficiaries with other profit-making organizations for them to get markets (Klein & Pereira, 2016).

According to Sherer et al. (2019), technical skills and knowledge is what senior managers could provide in their organizations to enhance performance. Ozturk (2020) further relates

those directors served to connect the NGOs with external environment by co-opting the resources needed for performance. It thus means that the directors are key elements in ensuring that the external factors are able to help achieve the organizations mission.

Resources such as specialized skills or expertise, technology, integration of programs is what enhanced performance of NGOs (Ozturk, 2020). Therefore, this theory supported the relevance of the directors in terms of information sourcing and coming up with networks for the success of the organization. In the same sense it was noted by Wang, Chen, Fang and Tian (2018) that both non-executive directors and executive directors were motivated in their roles as they see the community change and the impact, they bring to the entire society at large. This theory supports variable, influence of influence of Strategy evaluation and control on organizational performance of NGOs in Nairobi County.

Strategic Fit Theory

According to this theory, there are no specific strategic management practices that are specific to all NGOs. Each practice depends on the nature of the NGO as cited in (Majukwa, & Haddud, 2016). The proper integration and application of the strategic management practices depicts their effectiveness. This theory emphasizes on the fitness of strategic management practices to an NGO. These include the core values, policies and procedures. These practices must be able to ensure that the interests of both the staff and the beneficiaries are taken care of.

NGOs should always come up with strategic practices that best suit their needs in terms of how they operate (Eva et al. 2018). Several observations from researchers explain that the changes in the environment always force organizations to change their systems. In such

cases, the objectives of the organization may also change based on the environment. Situational leadership was seen to take place in such cases. Decisions were made based on the situation at hand (Shankar & Shepherd, 2019).

This theory is in line with this proposition that decisions were best made basing on the event. Other NGOs came up with modifies structures in order to enhance performance in their NGOs especially in uncertainty (Lux, 2016). The application of this theory assisted strategic managers to manage their scarce resources effectively to lower overhead costs and respond to the changing environment. Strategic managers were flexible in their roles (Prajogo, 2016). The adaptability in the external environment played a huge role on how their performance would be. It is with this reason that those managers and directors who failed to adopt to the changing environment led to shut done of many NGOs. NGOs should be able to integrate change in their strategic plans (Prajogo, 2016). The theory support variable on the influence of Strategy implementation on organizational performance of NGOs in Nairobi County.

Ansoff Strategic Success Theory

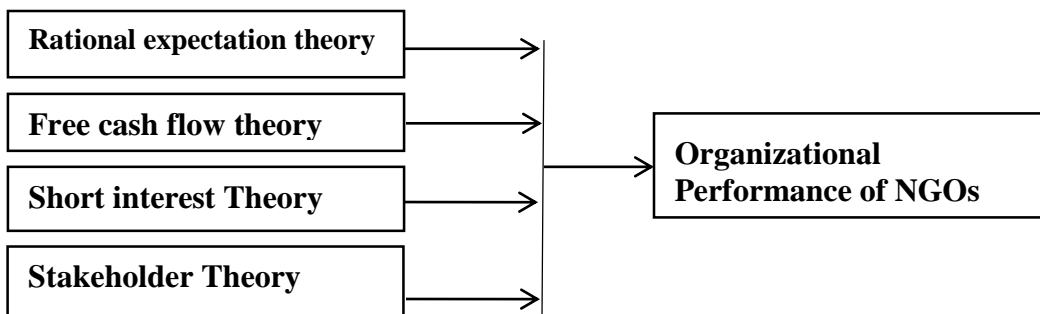
The Ansoff Strategic Success Theory is a framework for strategic planning that helps businesses choose which products and services to focus on. The Ansoff Matrix can help NGOs determine which growth strategy or combination of strategies is best suited for their current situation and their desired future situation. For example, an NGO that is looking to increase its impact in its existing markets may want to focus on market penetration or product development. An NGO that is looking to expand its reach to new markets may want to focus on market development or diversification. The Ansoff Matrix can also help

NGOs assess the risks associated with each growth strategy. For example, market penetration is typically (Guyen, 2020).

The theory provides a framework for identifying and achieving goals, as well as for assessing the risks and opportunities associated with each goal. The theory can be used to help NGOs to evaluate the risks and opportunities associated with each goal, Select the most appropriate course of action, implement their chosen strategy and monitor and adjust their strategy as necessary. This study benefits from Ansoff's theory of strategic success since it helps explain why and how evaluating and controlling a company's strategy affects the NGOs's performance.

Figure 2. 1

Theoretical Framework



Source: Author (2021)

2.3 Empirical Review

Nakano and Muniz (2018) state that an empirical review is a comprehensive study of previous works written on the same subject. Mead and Bower (2015) define an empirical literature review as an in-depth search of print media. It examines the research and writings of other academics on the same subject.

Situation analysis Practice on organizational performance

According to Gullickson and Clinton (2019) the goal of situation analysis for an NGO is to understand the organization's strengths and weaknesses, as well as the opportunities and threats that it faces. This understanding can help the NGO to develop strategies to achieve its goals. Some potential benefits that could be seen by non-governmental organizations include increased clarity and focus on organizational goals, improved communication and coordination among staff, and increased efficiency and effectiveness in achieving organizational objectives (Aboramadan, 2018). Additionally, situation analysis can help build capacity within an organization by providing a structured framework for planning and decision-making. Analyzing the context in which a plan will be implemented is a useful first step in building that foundation. It establishes a standard against which decisions can be made and helps set priorities (Gullickson & Clinton, 2019).

There are many ways in which practicing situation analysis can enhance the performance of NGOs. Perhaps the most obvious way is that it can help NGOs to identify potential problems and opportunities early on, and to develop strategies for dealing with them effectively (Fowler, 2016). Additionally, situation analysis can help NGOs to better understand the needs of their target populations and to tailor their programs and activities accordingly. Additionally, it can help NGOs to build stronger relationships with key stakeholders, and to develop a better understanding of the political, economic, and social contexts in which they operate. Ultimately, all of these factors can contribute to improved performance and impact for NGOs (Ebrahim, 2018).

Non-governmental organizations (NGOs) can greatly benefit from doing situation analyses (Bel, 2018). It can aid non-governmental organizations in taking stock of their operations,

determining areas where they can improve, and implementing those changes. Additionally, NGOs can use situation analysis to keep tabs on their development, evaluate their effectiveness, and pinpoint problem areas. Risks and benefits associated with the project and the organizations involved can be understood through the analysis of the communication process (Hallit et al., 2017). Considers the state of a company or an event as of a specific time and place. Sometimes this is done by conducting a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats), which looks at everything that could affect the project's outcome (Chan et al., 2018).

For NGOs, doing regular situation analyses has numerous useful outcomes (Bel, 2018). A better awareness of the current situation, the identification of areas of potential, and the creation of action plans to meet these opportunities can all contribute to enhanced organizational performance. Furthermore, scenario analysis can aid in reaching an agreement among stakeholders, enhancing internal communication and coordination, and optimizing the use of available resources. The situation analysis also aids in spotting threats and openings so that appropriate measures can be taken. The analysis also has the potential to aid in garnering community and key stakeholder support for the organization. Last but not least, a scenario analysis might yield useful information that can be used to boost the company's productivity as a whole (D'Cruz, 2018).

A deadly blow could be dealt to the project if communication activities were poorly planned and executed due to a misunderstanding of the conditions on the ground (Wünsche & Kamenicek, 2017). This can aid in pinpointing potential plan flaws, allowing for the creation of countermeasures before any lasting damage is done. Opportunities for strategic

alliances with groups of supportive stakeholders, and areas where further effort can be put toward developing these, will also be identified through the study (Choudhry et al., 2019).

The analysis can also be used to determine whether or not the organization already possesses the resources necessary to meet the needs of the communication plan before it is created (Mihalicza et al., 2018). Moreover, it helps to draw attention to places in the plan where adjustments may be necessary to accommodate the existing or evolving context. Keeping the analysis current might also reveal potential trouble spots in the execution strategy (Hallit et al., 2017).

The first step in developing a strategy is to identify and comprehend the strategy's overarching purpose and set of goals (Nakano & Muniz, 2018). This could mean nothing more than spreading the word to anybody who might be affected by the project's outcome, or it could involve setting concrete targets like informing a particular percentage of stakeholders, holding a certain number of meetings, or securing buy-in from key stakeholders. Multiple goals might be made for a communication endeavor, but it's crucial to make sure they're realistic (De-Kock & Pillay, 2017).

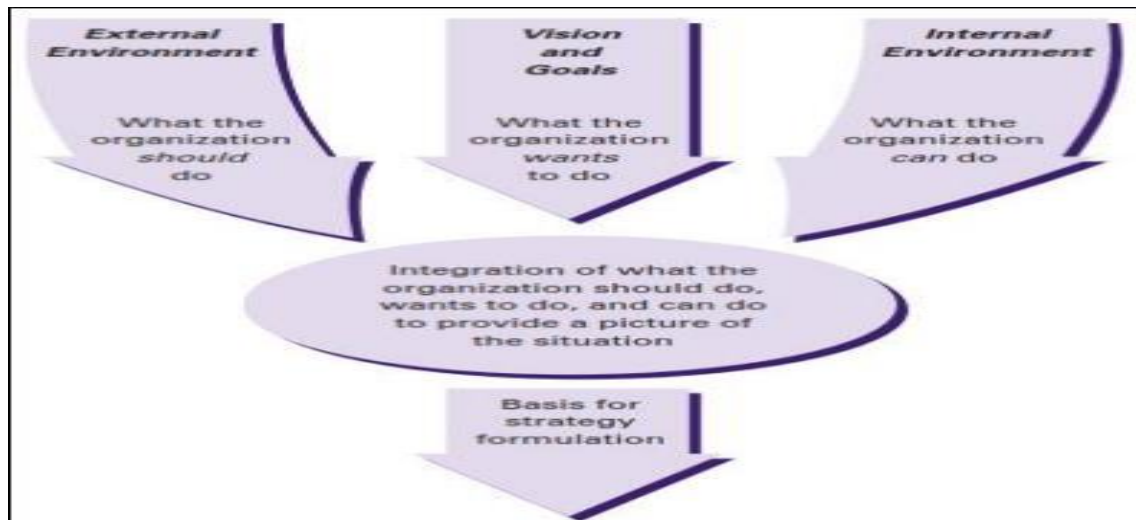
Planning the approach early (during the project's beginning phase) ensures that communication and participation are seamlessly integrated into the project's decision-making process, which is essential for a high level of public involvement (Hallit, et al., 2017). It's important to have a clear objective that doesn't leave too much room for interpretation. The goal's relevance to the decision-making process's participants will suffer if it's too broad. If the target is too general, the message will be diluted, and the results will be difficult to evaluate (Mansour & Esseku, 2017).

There are three different types of strategic thinking that work together to analyze and understand the situation: (1) analyzing the external environment, (2) analyzing the internal environment, and (3) developing or refining the organization's directed strategies. It is on the basis of the interplay and outcomes of these actions that strategy is formulated. There is no strategy without these three components (Swayne et al., 2016). Here, in Figure 2.2, we take a deeper look at these three interconnected strategic thinking and planning tasks. These factors represent the context in which the business operates and must be comprehended before a plan can be created.

What "the organization should do" is often dictated by factors outside of it. In other words, achieving success depends on being productive while doing the "correct" thing. The organizational resources, competences, and capacities also play a role in shaping the strategy, which is a representation of "what the company can do" (Mihalicza & Kuchenmüller, 2018). Last but not least, the directional tactics are the mission, the vision, and the values that everyone in a business shares. The directed strategies represent "what the organization intends to do" after much deliberation and study by senior leadership. Collectively, these factors constitute the most important input for designing a plan. They do not exist in isolation from one another but rather they intersect, influence, and shape one another (Swayne et al., 2016).

Figure 2. 2

Analyzing and Understanding the Situation



Source: Luthans, Hodgetts, & Thompson, 1990

Scenario analysis and audits, often known as the "where are we now?" method, can be used to assess a company's preparedness for potential opportunities and threats from the outside world (Yundayani, 2018). Thus, it is a method for assisting management in making a position choice in that setting on the basis of empirical evidence (Yundayani, 2018). A company's external environment includes a wide range of factors. It's been proposed that there are two main categories of environment: Micro and Macro environments. The Macro-environment includes elements like the societal, cultural, legal, economic, political, and technological contexts. Demographics, environmental concerns, and the pull of society at large are all included here.

Market structure, suppliers, customers, market trends, the general public, and competitors are all examples of elements of the micro-environment (Yundayani, 2018). An analysis of the internal setting, including the marketing mix (product, price, placement, and promotion) and service mix, is also crucial (people, process management, physical

evidence). Other metrics like sales, profits, market share, and customer loyalty are also taken into account during an internal environment analysis (Mansour & Esseku, 2017). When conducting an internal audit, a company looks at its own assets and provides advice on how to improve (Wünsche & Kamenicek, 2017).

Since the company has the most say over internal factors, it is in their best interest to mitigate the impact of any potential issues they may cause. Internal organizational capabilities are demonstrably the foundation for both product creation and strategic formation (Gullickson & Clinton, 2019). Every business may create a successful advertising strategy by analyzing the opportunities and challenges it faces in the external world as well as its own internal strengths and weaknesses. A total failure could result from insufficient awareness of internal and external resources (Cheng, 2015).

To grow and maintain Shloer in a changing marketplace, careful strategic planning of the company's marketing efforts is required. As shown, it is necessary to analyze not only the internal environment of the firm (which includes the variables over which management exerts influence) but also the exterior environment in which the firm works (which includes the factors over which management has no sway) (Stevenson, 2020). The SWOT analysis provides a framework for organizing and analyzing the gathered data in order to compare and contrast the environmental threats and opportunities facing the organization with the weaknesses and strengths of the company itself. By doing so, it may make the most of its assets, reduce the impact of its liabilities, seize opportunities as they come in the market, and limit the risks associated with any potential threats (Danielsdottir & Ingudottir, 2020).

Strategy Formulation Practice

There are a number of ways in which NGOs can improve their performance. One way is to develop a clear and concise strategy (Aboramadan, 2018). This strategy should be designed to help the NGO achieve its objectives and goals. The strategy should be designed to improve the efficiency and effectiveness of the NGO. Another way to improve the performance of NGOs is to develop a system of accountability. This system should be designed to hold the NGO accountable for its actions and results (Cypress, 2017). Having a well-formulated strategy can help an NGO to better focus its resources and efforts, and to better achieve its goals. Additionally, regular review and refinement of strategy can help an NGO to stay adaptable and responsive to changes in its operating environment, and to better anticipate and prepare for challenges (Davicik & Sharma, 2016).

Some potential benefits of effective strategy formulation for NGOs include improved programmatic effectiveness, more efficient use of resources, and greater impact on key stakeholders. Additionally, a well-developed strategy can help an NGO to better articulate its mission and goals, which can in turn lead to increased support from donors and other partners (Fowler, 2016).

A well-run NGO will carefully consider its options and develop a clear strategy that takes into account the resources and limitations (Gębczyńska, 2016). This can help the NGO to focus its efforts and make the most efficient use of its resources. A poorly run NGO, on the other hand, may develop a haphazard strategy that does not consider all of the available information (Jones et al., 2018). This can lead to wasted resources and poor performance. It can help to improve clarity of purpose and objectives, as well as providing a framework within which to make decisions. This can lead to more effective and efficient decision-

making, and ultimately to improved performance. Second, strategy formulation can help to ensure that resources are used in the most effective way possible, leading to better utilization of funds and other assets. Finally, formulating a clear strategy can help to build consensus within an organization, which can be vital to its success (Hansen, 2020).

Strategy formulation practice helps NGOs to better understand their strengths and weaknesses and how to best utilize their resources (Lowe, 2019). Strategy formulation practice also helps NGOs to identify opportunities and threats in their environment and how to best respond to them. Strategy formulation practice helps NGOs to develop clear goals and objectives and how to best achieve them. Finally, strategy formulation practice helps NGOs to develop and implement effective plans and programs that can improve their performance (Lagat & Frankwick, 2017).

Strategic formulation is the process of analyzing an organization's external and internal surroundings, deciding on a vision and purpose, formulating broad goals, devising and selecting general strategies to be pursued, and allocating resources to meet the organization's goals" (Malhotra et al., 2017). Organizational positioning can be achieved through the establishment of strategies that prioritize the allocation of resources towards predetermined objectives (Lohrke et al., 2021).

The responsibility for formulating the company's overall strategy falls on the shoulders of the executive team. Both the internal and external contexts need to be assessed before a strategy can be formulated (Cofrancesco, 2016). In order to successfully implement, monitor, and evaluate a strategy, it is crucial that the correct approach is created. If a company has a good strategy and does a good job of putting it into action, they will be successful (Malhotra et al., 2017).

Firms' ability to weather a volatile and complicated environment, especially in the short term, is bolstered by the strategic planning process, which helps them establish and sustain performance (Beyene et al., 2016). Karami (2016) argues that managers are crucial to the development of functional strategies, which have shorter time horizons but are necessary to realize corporate goals. Companies spend a lot of time crafting strategies that will help them improve their standing in the market (Gavrilova & Grinberg, 2018).

Formulating a company's strategy entails brainstorming, researching, and creating new plans (Cofrancesco, 2016). It is helpful to the strategy-making process to have a firm's strengths mapped out. Commonly, three tiers of an organization's structure are considered while developing a strategy: the operational, the competitive, and the corporate (Malhotra et al., 2017). The operational plans of a corporation are short-term and are linked to the HR, FP & A, MAR, and PRO divisions (Lohrke et al., 2021). Different departments will have different strategies. Human capital can be increased through several means, such as through the strategic hiring and training of people.

Strategies for competing successfully in a certain market or sector are known as "competitive strategies" (Cofrancesco, 2016). In order to develop a winning strategy, it is necessary to have a thorough understanding of the competition. The business should study its rivals to learn about their strategies and tactics and to gauge how strong they are (Karami, 2016). The corporation will be able to use this knowledge to formulate a plan to acquire an edge over its rivals. Company policies are planned well in advance and involve "determining the appropriate mix of businesses and the overall direction of the firm" (Al-Ali, 2020).

The corporate strategy may involve either a unified operation or the operation of multiple subsidiaries (Beyene et al., 2016). Using the company's strengths and weaknesses as a guide, strategy development is the process of developing a plan for dealing with opportunities and threats in the company's environment. Consists of articulating the company's purpose, outlining attainable goals, formulating strategies, and establishing policy standards. Next, we'll give a more in-depth introduction (Karami, 2016).

According to research conducted by Cofrancesco (2016), the term "strategic choice" is used to describe the process by which a company choose one strategy above another in order to achieve its goals. This entails focusing on a select few strategy possibilities after having narrowed the field (Köseoglu et al., 2020). This is achieved by using the selection factors as a map, assessing current options in light of predetermined criteria, and then settling on an actionable approach. Moreover, given that there will always be a wide variety of possible methods, it is prudent to employ a methodical, data-driven approach to selecting the optimal one (Karami, 2016).

Consequently, the design of a strategy includes a situational analysis that aims to assess the external and internal environment of the organization in order to determine the SWOT. The purpose of this exercise is to determine the strengths and weaknesses of potential strategic options open to the organization as it strives to fulfill its mission. Three types of connected contexts, according to Bowen, Appiah, and Okafor (2020). The most immediate context in which a business operates is included, as well as the broader macro environment (Gavrilova & Grinberg, 2018).

A company's strengths and weaknesses are evaluated as part of the strategic management process during internal analysis. An organization's competitive edge is built and maintained

by the pursuit of quality, greater efficiency, innovation, and responsiveness to customers (Al-Ali, 2020). In order to effectively respond to the external forces of change and secure its place into the future, commercial banks, as shown by Karami (2016), conduct an internal and external scan of their functional environment.

In addition, organizations do this type of scan so that they may better anticipate challenges, identify potential dangers and openings, and strengthen both their long-term and short-term strategies (Gavrilova & Grinberg, 2018). According to Engert and Baumgartner (2016), there are six main steps involved in formulating a company's strategy: identifying its goals, assessing its external environment, establishing quantitative targets, establishing departments to be responsible for achieving those goals in accordance with divisional plans, evaluating its performance, and selecting a strategy.

Having weighed the firm's objectives, resources, capabilities, and potential, as well as the external opportunities now available, this phase of strategy creation culminates in the selection of the optimal and best strategy (Penco et al., 2019). Typically, at this juncture, businesses will be concentrating on the completion of long-term objectives. Major attention will be paid to how the institution is impacted by external factors and how the organization's weaknesses compare to its strengths (Gavrilova & Grinberg, 2018).

Strategy implementation practice on Performance of NGOs

Allocating resources to back the selected strategies is what Aboramadan and Borgonovi (2016) call "strategy implementation." Several management tasks are involved in the process to implement the strategy, set up strategic controls to track progress, and reach the desired outcomes for the organization. Strategy implementation, as defined by Aboramadan (2018), is the "doing" phase of strategic management.

Strategy implementation, as defined by Lagat and Frankwick (2017), consists of a chain of subsidiary operations, primarily administrative in nature, whose goal is to establish how an organization's resources should be mobilized to realize its strategy. According to Aboramadan (2018), all managerial actions, including things like incentive, compensation, and the control process, are included in the strategy implementation procedure.

While it's challenging for any management team to develop a coherent strategy, it's exponentially more challenging to turn that strategy into a reality and roll it out company-wide. Allocating resources to back the chosen strategies can be seen as part of strategy execution. Developing, enacting, and assessing the effectiveness of cross-departmental decisions that further an organization's goals is the essence of strategic management methods (Gregory & Karavdic, 2019).

This includes a wide range of managerial tasks necessary to initiate strategy, establish strategic controls for tracking progress, and ultimately realize the organization's stated objectives. When a strategy is implemented, it is put into action. According to Chaffey and Ellis-Chadwick (2016), it's not enough for managers to operate in accordance with the company's vision and goal; they must also put the plan into action.

Having the future outlined in detail for the present is, in essence, implementation (Weiser, & Laamanen, 2020). To accomplish this, one must first establish a specific and comprehensive plan for getting the job done. This indicates that any changes to the process will result in a setback in reaching the goal. It is crucial to check that everyone is on the same page before launching an implementation strategy.

The ability to talk to one another is crucial right now. Any problems that arise during this process will have severe consequences. Leadership with a critical mind is essential for successful strategy implementation, as is the simplification of each stage (Chaffey & Ellis-Chadwick, 2016). Building a competent organization should be a major priority when putting a strategy into action, as this will determine how well the strategy is carried out. Creating a flexible internal organization structure, fostering the development of relevant skills and competences, and recruiting capable individuals are all part of this process. As a result of globalization, businesses are now able to sell to a large audience without having to relocate their operations. In order to propel performance to a more desirable future state, businesses must reevaluate their current strategy (Weiser et al., 2020). Managers are expected to put into action the set of tactics chosen by Aboramadan and Borgonovi (2016) to help a company get a competitive advantage and improve its performance.

Similarly, Chaffey and Ellis-Chadwick (2016) argue that a company's choice of strategy is no guarantee of that strategy's success; rather, the key to success lies in the plan's successful implementation. For instance, a common reason why well-designed techniques don't work is because of sloppy execution. Therefore, implementation is crucial because it builds the groundwork and provides a clear picture of what the strategic option will look like in the future (Gbczyska, 2016).

According to Amoo and Akwei (2019), the steps taken to put into action a plan vary depending on factors such as whether the corporation is designing an entirely new strategy or is merely tweaking an existing one. Similarly, it depends on factors including the institution's age and status in the industry. Consequently, the implementation process entails the act of communicating the quantifiable company goals and corporate strategy;

determining the essential tasks that must be carried out; allocating the necessary duties to the appropriate departments; and delegating authority (Amoo & Akwei (2019).

Getting strategies off the ground has proven difficult for modern businesses. This is because the actualization of strategy execution is impacted by a wide variety of different elements, ranging from the systems put in place to control and coordinate to the individuals who implement or convey the plan (Gregory & Karavdic, 2019). The nature of competitiveness is changing as the business world enters a new frontier characterized by rapid, unpredictable change and high uncertainty. To be successful in today's corporate world, managers need fresh perspectives that place an emphasis on strategic adaptability, global marketplaces, and the capacity to accept and even embrace change (Gregory & Karavdic, 2019).

Additionally, all strategic action durations are shrinking noticeably (Aboramadan, 2018). This cutting-edge corporate environment necessitates novel ways of reasoning and organizing at the managerial and organizational levels, a focus on the world as an operational unit, a high degree of strategic and structural adaptability, and novel approaches to strategy implementation (Penco et al., 2019). Growth in sectors, shifts in competitive dynamics, and potential shifts in business management are all possible outcomes of a revival of scientific activity (Lee & Griffith, 2019).

In his definition of implementation, Gbczyska (2016) emphasized the importance of a company's ability to initiate and complete a process. He says it's a never-ending chain of events that culminates in a certain result. He goes on to say that once the Strategy is in place and has become regular, the process has been completely contextualized and

understood by the people involved. For the success of a strategy over the long run, this is crucial.

When it comes to implementation, Chaffey and Ellis-Chadwick (2016) contend that action is everything. Therefore, strategic planning processes should guide strategic implementation approaches. The study's findings suggest the presence of rules and regulations. In any business, this is crucial. This pointed to a degree of actualization. Both the board and the executive management team are responsible for establishing the organization's long-term strategic direction. Planning and making decisions take a back seat to strategic execution (Weiser & Laamanen, 2020).

Enhancing productivity and fostering harmonious working relationships are two of the many benefits of investing in human resources. Two authors: Gregory and Karavdic (2019) NGO organizational structures lacked the rigor that helps businesses make strategic decisions and operate well. People resource management, according to Lee and Griffith (2019), is responsible for helping a business fulfill its goal and vision through the recruitment, development, and retention of its human resources. Management and the company's long-term strategic direction are both considered (Lux, 2016).

While volunteers greatly improve staffing numbers, their limited availability might be a significant drawback (Mansour & Esseku, 2017). The staff must also have adequate training to carry out their duties. It's unfortunate that some non-governmental organizations (NGOs) are so thrifty that they wind up hiring the wrong people (Chaffey & Ellis-Chadwick, 2016). According to the results, non-governmental organizations (NGOs) possess the knowledge and abilities necessary to achieve their missions. The majority of them aimed to introduce new ideas and increase value. Staff morale and productivity can

only thrive in an environment where a positive culture is actively fostered. The culture is reinforced by a highly motivated workforce (Chaffey & Ellis-Chadwick, 2016).

When workers are inspired, they are able to provide excellent results in terms of output. This is in keeping with Maslow's (1943) theory, referenced by Aboramadan and Borgonovi (2016), that people won't be motivated to work toward higher-level demands unless their basic ones are satisfied. Participation of employees is emphasized by Al-Ali (2020). This is the fundamental reason why most initiatives implemented by an organization fail: upper management does not support them. If employees aren't being actively watched to make sure the strategy is being implemented, they're more likely to relax. The lack of input from key stakeholders who have little awareness of the plan to be implemented is another factor that could lead to the strategy's failure (Gavrilova & Grinberg, 2018).

Strategy implementation, according to Lee and Griffith (2019), is all about allocating the right amount of resources to make sure that the chosen strategies actually get put into action. The study's primary objective is to guarantee that the conveyed methods and approaches are effectively implemented via the projects developed, budgets allocated, and strategies devised. Differentiation, cost leadership, diversification, market penetration, and product development are just some of the performance and business growth strategies developed by commercial banks (Meresa, 2019).

According to Samuel and Siebeneck (2019), this is when the strategy is put into action, or actualized. Implementing a plan often precedes formally formulating such strategy, as it is usually after implementing a strategy that a company will articulate its mission, objectives, or goals. There is more to achieving business objectives than just coming up with a plan of action.

According to what Pretorius (2016) has demonstrated, a goal-setting culture—where goals are produced in a methodical manner and are typically associated with management aims—is positively correlated with implementation. This is why the implementation process is so important; it ensures that the organization's ideas are put into effect and that the tasks assigned to employees actually lead to the desired results (Weiser & Laamanen, 2020).

Strategy evaluation and control practice on Performance of NGOs

If a corporation evaluates its strategy on a constant basis, it may more accurately gauge its development relative to competitors (Punt & Haddon, 2016). Strategies that succeed are those that combine patience with a readiness to make quick course corrections when needed. As opposed to being the deciding factor in matters, strategy evaluation should promote open dialogue, trust, and common sense (Rubin et al., 2018) A simple definition of strategy evaluation would be an assessment of how well the company has done.

Productivity, profit margins, earnings per share, and return on investment are all measured, as are additions to the company's asset base (Weijerman et al., 2016). Evaluation and control, as defined by Kosinova and Vaysbeyn (2016), is the "rigorous, systematic, and thorough application of authorized scientific methodologies" to evaluate the strategy's design, implementation, and outcomes. In most cases, this procedure necessitates a substantial investment of time, effort, money, and personnel.

Evaluation and control, as referred to by Skinner and Marino (2016), is an analysis designed to aid businesses in determining the efficacy of a given business plan. Here, the focus is on objective evidence and similarly value-laden evaluations of the effectiveness and utility of various initiatives. According to Punt and Haddon (2016), there are two separate stages to this process: tactical and strategic analysis. The goal of a tactical

evaluation is to measure actual performance against predetermined targets so that necessary adjustments can be made to ensure that a company's strategy is carried out effectively (Punt & Haddon, 2016). It also requires comparing preconceived notions with the realities of the business's surroundings. The objective is to reveal false strategic assumptions, or at least those that are not expected to come true in the near future (Punt & Haddon, 2016).

The final step in the strategic management process, strategy evaluation is crucial in determining the viability of the final plan of action (Rubin et al., 2018). Evaluating how well a strategy is working and whether or not its goals have been met is crucial to staying adaptable in the face of a dynamic world (Kosinova & Vaysbeyn, 2016). The primary objective of strategic management is productivity enhancement. It is imperative to keep a close eye on the results of a strategy's implementation (Punt & Haddon, 2016).

According to Azevedo and Scott (2017), strategic management involves keeping tabs on the "fit between the company and its environment" and keeping an eye on external trends and forces that are likely to have an impact on the business. To gauge the success of their strategy, businesses use a variety of metrics and tracking systems (Punt & Haddon, 2016). Riany et al., (2018) suggest that it is more important than ever for businesses to invest in top-tier training and performance enhancement programs.

As stated by Anunda (2016), "today's competitive climate necessitates a workforce that not only learns quickly, but that can rapidly and consistently translate new learning into better individual, team, and organizational performance. According to the authors, the key to realizing the full potential of learning to boost performance is in conducting evaluations that are both thorough and helpful.

Chepkwony (2016) echoes these concerns when he argues that evaluations become holy cows when they are used to determine an employee's future with the company. Both studies confirm that people are more motivated to provide their best effort when they know they will be judged in the near future, as opposed to when they know they will not be. Since the desire to do well and make a good impression during evaluation is shared between the two scenarios, it follows that strategy evaluation has an effect on performance. There are two distinct outcomes of evaluation, however: formative and summative.

Managers must regularly evaluate their strategies in order to gain insight into the factors that led to the success or failure of specific goals, performance benchmarks, and/or other performance indicators (Strydom, 2017). In this way, evaluation serves as a tool for strategic learning and has maintained its importance throughout the process of developing and implementing a plan of action. Many business leaders, as noted by Abesiga et al., (2015), view strategy evaluation as little more than an assessment of the company's growth. Can we consider this profit rate to be average or above average? It is stated that the firm's strategy must be successful if the responses to these questions are yes.

Evaluation of business strategies helps keep companies from going under by discouraging poor decision-making and preparing them for potential difficulties brought on by shifts in the internal and external environment (Busscher, 2021). (Elshamly, 2017). When evaluating a strategy, it is possible to discover flaws in the currently executed strategy, necessitating a new beginning. According to Ivancic (2015), figuring out if strategy execution achieves firm objectives is the most essential part of strategy evaluation, hence having a reliable evaluation approach is crucial.

According to Hunger and Wheelen (2017), if the review of a strategy reveals flaws in the process that hinder the firm's progress toward its goal, then corrective measures must be taken. Therefore, businesses must continuously assess their strategy and make adjustments as necessary to remove any obstacles to achieving their goals (Sun, Tang, & Wang, 2016).

Evaluation of a strategy takes into account not only whether or if the goals set for the organization are realistic, but also whether or not the outcomes actually match the most important expectations (Punt & Haddon, 2016). In order to be effective, a strategy, according to Busscher (2021), needs to meet four main requirements. First, a plan shouldn't have objectives that are in direct opposition to one another. According to the author, a strategy that displays contradictory corporate goals and policies should be disregarded.

In addition, the strategy needs to be consistent with the author's concept of consonance, which means it can evolve in response to both external factors and key developments within the business. To be successful, a plan must also provide a distinct advantage over the competition (Busscher, 2021). In addition, a strategy's viability depends on the availability of internal resources and expertise that can be put toward implementing the plan. Therefore, a plan must be assessed in light of these requirements and rejected if it does not (Busscher, 2021).

According to Punt and Haddon (2016), periodic reviews maintain the strategic plan adaptable and in tune with the company's core competencies. Evaluation that isn't thorough enough might hinder a company's progress or perhaps make matters worse, as noted by Azevedo and Scott (2017). Consequently, management must probe appropriately to guarantee efficiency (Onwe, 2014). A company can avoid disruptions and costly mistakes by using an evaluation procedure to gauge the success of their strategies.

These results are consistent with the opinions of Charles et al. (2015), who argue that strategic evaluation practices give the organization a foundation on which to build performance measures metrics and a healthy setting in which to achieve those metrics. It implies that businesses can establish evaluation criteria in the presence of an assessment group. The team's transparency and fairness are essential to the organization's success. The study's results will establish a connection between organizational performance factors like beneficiary reach and strategic evaluation practices (Vuki et al., 2015).

The majority of NGOs were found to have both a finance and monitoring division, as was expected from the study (Bel, 2018). The monitoring team's responsibilities, including whether or not they conduct an assessment of the program, are not well defined. The existence of a separate finance and monitoring department is indicative of a serious commitment to evaluation, with the former keeping tabs on how donors' money is spent and the latter looking after the program section. Anunda (2016), who agrees that many organizations are complex and need systems to evaluate performance, provides support for this idea.

An organization's strategic evaluation looked at whether or not its goals were realistic, and whether or not its performance supported or contradicted the most important assumptions upon which the strategy was based (Riany et al., 2018). According to Busscher (2021), there are four main requirements that any effective strategy must meet. To begin, objectives must be well-defined; a strategy must not propose competing objectives. The author argued that a strategy should be dismissed if it presents contradictory organizational priorities and objectives.

Second, the author emphasizes the importance of consonance, or the strategy's ability to adapt to both external conditions and significant developments within the organization (Riany et al., 2018). Strategic success necessitates the development of some sort of distinguishing advantage over rivals. In addition, a strategy needs to be realistic, meaning that the organization has the means and expertise to put it into action. Consequently, a strategy must be assessed in light of these requirements and discarded if it does not (Pretorius, 2016).

According to Samuel and Siebeneck (2019), strategic evaluation assists businesses in maintaining a laser-like focus on their long-term performance objectives. Additionally, it facilitates the dissemination of the strategy throughout the company, financial forecasting, and improved strategic alignment with organizational learning (Punt & Haddon, 2016). Strategic evaluation allows for the reevaluation, modification, and prioritization of an organization's objectives in light of internal and external environmental changes (Kosinova, & Vaysbeyn, 2016).

It is as crucial as formulating a strategy since it reveals how well your strategic plans are likely to function in practice. It helps managers, organizations, and hospital departments work together by monitoring their progress and offering constructive criticism to determine if the hospital's overall strategy is working. It's also useful for evaluating hospitals and, by extension, rewarding the right people inside those organizations. Strategic evaluation guarantees that hospital schedules are kept and that all available resources are used effectively (Njagi, & Kombo, 2014).

Organizational performance

The term "performance measurement" refers to the broader concept of incorporating established business improvement techniques with cutting-edge technological tools in order to assess the efficiency and effectiveness of a given operation (Agussani & Akrim, 2020). When evaluating performance, the entire management planning and control cycle is taken into account (Aboramadan, 2018). A non-governmental organizations (NGO's) efficiency can be defined as its capacity to acquire and deploy its limited assets in the service of its mission (Kowo & Akinbola, 2019).

The effectiveness of a non-governmental organization (NGO) could be evaluated using both monetary and qualitative metrics. Dagnino and Cinici (2015) testified that these might be anything from a unit responsible for producing resources to one responsible for overseeing an entire program. On the other hand, NGOs are less concerned with increasing their earnings to ensure their own long-term viability and will instead prioritize increasing the quality of services they provide in order to address existing issues. Most NGOs rely on donations rather than fees for their revenue, making them well-positioned to focus on helping others rather than maximizing their profits (Cypress, 2017). Performance in non-governmental organizations (NGOs) will be evaluated primarily on the basis of long-term viability, the effectiveness of service delivery, and the level of pleasure felt by both staff and beneficiaries (Agussani & Akrim, 2020). Organizational efficiency can be defined as the degree to which it provides premium services while keeping overhead to a minimum. Staffing levels, financial reserves, value for money, cost-effectiveness of services, cost per client, cost per program, and percentage of participants who stay the course are all relevant

metrics. The link between the cost of production and the cost of output can be described by the efficiency described by the cost per unit of output.

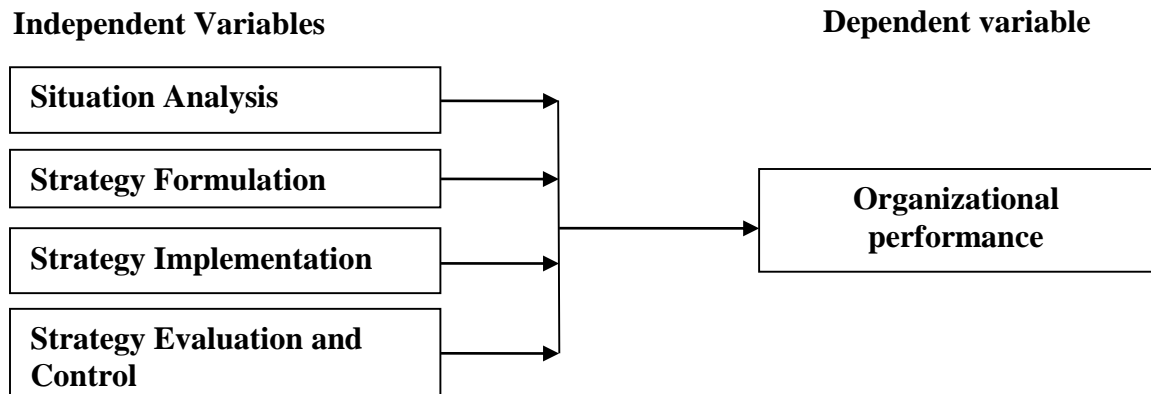
To be relevant, one must be able to maintain one's significance amidst the ever-shifting context. Indicators include keeping a close eye on things and making adjustments as necessary, reviewing the mission and assessing the demands of stakeholders on a frequent basis. Organizational sustainability is directly tied to its financial viability. Indicators include low-interest financing, a surplus of cash flow over expenses, a positive net worth (assets > liabilities), and the availability of fresh funding avenues (Aboramadan, 2018).

According to Bao (2015), NGOs evaluate their own performance based on metrics like their ability to bring in money, how much they spend on programs, how much they spend on administration, how well they raise money, and how efficiently they spend the money they do bring in, as well as metrics like their working capital ratio, program expenses, and administrative costs. Efficiency in fundraising can be measured by calculating the remaining gift amount after deducting the total cost of acquisition, the percentage of total income that goes toward fundraising costs, and the ratio of total donations to operating surplus. There is a large variety of funding mechanisms available to NGOs. In addition, the authors argue that financial performance evaluates the organization's revenue growth, which reveals the strategic leadership's ability to attract the necessary funds to sustain the organization, and that program efficiency evaluates the amount of money spent on the organization's charitable mission as a percentage of the entire budget (Busscher, 2021). Non-governmental organizations (NGOs) must increase their income to ensure the long-term viability of their programs and services.

2.4 Conceptual framework

In this study the dependent variable is organizational performance of NGOs while the independent variables are Situation Analysis Practice, Strategy Formulation Practice, Strategy Implementation Practice and Strategy Evaluation and Control Practice. A conceptual framework presents the relationship between the dependent variable and the independent variables as shown in Figure 2.2.

Figure 2. 3
Conceptual Framework

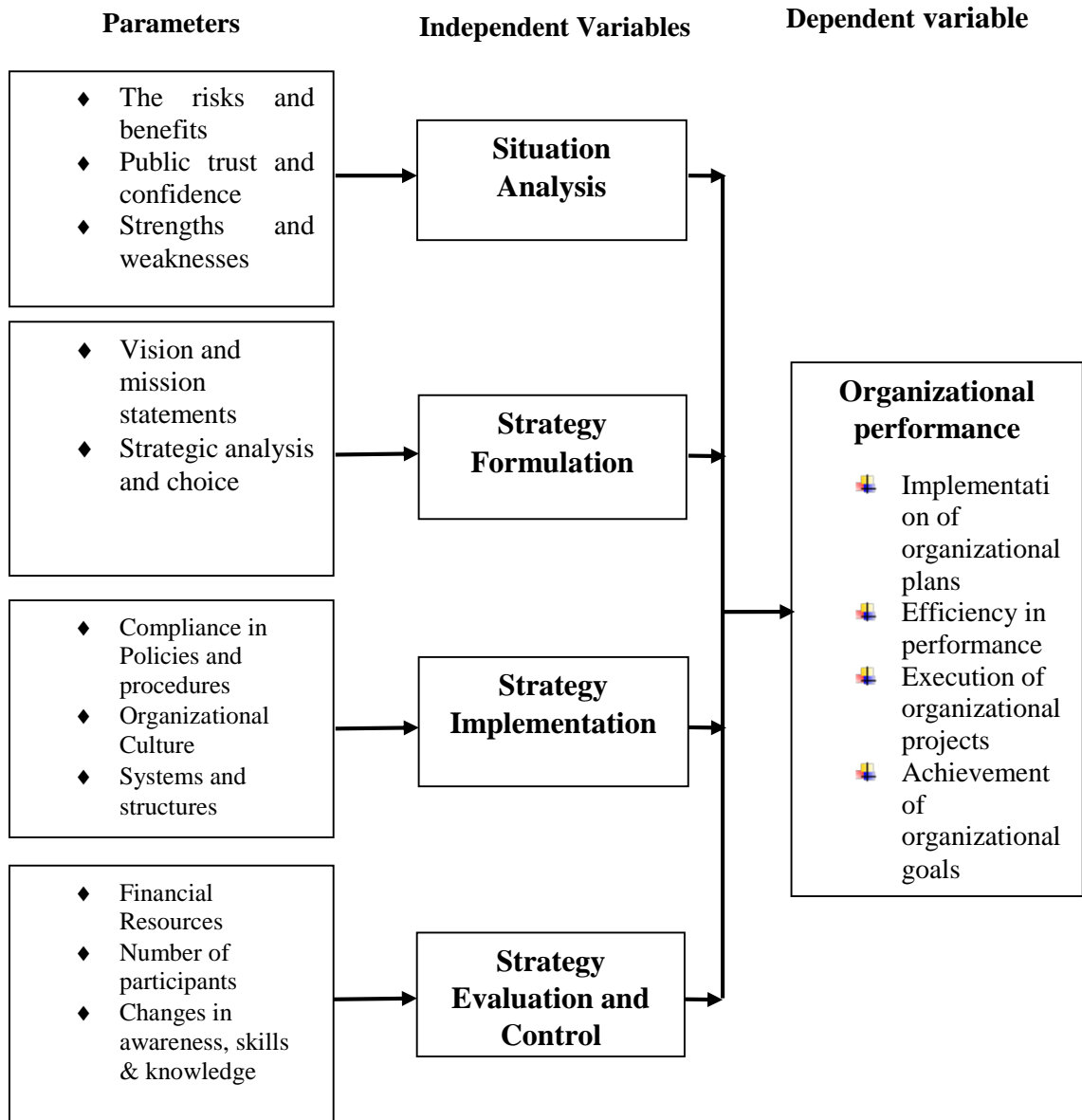


Source: Author (2021)

2.5 Operationalization of the Variables

Figure 2. 4

Operational Framework



Source: Author, 2021

2.6 Research Gap of the Study

It was discussed here where NGOs in Kenya's Nairobi County fell short in terms of their actual output. The review article confirmed that most of the empirical research on the topic

at hand had been conducted in countries other than Kenya, highlighting the importance of focusing on the Kenyan context, and more particularly, on the effectiveness of NGOs in Nairobi County. Research by Clarke et al. (2015) suggests a connection between strategic management techniques and organizational success; however, his findings do not apply solely to non-governmental organizations (NGOs). Njagi, and Kombo (2014) talk's four different variables of strategic management that affect the performance of Parastatals and not NGOs. Planning forms the backbone of strategic management. Without planning there is no management. And so, it is relevant that strategic managers in the NGO Sector understand the importance of the four variables in strategic management practices to improve their performance.

A similar study by Agwu (2018) on strategic management practices in health Non-Governmental Organizations (NGOs) in Southern Sudan found out that the NGOs also practiced strategic management, although at varying degrees. The studies established that in spite of the organizations having superior strategic plans, lack of commitment from the top management denied the benefits accrued from adoption of a better strategy. There exist informational gaps in the afore-mentioned studies to the fact that the underscore the fact that the environment in which organizations operates has become too dynamic, complex, and fluid. The only way to survive in such an environment is to create a beneficial link between organizations and the environment, something, which is only possible through strategic management. Therefore, the study narrowed down to find out the to what extent strategic management practices influence organizational performance of NGOs in Nairobi County.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The methods that were employed to compile the study's findings are discussed in this section. The research methodology, demographic, sample size, validity and reliability tests, data gathering techniques, and analysis techniques are all summarized.

3.2 Research Design

As per Lewis (2015) a research design is a plan or framework for conducting research. It includes a description of the participants, the research setting, the data collection methods, and the data analysis procedures. A descriptive cross sectional survey was used in this study. "configuration of conditions for collecting of data in a matter that strives to combine relevance to the study objective with economy in method," as defined by Kothari (2008), is the essence of a research design. Because it is possible to collect massively huge samples, this layout is favored because it yields statistically significant findings even when analyzing several factors. When trying to characterize a sizable group, surveys can be quite helpful.

3.3 Target Population

The target population in a research is the group of individuals that the researcher wants to study (Mugenda & Mugenda, 2003). According to Draugalis, and Plaza (2019), as cited in Howe and Robinson (2018), a researcher's target population is the group of people about whom the researcher wants to generalize. Population, as defined by Stuart, Ackerman, and Westreich (2018), is "the complete collection of components having common observable features about which some conclusions can be formed." The population of the study

consisted of strategic managers from the 1881 registered NGOs, both International and National NGOs in Nairobi County (NGO Coordination Board 2020) (See appendix V). According to the NGO Coordination Board 2020, there are 1881 NGOs operating in Nairobi County which formed the study population.

Table 3. 1

Target Population

Category	Frequency	Percentage (%)
International NGO	1320	70.2
National NGO	561	29.8
Total	1881	100.0

NGO Coordination Board 2020

3.4 Sampling Frame

The sampling frame is an exhaustive enumeration of all possible points of origin for a sample. According to West (2016), a sample frame is a catalog of the study's intended population from which a subset is chosen. So, a sample frame needs to have a complete and current list of the people who make up the population of interest. According to Elfil and Negida (2017), a sample frame is only as good as the accuracy of the list of people it contains. A sampling frame, as defined by Mooney and Garber (2019), is a collection of items from which the sample is drawn and which are highly representative of the population. In this study, the sampling frame were drawn from both International and National NGOs in Nairobi County.

3.5 Sampling Technique Sample Size

3.5.1 Sampling Technique

Researchers employ sampling to select groups of people, locations, or objects for research (Kombo & Tromp, 2016). The term "sampling frame" refers to the comprehensive list of

population subsets that are used to compile the sample (Etikan et al., 2016). A sampling technique is a method of selecting a sample of elements from a population in order to study the characteristics of the whole population. There are many different sampling techniques, and the one used depends on the type of research being conducted. Some common sampling techniques include convenience sampling, snowball sampling, and stratified sampling. Non-probability and probability sampling, as explained by Taherdoost (2016), can both be employed to ensure that a study's findings are generally indicative of the community as a whole. Since it is not possible to study all the NGOs operating in Nairobi City County, the researcher used stratified random sampling to select a sample of employees within the selected NGO programs (both International and Local NGOs) within Nairobi County.

3.5.2 Sample Size

A sample is a selected subset of a larger population from which a researcher can draw conclusions (Sharma, 2017). A sample, according to Etikan et al., (2016), is "a selection of the entities to which a decision applies." According to previous researchers need to make sure that all relevant subgroups are properly accounted for in their samples and that the sample is selected so that it appropriately represents the population. Researchers select a subset of the entire population to study in order to generalize information about the whole. This subset is called a sample (Sharma, 2017). In terms of cost, according to Taherdoost (2016), sample size is crucial. While a too large study consumes resources unnecessarily, an insufficiently sized one can be a waste of time and money due to its inability to yield meaningful conclusions. This means that there is a 10% error margin at a 90% confidence level. To obtain a sample size

that has an adequate size relative to the goals of the study, the researcher adopted Yamane's formula is as follows:

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

Where n is the sample size, N is the population size and e are the margin of error-10%.

$$n = \frac{1881}{1 + 1881(0.1)^2}$$

$$n = 95.0$$

Table 3. 2

Sample Size

Category	Frequency	Sample Ratio	Sample Size
International NGO	1320	19.9	66.7
National NGO	561	19.8	28.3
Total	1881		95

NGO Coordination Board 2020

A sample size of 95 NGOs was selected from which the study selected one strategic manager from each NGOs within Nairobi County to participate in the study.

3.6 Data collection Instruments

The term "data collecting instrument" refers to any device used for the purpose of gathering information (Dagnino, & Cinici, 2015). A questionnaire was used extensively to gather information for this investigation. A significant advantage of employing a questionnaire is the amount of information that can be gathered from a big number of people in a short length of time. This is especially helpful when studying subjects like public opinion or customer satisfaction that necessitate a great deal of information. The same set of questions was presented to each respondent. Researcher cover letters elaborating on the study's importance and significance were included with the questionnaires. The respondents were

made aware that their responses would remain anonymous and confidential, and that the results and data would be provided in a way that would prevent any individual from being identified from their response.

3.7 Data Collection Methods

After obtaining an introduction letter from the university, the researcher used the drop-and-pick-later methodology to gather data by delivering questionnaires to respondents and collecting them after they were completed. Questionnaires were used to gather the primary data for this study. A questionnaire is an approach of eliciting, capturing, and collecting information, as defined by Solymosi and Bowers (2018). According to Kothari (2003), referenced in Blumenberg and Barros (2018), surveys are highly methodical and structured in their data generation. The use of Likert scale questions was also used since the answers to such questions may be quickly tallied and categorized on the basis of the respondents' reported levels of agreement (Ivey, 2017). After confirming that the NGOs were ready, willing, and able to reply to the various sections of the questionnaires, the researcher personally distributed the questionnaires to the relevant stakeholders. For the questions that were not easily grasped, the researcher offered explanations.

3.6.1 Pilot study

The questionnaires used for collecting data were pilot tested to make sure the questions and instructions were easy to follow and that the respondents understood what was expected of them (Lowe, 2019). Thus, the researcher was able to fine-tune the questionnaire's neutrality and efficacy. Because the researcher anticipates that Kiambu County contained many NGOs performing activities analogous to those of the NGOs officially registered in Nairobi County, pilot tests were carried out there. By conducting

pilot tests, we were able to gauge whether or not respondents had the knowledge and motivation to provide the required data. Adjustments to the study's research instrument were made based on the results of the pilot test (Lowe, 2019).

3.6.2 Validity of the Research Instrument

Validity is the extent to which a research instrument accurately measures what it is supposed to measure (Taherdoost, 2016). In a similar vein, it refers to how well a research instrument actually measures the variables it sets out to examine. Validity is also employed to determine how well a study's data represents a particular construct (Taherdoost, 2016). Face validity, content validity, and construct validity were the main areas of focus during the validation testing. To assure the survey's credibility, the researcher consulted with strategic management faculty and other professionals. Extensive evaluation of theoretical and empirical literature pertinent to the set of research variables in this study ensured content and construct validity. This allowed for the research instrument to be refined and improved upon, ultimately increasing its reliability.

3.6.3 Reliability of the Research Instrument

According to Heale and Twycross (2015), one way to evaluate the quality of a measurement tool is to consider how stable and consistent its measurements of the concept in question are. The reliability of the survey was determined using Cronbach's alpha. Cronbach's alpha is a reliability coefficient that measures the extent to which individual items in a set are connected with each other in a positive way. A valid Cronbach's alpha value ranges from 0 to 1. (Taherdoost, 2016). Values of the alpha coefficient that were higher were generally accepted as being more reliable than those that were lower. Cypress (2017) recommend that acceptable alpha should be at least 0.70 or above.

3.7 Data Analysis and Presentation

The purpose of data presentation is to help people make educated decisions by providing a visual representation of the connection between two or more data sets. A judgment can be made or a research topic can be answered with the use of data analysis. The returned questionnaires were proofread for accuracy and consistency before being processed. Data were coded such that answers could be classified into distinct sets. Quantitative data were gathered. Descriptive statistics were used to examine the quantitative data. The researcher was able to explain the data and quantify its utilization with the assistance of descriptive statistical tools like SPSS and Microsoft Excel. Tables were used to display the results of the study. Responses were summarized in tables and charts to assist analysis and comparison. To quantify the strength of the relationship between the variables, the researcher was the model:

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

Where; Y= the dependent variable (Performance of NGOs). α - Is a constant and it's the Y value when all the predictor values (X_1 , X_2 , X_3 and X_4) are zero; β_1 , β_2 , β_3 and β_4 - Are constants regression coefficients representing the condition of the independent variables to the dependent variables. X_1 = Financial Stability; X_2 = Strategic Evaluation Practice; X_3 = Strategic Implementation Practice; X_4 = Strategic Planning Practice. ε - (Extraneous) error term explaining the variability as a result of other factors not accounted for. Precedent to the analyses, the assessments below were conducted so as address any breach of the assumptions of OLS.

3.11 Diagnostic Tests

Following Malhotra and Dash's (2011) recommendations, the author conducted a battery of diagnostic tests prior to doing regression analysis. Njagi (2016) are only some of the

academics who have taken a similar tack. When working with data that calls for iteratively of a regression analysis, it is crucial to run diagnostic tests to ensure the reliability of the results. In order to ensure the validity of the results of the multiple linear regression analysis, several pre-estimation tests were run, including the tests for normality, linearity, autocorrelation, homoscedasticity, and multicollinearity.

Test of Normality

By using the normality test, one can ascertain whether or not the data follow a normal distribution, necessitating generalization. Because of the small sample size ($n=128$), the researcher utilized the Shapiro Wilk test to ensure normality. Skewness, kurtosis, or both can produce non-normality, and the Shapiro-Wilk test can identify them. The range of this statistic ranges from 0 to 1, and values above 0.05 indicate that the data are typically distributed (Razali & Wah, 2011). For this investigation, the significance level was set at 5%. Normalcy was assumed for $P \geq 0.05$, while deviation from normality was assumed for $P < 0.05$.

Test of Linearity

This analysis checks for a linear connection between the variables of interest (the independents) and the outcome (the dependent). What this indicates is that there is a constant increase in the outcome variable for each unit increase in the explanatory variable. The correlation between the two variables was calculated using the Pearson product-moment method. In general, correlation coefficients take on values between -1 and 1. Correlations can be either positive (indicating a direct impact) or negative (indicating an inverse relationship), with the former indicating that an increase in one variable leads to a

decrease in the latter (Clarke et al., 2016). The bigger the absolute value of a correlation coefficient, the stronger the linear link.

If the p-value is smaller than the significance level ($= 0.05$), then the linear relationship between the two variables is likely to exist, and the null hypothesis is rejected (because the correlation coefficient is significantly different from zero). If the p value is greater than the significance level ($= 0.05$), the null hypothesis is not rejected. As stated by (Ahmad & Ahmad, 2018). If the explanatory variable has a substantial positive association (as indicated by a correlation coefficient with a p-value of less than 0.01), then the two variables are likely to be linearly related.

Autocorrelation

For the purposes of regression analysis, it is assumed that the autocorrelation is zero. Autocorrelation can have a positive value as well as a negative value. Assuming small standard errors, the predictors' estimates will be more accurate than they actually are (Wang, 2013). The null hypothesis is wrong and must be rejected if serial is discovered. Autocorrelation issues lead to ineffective coefficients, which in turn leads to off-base predictions. Given that autocorrelation in panel data is similar to cross-dependence, the Pesaran test was applied to investigate it. It is possible to apply autocorrelation (cross-sectional dependency) if statistical significance has been established. When cross-sectional data dependencies were discovered, they were treated by delaying the dependent variable.

Test of Homoscedasticity

The purpose of this test is to determine if the variance of the dependent and independent variables are equivalent. It's a way to see if the assumed constant variance of a dependent variable holds true across a wide range of independent variable values (Ahmad and Ahmad

(2018). The Breusch-Pagan test, a chi-squared test that checks whether the variance of the errors from a regression depends on the values of the independent variables, was used to check for homoscedasticity in this research. The test statistic is distributed $n\chi^2$ with k degrees of freedom. When the p-value of the test statistic is small enough to reject the null hypothesis (for example, p0.05), homoscedasticity is assumed. (Hair et al., 1998).

Test of Multicollinearity

In order to demonstrate the linear relationship between independent variables, a multicollinearity test is conducted. As the degree of correlation between the independent variables grows, the validity of the regression coefficients in a multiple regression analysis decreases (Kothari, 2004). To check for multicollinearity, we employed the variance inflation factor (VIF), the inverse of tolerance. Having a VIF greater than 10 suggests multicollinearity issues. Statistics for intolerance below 0.1 indicate a critical issue, and those below 0.2 suggest a possible issue.

3.8 Ethical Considerations

Participants' permission and consent were obtained from the proper authorities before the study began. Prior to beginning data collecting, the researcher secured approval from the National Commission for Science, Technology, and Innovation (NACOSTI) and the county's ministry of education. Confidentiality of the respondents' responses was also guaranteed by the researcher. So that no one would feel suspicious or victimized for providing honest answers, we did not include any personally identifying information in the data we received from the completed questionnaires. Respondents were made aware that the study was undertaken exclusively for academic interests.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This section outlines the research findings for the data gathered from 95 target respondents from both international and Local NGOs in Kenya. The section is divided into four parts covering the response rate, the reliability and validity of the data, the respondent's background of information, descriptive and inferential analysis of dependent variable which is the performance NGOs in Kenya. The five dimensions of strategic change management practices include (Situation Analysis Practice, Strategy Formulation Practice, Strategy Implementation Practice and Strategy Evaluation and Control Practice which is the independent variable.

4.2 Response Rate

The information was gathered from both International and domestic NGOs and only a total of 95 questionnaires were administered. According to the findings, only 81 were received as complete, and therefore, all of them were viable for consideration. This represented 85.3% response rate as shown in table 4.1. For purposes of analysis and reporting, Mugenda and Mugenda (2009) state that a response rate of 50% is adequate, a rate of 60% is good, and a rate of 70% or more is remarkable. Even more so, Adobor (2019) concurs, saying that a response rate of 70% or greater is excellent.

Table 4. 1

<i>Response Rate</i>		
Questionnaires	Frequency	Percentage
Distributed Questionnaires	95	100%
Questionnaires Returned	81	
Response Rate	81	85.30%

Source: Survey Data (2021)

4.3 Results of the Pilot Test (Validity & Reliability)

4.3.1 Validity

Efforts were made to determine the reliability and accuracy of the questionnaires. Factor analysis, as described by Reiter (2018), is an exploratory method used to help researchers decide if the factors under study adequately explain the dependent variable. In this study, validity was concerned with finding out whether the results will explain performance of NGOs in Nairobi County.

4.3.2 Data Reliability

In research, reliability is defined as the likelihood that one's results would be consistent with those of other researchers. A reliability test was conducted on the data collected about the effects of NGOs' strategic management practices on their performance in Nairobi County. This was done to see how well the data could be collected in a way that would consistently provide the same results (Wait, 2021). The most used psychometric method for evaluating survey instruments and practitioners is internal consistency reliability (Götzinger, & Rahmani, 2017). The Cronbach alpha statistic is the standard for measuring the reliability of a survey by looking at its internal consistency (Speier et al., 2018). Cronbach's Alpha was used to determine the extent to which a study instrument would produce the same outcomes of data after repeated trials, and this test was conducted on the

confirmed items. The internal consistency reliability using Cronbach alpha test is depicted in Table 4.2 below

Table 4.2

Reliability Test

Study Construct	Cronbach Alpha	No of Items
Situation Analysis Practice	0.732	8
Strategy Formulation Practice	0.892	8
Strategy Implementation Practice	0.767	7
Strategy Evaluation and Control Practice	0.788	7

Source: Survey Data (2021)

According to Reiter (2018) the standard minimum value is $\alpha = 0.7$. Thus, the values in Table 4.1 of Situation Analysis Practice $\alpha = 0.710.732$, Strategy Formulation Practice $\alpha = 0.892$, Strategy Implementation Practice $\alpha = 0.767$ and Strategy Evaluation and Control Practice $\alpha = 0.788$, gave sufficient confirmation of data reliability for the four independent variables. Cronbach's alpha coefficients above 0.7 are generally considered indicative of a trustworthy and consistent instrument, and as can be shown in Table 4.2, the questionnaire instrument consistently returned high scores of over 0.7, making it extremely acceptable (Straus, 2017).

4.4 Respondents background of Information

In this section, we give the demographic data of the people who took part in the survey. Data on the respondents' sexes, ages, greatest levels of education, and years in the workforce are analyzed, shown, and interpreted.

4.4.1 Gender demographics

The study sought to find out the gender of the respondents. The findings are presented in Table 4.3 below.

Table 4. 3

Gender demographics

Gender categories	Frequency	Percentage
Male	48	59.3%
Female	33	40.7%
Total	81	100.0%

Source: Survey Data (2021)

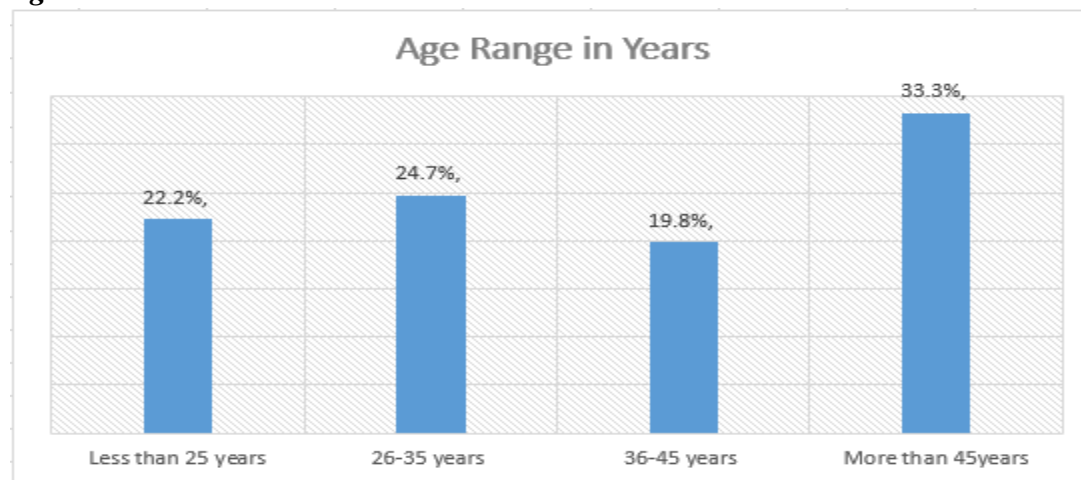
From the findings, the study revealed that majority 48(59.3%) of the respondents, were male and 33(40.7%) of the respondents were female. This is an indication that there are more males in NGOs in Nairobi County compared to female.

4.4.2 Age Bracket

Because people of different ages are presumed to have varied perspectives on life's many thorny situations, this survey required respondents to identify their age group before they could provide their responses. The outcomes are displayed in Figure 4.1.

Figure 4. 1:

Age Bracket



Source: Survey Data (2021)

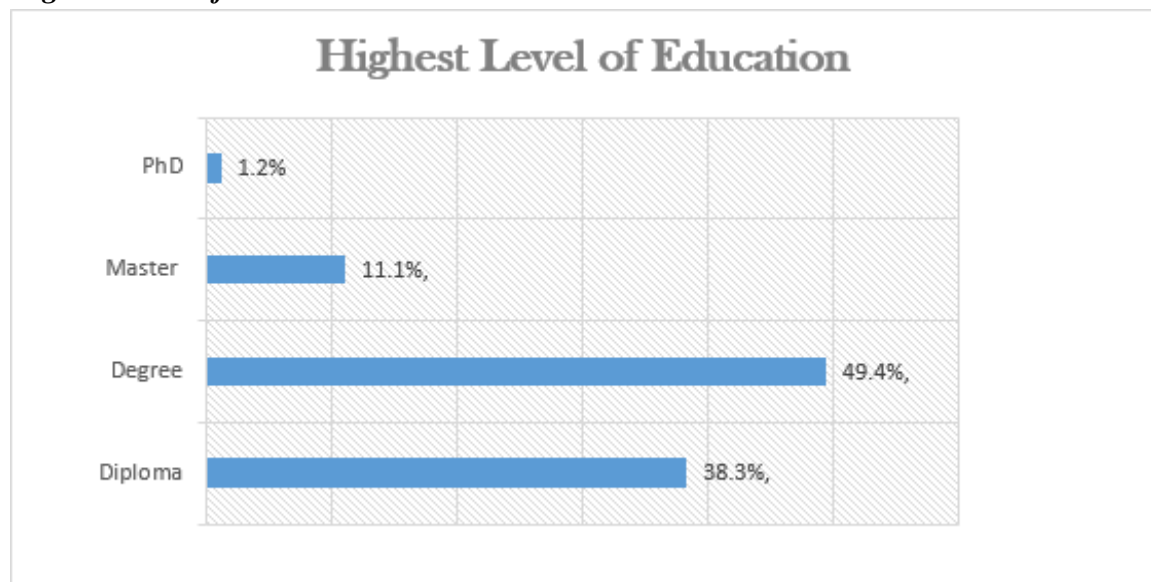
In the findings above, it was found that most of the respondents as shown by 27(33.3%) were more than 45 years of old, 20(24.7%) of the respondents were aged between 26-35 years. The study also found that less than 25 years of the respondents were 18(22.2%) while only 16(19.8%) of the respondents were age between 36-45 years old. These findings indicate that the respondents of NGOs in Nairobi County were drawn from all the age categories hence they were mature enough to carry out their duties effectively.

4.4.3 Highest Level of Education

Person's education level determines how much they will take in and comprehend about numerous subjects. Each respondent was prompted to provide details about their highest level of education achieved in order to gauge their preparedness to answer the survey's questions. Results can be shown in table 4.2 below.

Figure 4.2

Highest Level of Education



Source: Survey Data (2021)

From the research findings in table 4.1, the study revealed that most of the respondents as shown by 40(49.4%) held an undergraduate degree, 31(38.3%) of the respondents held

college diploma level, 9(11.1%) of the respondents held master’s degree while only one respondents held doctorate level (PhD) as their level of education. The respondent’s level of education revealed the respondent’s level of competencies in their work.

4.4.4 Period Served in the Organization

In order to gauge how much importance each respondent's opinion carries, this study gathers information about their level of experience working for the relevant organization.

Table 4. 3

Period Served in the Organization

Categories	Frequency	Percent
5-10 years	61	75%
10-15 years	12	15%
15-20 years	7	9%
More than 20 years	1	1%
Total	81	100%

Source: Survey Data (2021)

From the findings in table 4.3, the majority of the respondents 61(75%) indicated to have worked at the NGOs for a period of 5-10 years, 15% had worked at the NGOs in the County for a period of between 10-15 years, 9% had worked for between 15-20 years while 1% of the respondents had worked for a period of More than 20 years. The findings revealed enough experience among NGOs staffs in Nairobi County.

4.5 Descriptive Analysis

To summarize the key aspects of a dataset, statisticians employ a technique called descriptive analysis. This type of analysis is often used to explore data before performing more sophisticated statistical analysis. This section includes the frequency and percentage replies to each item in the survey.

4.5.1 Situational Analysis on Performance of NGOs in in Nairobi County

The study sought to find out the influence of Situational analysis on the performance of Non-Governmental Organizations in Nairobi County. The results are as shown in table 4.4

Table 4. 4

Situational Analysis on Performance of NGOs

Opinion	SD	D	N	A	SA
Analysis enables us to build a foundation of knowledge about the context in which a plan is implemented.	4(4.9%)	1(1.2%)	2(2.5%)	30(37.0%)	44(54.3%)
The analysis gives us a better understanding of the project's risks and benefits.	1(1.2%)	0.0%	3(3.7%)	30(37.0%)	47(58.0%)
The initiative is in jeopardy because of a lack of public trust and confidence and an inability to grasp the reality on the ground.	0.0%	0.0%	8(9.9%)	21(25.9%)	52(64.2%)
Before the communication plan is prepared to execute the plan, the analysis helps discover strengths of an organization in terms of meeting the needs of the communication plan.	0.0%	0.0%	4(4.9%)	30(37.0%)	47(58.0%)
The aim of the analysis is to identify areas in the plan that may require adjustments in order to reflect the present or evolving scenario.	0.0%	2(2.5%)	5(6.2%)	29(35.8%)	45(55.6%)
The major objective and goals of the strategy must be identified and understood during strategy creation.	0.0%	0.0%	3(3.7%)	36(44.4%)	42(51.9%)
Organizational resources, competencies, and capacities also play a role in shaping strategy.	0.0%	0.0%	4(4.9%)	36(44.4%)	41(50.6%)
The possibilities and threats facing a certain institution	1(1.2%)	0.0%	4(4.9%)	38(46.9%)	38(46.9%)

from the outside world can be evaluated, together with the institution's strengths and limitations..

Key: SD strongly disagree, D=Disagree N=Neutral A=Agree, SA=Strongly Agree

Source: Survey Data (2021)

As per the findings as shown in table 4.4, most of the respondents 91.3% agreed generally that analysis enable us to build a foundation of knowledge about the context in which a plan is implemented, 6.1% disagree with the statement while only 2.5% were neutral to the statement. The study also found that, most of the respondents 95.0% were in agreement that the analysis gives them a better understanding of the project's risks and benefits, 3.7% were neutral while only 1.2% disagree with the statement. In addition, most of the respondents 90.1% agreed that owing to the lack of public trust and confidence and a lack of understanding of the situation on the ground, the project may be jeopardized, only 9.9% were neutral to the opinion. It was further revealed that most of the respondents 95.0% agreed that before the communication plan is prepared to execute the plan, the analysis helps discover strengths of an organization in terms of meeting the needs of the communication plan, only 4.9% of the respondents were neutral to the opinion. Most of the respondents, 91.3% of the agreed that the aim of the analysis is to identify areas in the plan that may require adjustments in order to reflect the present or evolving scenario, 6.2% of the respondents were neutral while only 2.5% of the respondents disagreed with the opinion. Most of the respondents 96.3% agreed that the major objective and goals of the strategy must be identified and understood during strategy creation, only 3.7% were neutral to opinion. 95.0% of the respondents further agreed with the opinion that the organization's internal resources, competencies, and capabilities also influences strategy, 4.9% of the

respondents were neutral to the opinion. Lastly, the most of the respondents agreed with the opinion that the organization's strengths and weaknesses in relation to external opportunities and dangers can be identified through analysis, 4.9% of the respondents were neutral to the statement while 1.2% disagree with the statement. This study finding concur with Fowler (2016) study where he found that one of the most obvious way in which practicing situation analysis can enhance the performance of NGOs is that it helps NGOs to identify potential problems and opportunities early on, and to develop strategies for dealing with them effectively (Fowler, 2016). He further revealed that, situation analysis helps NGOs to better understand the needs of their target populations and to tailor their programs and activities accordingly. Also Ebrahim (2018) revealed that situation analysis helps NGOs to build stronger relationships with key stakeholders, and to develop a better understanding of the political, economic, and social contexts in which they operate.

4.5.2 Strategy Formulation on Performance of NGOs in in Nairobi County

The study sought to find out the influence of Strategy formulation on the performance of Non-Governmental Organizations in Nairobi County. The results are as shown in table 4.5 below.

Table 4. 5
Strategy Formulation on Performance of NGOs

Opinion	SD	D	N	A	SA
Through vision statement, mission statement, and core principles, the firm has purposefully determined its strategic direction	2(2.5%)	0.0%	2(2.5%)	36(44.4)	41(50.6%)
To comprehend the implications of its external environment, the organization examines or acquires information about it.	0.0%	9(11.1%)	15(18.5%)	23(28.4%)	34(42.0%)
The firm's strategic management planning is officially entrusted to the chief executive officer.	0.0%	0.0%	12(14.8%)	29(35.8%)	40(49.4%)
At our company, developing strategic plans is a primary focus.	0.0%	0.0%	13(16.0%)	34(42.0%)	34(42.0%)
During the course of constructing a strategy formulation process, a firm employs the services of a consultant.	0.0%	0.0%	8(9.9%)	37(45.7%)	36(44.4%)
Before the strategic management plan is implemented, members of staff are briefed and guided through it.	0.0%	0.0%	6(7.4%)	35(43.2%)	40(49.4%)
Our company has a planning department or panel which is in charge of policy development.	0.0%	0.0%	7(8.6%)	36(44.4%)	38(46.9%)
our company's resources are always analyzed during strategy formulation.	0.0%	8(9.9%)	18(22.2%)	19(23.5%)	36(44.4%)

Key: SD strongly disagree, D=Disagree N=Neutral A=Agree, SA=Strongly Agree

Source: Survey Data (2021)

In view of table 4.5 findings above, most of the respondents 95.0% agree that through vision statement, mission statement, and core principles, the organization has purposefully determined its strategic direction, 2.5% were neutral while only 2.5 disagreed with the opinion. The findings also revealed that the most of the respondents 70.4% agreed that to comprehend the implications of its external environment, the organization examines or acquires information about it, 18.5% of the respondents were neutral to the opinion while only 11.1% disagree with the opinion. The study findings as well revealed that most of the respondents 85.2% agreed with the opinion statement that the firm's strategic management planning is officially entrusted to the chief executive officer, 14.8% of the respondents were neutral to the opinion. The study also revealed that most of the respondents 84.0% were agreement with statement that at their company, developing strategic plans is a primary focus, only 16.0%) of the respondents were neutral. Most of the respondents, 90.1% agreed that during the course of constructing a strategy formulation process, a firm employs the services of a consultant, 9.9% of the respondents were neutral to the statement. The most of the respondents 92.6% also agreed that before the strategic management plan is implemented, members of staff are briefed and guided through it, 7.4% of the respondents were neutral to the opinion. Further, most of the respondents 91.4% agreed that their company has a planning department or panel which is in charge of policy development, only 8.6% were neutral to the opinions statement. Finally, most respondents 67.9% agreed with the opinion statement that their company's resources are always analyzed during strategy formulation, only 22.2% while 9.9% disagreed with the opinion.

The study findings were found to be in line with Malhotra et al (2017) stated that It is important for NGO's to have a clear understanding of their mission and goals for this has helped to guide all of the organization's activities and ensure that they are aligned with the overall goals. Also with Satyro et al. (2017) who found that the strategies and programs that an NGO implements are designed to achieve the organization's mission and goals and therefore recommended that NGO's need to be innovative in their approach and develop programs that are relevant and impactful. The political environment can have a significant impact on NGO's. It is important for NGO's to monitor the political environment and adapt their strategies as necessary.

4.5.3 Strategy implementation on Performance of NGOs in in Nairobi County

The study sought to find out the influence of Strategy implementation on the performance of Non-Governmental Organizations in Nairobi County. The results are as shown in table 4.6.

Table 4. 6

Strategy implementation on Performance of NGOs

Opinion	SD	D	N	A	SA
The organization has strategy implementation plan	0.00%	8(9.9%)	17(21.0%)	22(27.2%)	34(42.0%)
The organization has implementation timelines	0.00%	0.00%	14(17.3%)	33(40.7%)	34(42.0%)
The organization avails sufficient resources to meet strategy implementation	0.00%	1(1.2%)	18(22.2%)	34(42.0%)	28(34.6%)
The organization has capacity development for the employees and other stakeholders	0.00%	0.00%	4(4.9%)	41(50.6%)	36(44.4%)
The strategy implementation is aligned to the resources and capabilities of the organization	0.00%	0.00%	3(3.7%)	32(39.5%)	46(56.8%)

There is an elaborate communication system to enhance the success of the strategy implementation	0.00%	0.00%	3(3.7%)	32(39.5%)	46(56.8%)
Adequate numbers of personnel are pooled to ensure strategy implementation is enhanced	0.00%	0.00%	4(4.9%)	33(40.7%)	44(54.3%)

Key: SD strongly disagree, D=Disagree N=Neutral A=Agree, SA=Strongly Agree

Source: Survey Data (2021)

As per the findings in table 4.6 above, most of the study respondents 69.2% agreed that the organization has strategy implementation plan, 21.0% were neutral to the opinion while only 9.9% disagree with the statement. Most of the 82.7% respondents also agreed that the organization has implementation timelines, only 17.3% were neutral to the opinion statement. Most of the study respondents 76.6% agreed with the opinion that the organization avails sufficient resources to meet strategy implementation, 22.2% of the respondents were neutral to the statement while only 1.2% disagreed with the opinion statement. In addition, most of the study respondents 95.0% agreed that the organization has capacity development for the employees and other stakeholders, only 4.9% were neutral with the opinion statement. Most of the respondents 96.3% as well agreed that the strategy implementation is aligned to the resources and capabilities of the organization, 3.7% of the respondents were neutral to the opinion. It was also found that most respondents 96.6% agreed with the opinion that there is an elaborate communication system to enhance the success of the strategy implementation, 3.7% of the respondents were neutral. Lastly, most of the respondents 95.0% were found to be in agreement with the opinion that adequate numbers of personnel are pooled to ensure strategy implementation is enhanced, 4.9% were neutral to the opinion. The study findings concur

with Kipkorir and Daniel (2017) who revealed that well-implemented strategy helped most NGO to achieve its goals more effectively and efficiently, and to better meet the needs of its beneficiaries. Additionally, implementation can help to build organizational capacity and improve staff morale.

4.5.4 Strategy evaluation and control on Performance of NGOs in Nairobi County

The study sought to find out the influence of Strategy evaluation and control on the performance of Non-Governmental Organizations in Nairobi County. The results are as shown in table 4.7.

Table 4. 7

Strategy evaluation and control on Performance of NGOs

Opinion	SD	D	N	A	SA
The organization has developed processes and systems to review strategy performance	0.0%	0.0%	4(4.9%)	34(42.0%)	43(53.1%)
The organization gathers environment information to guide the evaluation of strategies	0.0%	0.0%	10(12.3%)	34(42.0%)	37(45.7%)
The organization has laid down policies to guide corrective measures during strategy formulation	0.0%	0.0%	8(9.9%)	34(42.0%)	39(48.1%)
The firm has robust laid out control measures to guide conformity with the strategy	0.0%	0.0%	9(11.1%)	36(44.4%)	36(44.4%)
Through strategy evaluation, the organization is able to map out the key threats to the performance of the firm	0.0%	0.0%	12(14.8%)	32(39.5%)	37(45.7%)
The findings of the evaluation of the strategy form the basis for			6(7.4%)	37(45.7%)	38(46.9%)

benchmarking future strategies	0.0%	0.0%			
Through better control mechanisms, resource utilization is enhanced within the organization	0.0%	0.0%	9(11.1%)	33(40.7%)	39(48.1%)

Key: SD strongly disagree, D=Disagree N=Neutral A=Agree, SA=Strongly Agree

Source: Survey Data (2021)

As per the study findings shown in table 4.7, most of the study respondents 95.1% agreed that the organization has developed processes and systems to review strategy performance, 4.9% were neutral. Most of the respondents 87.7% also agreed that the organization gathers environment information to guide the evaluation of strategies, only 12.3% of them were neutral to the statement. Most of the respondents 90.1% as well agreed that the organization has laid down policies to guide corrective measures during strategy formulation, 9.9% of them were neutral to the opinion. 88% of the respondents agreed that the firm has robust laid out control measures to guide conformity with the strategy, 11.1% were neutral to the opinion. Most respondents 85.2% also agreed that through strategy evaluation, the organization is able to map out the key threats to the performance of the firm, 14.8% were neutral to the opinion. Further, most of the respondents 92.6% agreed that the findings of the evaluation of the strategy form the basis for benchmarking future strategies, 7.4% of the respondents were neutral to the statement. Finally, most of the respondents 44 agreed with the opinion that through better control mechanisms, resource utilization is enhanced within the organization, 11.1% were neutral to the statement. This study was found to concur with Piacenza et al. (2019) who revealed that, the most direct way in which strategic evaluation influence NGO performance is by providing information that can be used to improve the effectiveness of NGO strategies. For example, if an evaluation finds that a

particular NGO strategy is not achieving its desired outcomes, the NGO can adjust its strategy accordingly. Additionally, they revealed that strategy evaluation has helped in building the capacity of NGOs by providing them with tools and knowledge to improve their performance.

4.5.5 Performance of NGOs in Nairobi County

The study sought to find out the Performance of NGOs in Nairobi County. The results are as shown in table 4.8.

Table 4. 8

Performance of NGOs in Nairobi County

Opinion	SD	D	N	A	SA
In the implementation of its plans, the organization has been capable of achieving positive results.	3(3.7%)	0.0%	5(6.2%)	44(44.3%)	29(35.8%)
The efficacy with which the institution's projects are carried out has improved.	1(1.2%)	1(1.2%)	2(2.5%)	37(45.7%)	40(49.4%)
The organization has been successful in forming long-term collaborations with NGO stakeholders.	0.0%	1(1.2%)	3(3.7%)	32(39.5%)	45(55.6%)
Beneficiaries have received quality service provision as a result of the organization's efforts.	2(2.5%)	0.0%	3(3.7%)	35(43.2%)	41(50.6%)
The execution of the organization's projects has improved in quality.	2(2.5%)	0.0%	5(6.2%)	34(42.0%)	40(49.4%)
In the execution of its projects, the organization has been able to retain financial viability.	1(1.2%)	0.0%	4(4.9%)	34(42.0%)	42(51.9%)
Organizational goals and strategies are specific, measurable and manageable	0.0%	0.0%	4(4.9%)	38(46.9%)	39(48.1%)

Key: SD Strongly disagree, D=Disagree N=Neutral A=Agree, SA=Strongly Agree

Source: Survey Data (2021)

According to the study findings as shown in table 4.8, most of the respondents 80.1% agreed with the opinion statement that through implementation of plans, the organization has been capable of achieving positive results, the 6.25% of the respondents were neutral

while only 3.7% strongly disagreed with the opinion. Most of the respondents 95.1% also agreed that the efficacy with which the institution's projects are carried out has improved, 2.5% were neutral while only 2.4% of the respondents disagreed with the opinion. Most respondents 95.1% as well agreed that the organization has been successful in forming long-term collaborations with NGO stakeholders, 3.7% were neutral to the opinion while 1.2% strongly disagreed with the opinion. In addition, most respondents 93.8% agreed that beneficiaries have received quality service provision as a result of the organization's efforts, 3.7% of them were neutral while only 2.5% strongly disagreed with the opinion. 91.4% of the respondents agreed that the execution of the organization's projects has improved in quality, 6.2% of the respondents were neutral while only 2.5% strongly disagreed with the opinion. Further, most of respondents 93.9% agreed that through the execution of its projects, the organization has been able to retain financial viability, 4.9% were neutral while only 1.2% strongly disagreed with the opinion. Finally, most respondents 95.0% agreed that organizational goals and strategies are specific, measurable and manageable, 4.9% were neutral. This finding concur with Bao (2015) who revealed that NGOs evaluate their own performance based on metrics like their ability to bring in money, how much they spend on programs, how much they spend on administration, how well they raise money, and how efficiently they spend the money they do bring in, as well as metrics like their working capital ratio, program expenses, and administrative costs.

4.6 Diagnostics test

Testing for normality, linearity, autocorrelation, homoscedasticity, and multicollinearity are the foundations for OLS. Here, we put these presumptions to the test so that OLS can be used.

4.6.1 Normality Test

The results of the skewness and Kurtosis tests, which were used to determine whether or not the NGOs were normally distributed, are presented in Table 4.9. The normality test was performed by Tsagris and Pandis (2021). Assuming everything is normal is the "null hypothesis" in this test. The normalcy test outcomes are displayed in Table 4.9.

Table 4. 9

Normality Test results

Variable	Skewness	Kurtosis	Prob>z
Performance of NGOs in Nairobi County	1.3035	0.6323	.156
Situational analysis	1.1670	0.7433	.725
Strategy formulation	2.0281	0.5182	.947
Strategy implementation	1.2075	0.5477	.074
Strategy evaluation and control	2.0634	0.8204	.587

Source: Survey Data (2021)

Table 4.9 details our testing outcomes. As shown in the table, the Shapiro-Wilk test for NGOs' organizational performance yielded normal results (p-values for individual variables were more than 0.05), suggesting that the data was normally distributed. Because of this, the study found that the data for the independent variables were regularly distributed.

4.6.2 Test for Linearity

Pearson's correlation coefficient was utilized to check for linearity between the variables under consideration. The lack of linear correlation was assumed to be false in this test. Table 4.10 displays the significance test statistics for linear connections between the variables.

Table 4. 10

Test for Linearity test results

Variable	Correlation Coefficient	Prob>z
Situational analysis	0.375	0.004
Strategy formulation	0.781	0.001
Strategy implementation	0.846	0.002
Strategy evaluation and control	0.162	0.003

Source: Survey Data (2021)

The correlation coefficients have p-values in Table 4.10 that are statistically significant (i.e., lower than 0.05). Therefore, at the 5% significance level, the computed test statistic exceeds the tabular test statistic. Therefore, at a significance level of 5%, we cannot accept the null hypothesis that the correlation coefficients are all equal to zero. Every independent variable has a positive correlation coefficient, indicating that it might move in the same direction as organizational success. Therefore, effective NGO management should be accompanied by high regression coefficients.

4.6.3 Autocorrelation

Autocorrelation was utilized for the purpose of monitoring the number of standard correlation errors in the data. The Wooldridge test was used to determine whether or not there was a serial association. The results of testing the following hypotheses are shown in Table 4.11.

Table 4. 11

Autocorrelation test results

Woodridge test for autocorrelation in panel data
H₀: no first-order autocorrelation
F(1, 81) =0.427
Prob > F = 0.5346

Source: Survey Data (2021)

The alternative hypothesis was rejected. We found an F-value of 0.427 and a p-value of 0.5346 > 0.05. Therefore, a sequential connection cannot be established.

4.6.4 Test of Homoscedasticity

The Breusch-Pagan/Cook-Welsberg test was utilized to check for heteroscedasticity at the panel level. For this, we first estimated the stated empirical models for fixed effects using robust-standard errors, and then we tested the null hypothesis of homoscedastic (constant) error variance using the Pagan/Cook-Welsberg technique (Yang, Tu & Chen, 2019). You can see the outcomes in Table 4.12.

Table 4.12

Breusch-Pagan Test Results for Panel-level Heteroscedasticity

Fixed effects	Chi²	Prob> Chi²
Panel model 1 (NI)	8.39	0.0034

H₀: Constant error variance (homoscedasticity)

For the regression model, the above-mentioned test results showed a chi-square distribution value and accompanying p-values that were statistically significant at the 5% and 10% level, respectively, ruling out the null hypothesis of constant variance. This confirmed the presence of heteroscedasticity at the panel level, as suggested by (Yang, & Mathew, 2018).

4.6.5 Bartlett's Test of Internal consistency

Bartlett's Test of Sphericity was employed to examine the questions included in the structured questionnaire to measure the several domains for internal consistency. The test assumes no internal consistency, or its null hypothesis (inter-correlated). If the null hypothesis is not rejected, then factor analysis must be used to identify the principal components that measure the target domain. If the null hypothesis is rejected, however, it signifies that the items are consistent with one another and that their composites can be used to assess the variable of interest. Statistics from the test are displayed in Table 4.13.

Table 4. 13

Bartlett's Tests

Variable	Chi²	P value
Situational analysis	688.2	0.001
Strategy formulation	1017	0.000
Strategy implementation	217.1	0.000
Strategy evaluation and control	139.4	0.001
NGOs performance	931.7	0.000

Source: Survey Data (2021)

Table 4.13 shows that all of the p-values for the Bartlett's Test of Sphericity domains are less than 0.05. Therefore, at a significance level of 5%, the computed Chi statistics exceed the tabulated Chi statistics. Accordingly, we cannot accept the null hypothesis that there is no link between the questions in the structured questionnaire's various dimensions. This suggests that the items along each dimension of the structured questionnaire are consistent with one another. Without resorting to factor analysis, therefore, simple means for Likert items from each dimension of the structured questionnaire might be used as composites for each variable.

4.6.6 Test of Multicollinearity

A perfect relationship between variables is thought to be an example of multicollinearity. (Daoud, 2017). We utilized the correlation matrix to determine whether or not there was

substantial collinearity between factors and to assign relative importance to the correlation coefficient of the pairs. This error occurs when two or more of the independent variables are perfectly correlated with one another.

Table 4. 14***Multicollinearity test results***

		SAP	SFP	SIP	SECP	PNGO
SAP		1				
SFP	r	-0.0967	1			
	sig	0.1772				
SIP	r	0.6885	-0.1597	1		
	sig	0.000	0.0267			
SECP	r	-0.1573	-0.0744	-0.2396	1	
	sig	0.0394	0.3144	0.0017		
PNGO	r	0.5082	-0.2131	0.3401	-0.0969	1
	sig	0.0000	0.0031	0.0000	0.1780	

N = 81

Key: SAP = Situation Analysis Practice, *SFP*= Strategy Formulation Practice, *SIP* = Strategy Implementation Practice, *SECP* =Strategy Evaluation and Control Practice and *PNGO*=Performance of NGOs

With a correlation coefficient over 0.8, multicollinearity was assumed to be present because of the potential for erroneous regression. According to Table 4.14, the other variables did not exhibit multicollinearity as recommended by Gujarati statistical theory because their correlation coefficients were much lower than 0.8. (2003).

4.6 Inferential Statistics**4.6.1 Correlation Analysis**

Pearson's product-moment correlation coefficients were used to test for linearity in the relationships between the variables.

4.6.1.1 Pearson Correlation Coefficient Matrix

The study used the variables (Situation Analysis Practice, Strategy Formulation Practice, Strategy Implementation Practice, Strategy Evaluation and Control Practice and Performance of NGOs) to conduct Correlation analysis. The analysis used Karl Pearson's coefficient of correlation to estimate the relationship strength between the variables. The

test of Pearson Correlation was done at 95% and 99 confidence levels as presented in table 4.15 below.

Table 4. 15

Pearson Correlation Coefficient Matrix

		SAP	SFP	SIP	SECP	PNGO
SAP	Pearson Correlation	1				
	Sig. (2-tailed)	.				
SFP	Pearson Correlation	0.531**	1			
	Sig. (2-tailed)	0.000				
SIP	Pearson Correlation	0.815**	.503**	1		
	Sig. (2-tailed)	0.000	0.000			
SECP	Pearson Correlation	0.820**	0.444**	.788**	1	
	Sig. (2-tailed)	0.000	0.000	0.000		
PNGO	Pearson Correlation	0.683**	0.392*	.567**	.774**	1
	Sig. (2-tailed)	0.000	0.023	0.000	0.000	

**** Correlation is significant at the 0.01 level (2-tailed), N = 81**

Key: *SAP* = Situation Analysis Practice, *SFP*= Strategy Formulation Practice, *SIP* = Strategy Implementation Practice, *SECP* =Strategy Evaluation and Control Practice and *PNGO*=Performance of NGOs.

The study revealed a positive and significant association between independent factors (Situation Analysis Practice, Strategy Formulation Practice, Strategy Implementation Practice, Strategy Evaluation and Control Practice) and the performance of NGOs in Nairobi county. This reveals that any positive change in Situation Analysis Practice, Strategy Formulation Practice, Strategy Implementation Practice, Strategy Evaluation and Control Practice lead to performance of NGOs in Nairobi County. The outcome also revealed an existing positive and significant correlation between Situation Analysis Practice and the performance of NGOs in Nairobi County ($r=0.531$, $p<0.000$). This prove

that, when Situation Analysis Practice is enhanced, the performance of NGOs in Nairobi County also greatly improves. Further, the study affirmed that for the performance of NGOs to be maintained, situation analysis must be applied. The findings of the study research as well revealed a positive and significant association between Strategy Formulation Practice and performance of NGOs in Nairobi County ($r=0.815$, $p>0.000$). This revealed that NGOs performance highly depends on strategic formulation practices. The research findings further revealed a positive and significant association between Strategy Implementation Practice and NGOs performance (0.820 , $p>0.000$). It as well revealed that any positive change Strategy Implementation Practice enhance performance of NGOs in Nairobi County. Lastly, the research findings revealed the existence of positive and significant link between Strategy Evaluation and Control Practice and performance of NGOs in Nairobi County ($r=0.683$, $p>0.000$). The research outcome suggests that that the higher the strategy evaluation and control practice in the organization, the higher the performance level. Generally, the study outcomes concur with Mohammed and Elio (2016) who revealed that strategic management practices have positive impact not only on financial performance but on non-financial performance of these organizations.

4.6.1.2 Regression Analysis

The study aimed at finding out the overall influence of the independent variables that is situation analysis practice, strategy formulation practice, strategy implementation practice, strategy evaluation and control practice on performance of NGOs in Nairobi County. The model $Y = \beta_0 + \beta_1X_1+\beta_2X_2+\beta_3X_3+\beta_4X_4+\beta_5X_5+\varepsilon$ explained 64.72% of the variations in NGOs performance as shown in Table 4.11. This showed that situation analysis practice,

strategy formulation practice, strategy implementation practice, strategy evaluation and control practice explained 64.72% of the variation in NGOs performance.

Table 4.16

Model Summary

Model	r	r Square	Adjusted r Square	Std. Error of the Estimate
1	.8257	0.6645	0.6472	0.1243

a. predictors: situation analysis practice, strategy formulation practice, strategy implementation practice and strategy evaluation and control practice.

The analysis of variance results Table 4.12 indicates that the model fit is significant at $p=0.000$, $F=12.928$ with 80 degrees of freedom. This implies that situation analysis practice, strategy formulation practice, strategy implementation practice, strategy evaluation and control practice jointly have a significant and positive combined effect on NGOs performance.

Table 4.17

Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.733	1	10.733	12.928	.000 ^b
	Residual	65.588	79	.830		
	Total	76.321	80			

Table 4.12 presents the coefficient of determination between situation analysis practice, strategy formulation practice, strategy implementation practice, strategy evaluation and control practice and NGOs performance. The study found that there was a positive relationship between the dependent variable and the independent variables.

4.6.1.3 Coefficient of Determination

Table 4.13 presents the coefficient of determination between situation analysis practice, strategy formulation practice, strategy implementation practice, strategy evaluation and control practice and NGOs Performance. The study found that there was a positive relationship between the independent variables and NGOs performance. Out of the overall independent factors, strategy evaluation and control practice lead to highest variation in performance of NGOs in Nairobi County (r^2 0.2855) followed by Situation Analysis Practice (r^2 0.2352). Strategy Implementation Practice was third (r^2 0.2252) and lastly Strategy Formulation Practice was fourth (r^2 0.1723).

Table 4. 18

Regression Analysis Results- Coefficient of determination (R^2)

	R	R Square	Adjusted R Square	Std. Error of the Estimate
Situation Analysis Practice	.4915 ^a	0.2352	0.2228	0.18486
Strategy formulation Practice	.4228 ^a	0.1814	0.1723	1.37284
Strategy Implementation Practice	.509 ^a	0.2252	0.2167	1.22374
Strategy Evaluation and Control Practice	.567 ^a	0.2855	0.2447	1.16827

4.7.3 Determination of Regression Co-efficient

The study conducted a multiple regression analysis and from the above regression model, holding situation analysis practice, strategy formulation practice, strategy implementation practice, strategy evaluation and control practice and NGOs performance will be 0.188. a unit increase in situation analysis practice will lead to NGOs performance by a factor of 0.525; a unit increase in strategy formulation practice will lead to an improvement in to NGOs performance by a factor of 0.420; a unit increase in strategy implementation practice will lead to an improvement in NGOs performance by a factor of 0.431 and finally a unit

improvement in strategy evaluation and control practice will lead to a positive variation on NGOs performance with a value of 0.386. This shows that there is a positive relationship between situation analysis practice, strategy formulation practice, strategy implementation practice, strategy evaluation and control practice and NGOs Performance.

Table 4. 19

Regression Analysis Results

	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	0.188	0.593			6.041	0.000
Situation Analysis Practice	0.525	0.139	0.360		3.872	0.000
Strategy formulation Practice	0.420	0.107	0.341		3.268	0.005
Strategy Implementation Practice	0.431	0.143	0.327		2.170	0.000
Strategy Evaluation and Control Practice	0.387	0.254	0.313		1.049	0.000

a Dependent Variable: Performance of NGOs in Nairobi County

Using the table's unstandardized beta coefficients, the overall equation was obtained as proposed by the framework. When these beta coefficients are substituted in the equation, the model becomes:

$$Y = 0.188 + 0.525X_1 + 0.420 X_2 + 0.431X_3 + 0.386X_4 \text{ where}$$

From the model, it is observed that when all other factors are held constant, organizational performance of NGOs has a positive value of 0.188. Further, Strategy Evaluation and Control Practice was seen to have the least effect on organizational performance of NGOs as a unit change causes a slight increase in organizational performance by a multiple of 0.387 units. Situation Analysis Practice has the greatest effect on organizational performance of NGOs since a unit change in Situation Analysis Practice causes a change

in organizational performance by a multiple of 0.525 units. Strategy Implementation Practice is the second in terms of significantly influencing organizational performance of NGOs with a unit change causing a change in organizational performance by a factor of 0.431 units. Strategy formulation Practice is the third in line with a unit change leading to a significant change in organizational performance of NGOs by a factor of 0.420.

4.8 Hypotheses Testing

By comparing the results of the study's sample to those of the entire population, researchers can evaluate hypotheses they formed before conducting the study (Gujarati, 2003). In order to test hypotheses, this research calculated the statistical significance of the coefficients of the variables used to explain the results. The significance test is a statistical procedure used to determine if a null hypothesis (that two normally distributed populations have identical means) is true or false based on data collected from a statistical sample. The associated p-values at the 1%, 5%, and 10% levels were used for this purpose. Since the study's null hypothesis is more of a composite than a directed statement, we choose to utilize a two-tailed test to examine its significance (Martina, Tanya & Martin, 2014). This method was applied to the set of null hypotheses provided in Section 1.4 of the Introduction. For each test, the decision criteria were as follows: reject the null hypothesis if the observed p-value is less than the predetermined alpha (significance threshold), but keep it in play if the observed p-value is more than the predetermined alpha.

4.8.1 Test of Hypothesis One

H₀₁: Situational Analysis has no significant influence on the performance of Non-Governmental Organizations in Nairobi County

Table 4.15 displays the results of a regression analysis showing a positive and significant link between Situation Analysis Practice and the performance of NGOs in Nairobi County at the 5% level of significance. This conclusion is based on the corresponding p-value of 0.000 for the coefficients. The study concluded with a 95% degree of confidence that the stated null hypothesis had been rejected due to this observation. The study found no support for the null hypothesis, instead concluding that NGOs in Nairobi County, Kenya benefit from engaging in Situation Analysis Practice.

4.8.2 Test of Hypothesis Two

H₀₂: Strategy Formulation has no significant influence on the performance of Non-Governmental Organizations in Nairobi County.

Table 4.15 displays the findings of a correlation study showing a negative link between Strategy Formulation Practice and the performance of NGOs in Nairobi County at the 5% level of significance. This conclusion is based on the p-values of the 0.023-equivalent coefficients. For this reason, the study could not reject the null hypothesis with 95% confidence, and the authors concluded that NGOs in Nairobi County benefited significantly from adopting strategy formulation practices.

4.8.3 Test of Hypothesis Three

Ho₃: Strategy Implementation has no significant influence on the performance of Non-Governmental Organizations in Nairobi County.

According to Table 4.15, at the 5% level of significance, there is a positive and significant association between Strategy Implementation Practice and the performance of NGOs in Nairobi County. This conclusion is based on the corresponding p-value of 0.000 for the coefficients. The study concluded with a 95% degree of confidence that the stated null hypothesis had been rejected due to this observation. The study found no support for the null hypothesis, leading the authors to the conclusion that NGOs in Nairobi County, Kenya's Strategy Implementation Practice significantly influence performance.

4.8.4 Test of Hypothesis Four

Ho₄: Strategy Evaluation and Control has no significant influence on the performance of Non-Governmental Organizations in Nairobi County.

Table 4.15 displays the results of a regression analysis showing a positive and significant link between NGO performance in Nairobi County and the use of strategy evaluation and control practices. This conclusion is based on the corresponding p-value of 0.000 for the coefficients. The study concluded with a 95% degree of confidence that the stated null hypothesis had been rejected due to this observation. The research concluded that NGOs in Nairobi County, Kenya benefited from strategic evaluation and control practices, therefore refuting the study's null hypothesis.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This section provides an overview of the study, as well as discussion of the results, conclusions, recommendations, suggestions for improvement, and plans for future research. The study's findings are discussed and analyzed, and a conclusion is drawn based on the study's research objectives.

5.2 Summary of the Findings

The study outcome revealed an existing positive and significant correlation between Situation Analysis Practice and the performance of NGOs in Nairobi County ($r=0.531$, $p<0.000$). This prove that, when Situation Analysis Practice is enhanced, the performance of NGOs in Nairobi County also greatly improves. Further, the study affirmed that for the performance of NGOs to be maintained, situation analysis must be applied.

The findings of the study research as well revealed a positive and significant association between Strategy Formulation Practice and performance of NGOs in Nairobi County ($r=0.815$, $p>0.000$). This revealed that NGOs performance highly depends on strategic formulation practices. The research findings further revealed a positive and significant association between Strategy Implementation Practice and NGOs performance (0.820 , $p>0.000$).

It as well revealed that any positive change Strategy Implementation Practice enhance performance of NGOs in Nairobi County. Lastly, the research findings revealed the existence of positive and significant link between Strategy Evaluation and Control Practice and performance of NGOs in Nairobi County ($r=0.683$, $p>0.000$). The research outcome

suggests that that the higher the strategy evaluation and control practice in the organization, the higher the performance level.

5.3 Conclusions

Based on the findings the study concluded that Situation Analysis Practice significantly influence performance of Non-Governmental Organizations in Nairobi County, Kenya. This prove that, when Situation Analysis Practice is enhanced, the performance of NGOs in Nairobi County also greatly improves. Further, the study concluded that for the performance of NGOs to be maintained, situation analysis must be applied. The findings support Hodgetts and Kuratko's (2001) assertion that businesses' opportunities are hidden in their changing factors, and that businesses must develop a process to cope with changes as they face dynamically adjust contexts, especially when such changes are uncertain and happen unexpectedly.

Based on the findings the study concluded that Strategy Formulation Practice has a significant influence on d performance of Non-Governmental Organizations in Nairobi County. This revealed that NGOs performance highly depends on strategic formulation practices. The development of long-term plans for efficient opportunity management is aided by strategy formulation. It entails establishing the company's mission, defining attainable goals, devising strategies, and establishing policy guidelines. The findings support Taiwo and Idunnu's (2018) assertion that strategic formulation improves organizational performance.

Based on the findings the study concluded study concluded that Strategy Implementation Practice significantly influence performance of Non-Governmental Organizations in Nairobi County, Kenya. The research findings further concluded that, there exist a positive

and significant association between Strategy Implementation Practice and NGOs performance. It as well revealed that any positive change Strategy Implementation Practice enhance performance of NGOs in Nairobi County. The success, survival, or demise of a company is determined by the strategy implementation process. The organization's competitive advantage must always be enhanced by the successful execution and implementation of strong and robust strategies. The findings support Burgelman, Grove, and Meza (2016)'s assertion that strategy implementation aims to improve organizational performance.

Finally, based on the findings the study concluded that Strategy Evaluation and Control Practice significantly influence performance of Non-Governmental Organizations in Nairobi County, Kenya. There exist of positive and significant link between Strategy Evaluation and Control Practice and performance of NGOs in Nairobi County. The research outcome concludes that the higher the strategy evaluation and control practice in the organization, the higher the performance level. The purpose of strategy evaluation is to enlighten managers well about causes over a certain failure to accomplish a specific goal or target. The findings support Njagi, and Kombo (2014) assertion that strategy evaluation is required to provide insight on how performance compares to peers and other standards.

5.4 Recommendations

The study recommends that Situation Analysis Practice significantly influence performance of Non-Governmental Organizations in Nairobi County therefore the NGOs in Nairobi County need to prepare plans to cope with changes as they face different situations. According to the study, NGOs in Nairobi County should adopt strategies that will allow them to identify their corporate mission, specify feasible targets, develop tactics,

and establish policy guidelines. Effective strategy development can describe what the organization offers to community, objectives can describe what needs to be completed, and strategies can describe how the mission and objectives will be met. The study also suggests that NGOs in Nairobi County should place a greater emphasis on adopting pre-determined strategies. This is because the success or failure of well-formulated plans at this point is heavily dependent on strategy implementation. Lastly, the study suggests that strategy implementation be continued from regular basis to ensure a successful outcome. The top executives should investigate how strategy implementation leads to strategic management practices in order to enhance the effectiveness of NGOs in Nairobi County. The purpose of strategy evaluation is to enlighten managers about the factors for a specific failure to accomplish a specific goal or objective. The senior managers investigate how strategy evaluation develops strategic management practices in NGOs in Nairobi County in order to continuously improve their performance.

5.5 Implication for Further Study

Further research has to be done due to the limiting factors mentioned in the study. The study was only in apposition to focus on Nairobi County while there exist other 47 counties in Kenya. The study was only possible to carry out research on four factors of organizational performance hence need to do further studies in this area by focusing on other factors and also increasing the sample size.

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APPENDICES

Appendix 1: Introduction Letter

Dear Respondent,

RE: RESEARCH QUESTIONNAIRE.

I am a graduate student at Kenya Methodist University pursuing a Master's degree in Business Administration (MBA, Strategic Management Option) with a concentration in Strategic Management. In partial fulfillment of the requirements for the degree, I am conducting a research entitled *“Influence of Strategic Management Practices on organizational Performance of Non-Governmental Organizations in Nairobi County”*. This research forms part of the requirement for my degree qualification. I would appreciate if you would kindly take a little of your time to complete a questionnaire that I will provide. Any information provided from you is purely for academic purposes and all responses will be treated with utmost confidentiality. Your cooperation is most valued and appreciated.

I take this opportunity to thank you in advance for your quick return of your completed questionnaire.

Yours faithfully,

.....

Simeon Onyoni

Appendix II: Research Questionnaire

Please answer all questions as honestly as you can. The information you provide will be treated with a lot of confidentiality. It will only be used for academic purposes only.

SECTION A: BACKGROUND INFORMATION

1. Name of the organization (Optional)

2. Gender

Male [] Female []

3. What is your age range in years?

Less than 25 years []

26-35 years []

36-45 years []

More than 45years []

4. What is your highest level of education?

Diploma []

Degree []

Master []

PhD []

5. Number of years worked at the organization?

Less than 5 year []

5-10 year []

10-15 year []

15-20 year []

More than 20 year []

SECTION B: STRATEGIC MANAGEMENT PRACTICES

Part A: Situation Analysis Practice

4. Please use the point scale below to indicate your level of agreement by ticking each one of the given statements. 1= Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree,

1	2	3	4	5
---	---	---	---	---

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree				
	Opinion				1	2	3	4	5
1	Analysis allows us to build a foundation of knowledge about the context in which a plan is implemented.								
2	The analysis gives us a better understanding of the project's risks and benefits.								
3	Owing to the lack of public trust and confidence and a lack of understanding of the situation on the ground, the project may be jeopardized.								
4	Before the communication plan is prepared to execute the plan, the analysis helps discover strengths of an organization in terms of meeting the needs of the communication plan.								
5	The aim of the analysis is to identify areas in the plan that may require adjustments in order to reflect the present or evolving scenario.								
6	The major objective and goals of the strategy must be identified and understood during strategy creation.								
7	The organization's internal resources, competencies, and capabilities also influence strategy.								
8	An institution's strengths and weaknesses in relation to external opportunities and dangers can be identified through analysis.								

Part B: Strategy Formulation Practice

4. Please use the point scale below to indicate your level of agreement by ticking each one of the given statements.

	1	2	3	4	5				
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree				
	Opinion				1	2	3	4	5
1	Through vision statement, mission statement, and core principles, the firm has purposefully determined its strategic direction								
2	To comprehend the implications of its external environment, the organization examines or acquires information about it.								
3	The firm's strategic management planning is officially entrusted to the chief executive officer.								
4	At our company, developing strategic plans is a primary focus.								
5	During the course of constructing a strategy formulation process, a firm employs the services of a consultant.								
6	Before the strategic management plan is implemented, members of staff are briefed and guided through it.								

7	Our company has a planning department or panel which is in charge of policy development.					
8	our company's resources are always analyzed during strategy formulation.					

Part C: Strategic Implementation Practice

6. Please use the point scale below to indicate your level of agreement by ticking each one of the given statements.

	1	2	3	4	5				
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree				
	Opinion				1	2	3	4	5
1	The organization has strategy implementation plan								
2	The organization has implementation timelines								
3	The organization avails sufficient resources to meet strategy implementation								
4	The organization has capacity development for the employees and other stakeholders								
5	The strategy implementation is aligned to the resources and capabilities of the organization								
6	There is an elaborate communication system to enhance the success of the strategy implementation								
7	Adequate numbers of personnel are pooled to ensure strategy implementation is enhanced								

Part D: Strategy Evaluation and Control Practice

7. Please use the point scale below to indicate your level of agreement by ticking each one of the given statements.

	1	2	3	4	5				
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree				
	Opinion				1	2	3	4	5
1	The organization has developed processes and systems to review strategy performance								
2	The organization gathers environment information to guide the evaluation of strategies								
3	The organization has laid down policies to guide corrective measures during strategy formulation								

4	The firm has robust laid out control measures to guide conformity with the strategy					
5	Through strategy evaluation, the organization is able to map out the key threats to the performance of the firm					
6	The findings of the evaluation of the strategy form the basis for benchmarking future strategies					
7	Through better control mechanisms, resource utilization is enhanced within the organization					

Part E: Organizational Performance of NGOs

7. Please use the point scale below to indicate your level of agreement by ticking each one of the given statements.

	1	2	3	4	5					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree					
	Opinion					1	2	3	4	5
1	In the implementation of its plans, the organization has been capable of achieving positive results.									
2	The efficacy with which the institution's projects are carried out has improved.									
3	The organization has been successful in forming long-term collaborations with NGO stakeholders.									
4	Beneficiaries have received quality service provision as a result of the organization's efforts.									
5	The execution of the organization's projects has improved in quality.									
6	In the execution of its projects, the organization has been able to retain financial viability.									
7	Organizational goals and strategies are specific, measurable and manageable									

Thank you for your assistance

Appendix III: List of NGOs

Abalekwa Development Organization
AbashieleNendeAbabukha Support Services
Academy For Educational Development - Kenya
Act Aid Kenya
Action For Ethical Leadership
Advocacy For Community Development And Education
ADRA Kenya
Africa 2000 Network (Kenya)
Africa Community Development Organization
Africa Peace Forum
Africa Rural Link
Africa Solutions
African Centre For Rights And Governance
African Centre For Women Information And Communication Technology
African Community Development Foundation
African Community Development Organisation
African Council Of Religious Leaders
African Financial And Technical Assistance
African Foundation For Civil Society Organization
American Friends Service Committee
. African Agriculture Technological Foundation
Amref Health Africa
Arid Land Development Focus, Kenya
Aridlife Development Agency
Arise And Help Internationa
Article 19: Global Campaign For Free Expression
Association Of African Women For Research And Development
Association Of Former Kenya Ambassadors And Senior Diplomats
Bahati Centre
Bessa Integrated Development Programme
Bio Right And Soil
Conservation
Boma Welfare Organization
Care Kenya
Care International
Care Somalia
Catholic Relief
Catholic Fund For Overseas Development
Centers For International Programs - Kenya
Citihope Internationa
Co-Operative League Of The United States Of America

Coordinated Humanitarian And Development Services
Development Services 43. C
Corruption Watch International
Crisis Assessment And Recovery Centre
CristoffelBlindon Mission
Critical Incidents Frontiers - Africa
Cultural Video Foundation
Daraja-Civic Initiatives Forum
Debora International Kenya
Development Empowering Programme
Development Enhancement Programme-Kenya
Feed the Hungry
Feed The Children
Habitat For Humanity
Goal International
GIZ Kenya
I Choose Life
International Committee of RedcrossCresent
International Medical Corps
International Federation of Redcross
Kenya Redcross Society
Kenya Foundation For Youth & Women Programmes
Kenya Foundation For Youth And Women Programme
Kenya Human Rights Commission
Kenya National Council Of Traditional Practices
Kenya Orphans Support Organization
Kenya Philanthropic International Network
. Kenya Poverty Elimination Networks
Kenya Poverty Reduction Volunteers
Kenya Programmes Of Disabled Persons
Kenya Slum Youths Development Organization
Kenya Small Scale Industrial Development Programme
Mpesa Foundation
Merti Development Organization
Meru Youth And Women Empowerment Programme
Metra Micro Finance Kenya
Mobile Education For Life International
Mon Kibaimwa Development Programme
Mothers Rural Care For Aids Orphans
National Aids Control Council
Oxfam Kenya
Practical Action
Save The Children

Refugee United
Safaricom Foundation
Women And Youth In African Development
Women Awareness And Development Initiative
Women Without Borders - Kenya
Women Youth And Children Development Organization
Women's Research Centre And Development Institute
World Vision
World Food Programme
Young Volunteers Forum
Youth Alive! Kenya
Youth Alliance For Leadership And Development In Africa - Yalda (K)
Youth Conciousness Development And Programme - Kenya
Youth Impact Network International
Youth Initiatives-Kenya
Youth Partnership For Development
Youth Peace Alliance
Youth, Governance And Environmental Programme
Zion Counselling And Education Support Centre International

Appendix IV: University Letter



Kenya Methodist University

P.O Box 267 - 60200, Meru, Kenya, Tel: (+254-020) 2118423-7, 064-30301/31229 Email: info@kemu.ac.ke , Website: www.kemu.ac.ke

3rd September, 2021

Executive Secretary
National Council for Science and Technology
P.O Box 30623 – 00100
NAIROBI

Dear Sir/ Madam,

RE: SIMEON ONYONI- BUS-3-0856-2/2020

This is to confirm that the above named is a bona fide student of Kenya Methodist University pursuing a Master of Business Administration.

Simeon is undertaking a research study on "Influence of strategic management practices on organizational performance of Non-governmental organizations in Nairobi County to successfully complete his research work. He requires relevant data in his area of study.

In this regard, we kindly request your office to issue him a research permit to enable him collect the data for his academic research work.


We thank you in advance for your cooperation.

Yours faithfully



Dr. Evangelina Gichunge
Associate Dean, Research, Development & Board of Postgraduate Studies

Appendix V: Research Permit



REPUBLIC OF KENYA

 National Commission for Science, Technology and Innovation

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RESEARCH LICENSE




This is to Certify that Mr. Simen Onyoni Onyoni of Kenya Methodist University, has been licensed to conduct research in Nairobi on the topic: INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON ORGAIZATIONAL PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI COUNTY for the period ending : 13/September/2021.

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